

ATTACHMENT B
DRAFT KINGS COUNTY EMERGENCY
OPERATIONS PLAN

Immediate Action Checklist

USE THIS EIGHT STEP IMMEDIATE ACTION CHECKLIST TO INITIATE KINGS COUNTY'S RESPONSE TO AND SUPPORT OF AN EMERGENCY INCIDENT.

Step 1 - Receive alert of incident

| | |
|-----|---|
| 1.1 | Alerts should be directed to the Emergency Services Manager of the Kings County Office of Emergency Services at (559) 852-2883 |
| 1.2 | If the Emergency Services Manager of the Office of Emergency Services is not available, alerts should be directed to the Emergency Services Coordinator & Chief Resilience Officer at (559) 852-2176 based on the line of succession outlined in Section 1.10 of this plan. |
| 1.3 | Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public, or other sources. |
| 1.4 | See <i>ESF 2 – Communication</i> of this plan for more information on alert and warning. |

Step 2 - Determine need to implement the County's Emergency Management Organization.

| | |
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| 2.1 | The Emergency Services Manager of the Office of Emergency Services should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the County for the incident. This may range from the Emergency Services Manager of the Office of Emergency Services being on stand-by to full activation of the Emergency Operations Center. |
| 2.1 | Identify key personnel who will be needed to support emergency operations, including staffing of the Emergency Operations Center, if activated. |

Step 3 - Notify key County personnel and response partners.

| | |
|-----|--|
| 3.1 | The Emergency Services Manager of the Office of Emergency Services will notify key personnel to staff the Emergency Operations Center based on incident needs. |
| 3.2 | Notify appropriate emergency response agencies. Initial notification requests will be made by the Incident Commander through the Kings County Sheriff's Office Communications Division Dispatch. |
| 3.3 | See the Emergency Contact List that is maintained by the Emergency Services Manager of the Office of Emergency Services. |

Step 4 - Activate the County Emergency Operations Center as appropriate.

| | |
|-----|--|
| 4.1 | The County will utilize the Incident Command System in managing the Emergency Operations Center. |
| 4.2 | Primary Emergency Operations Center Location: 330 N. Campus Drive, Hanford, CA 93230 |
| 4.3 | Alternate Emergency Operations Center Location: 280 N. Campus Drive, Hanford, CA 93230 |
| 4.4 | See Section 5.4 of this plan for information on Emergency Operations Center operations. |

Step 5 - Establish communications with the on-scene Incident Commander.

| | |
|-----|--|
| 5.1 | Identify primary and back-up means to stay in contact with the on-scene Incident Commander. |
| 5.2 | The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene. |



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| 5.2 | See <i>ESF 2 – Communications</i> of this plan for more information on communications systems. |
| Step 6 - Identify, in coordination with the on-scene Incident Commander, key incident needs. Consider coordination of the following, as required by the incident: | |
| 6.1 | Protective action measures, including evacuation and shelter-in-place. |
| 6.2 | Shelter and housing needs for displaced citizens. |
| 6.3 | Emergency public information and coordination with the media. |
| 6.4 | Provisions for Access and Functional Needs Populations, including unaccompanied children. |
| 6.5 | Provisions for animals in disaster. |
| Step 7 - Inform the Standardized Emergency Management System Operational Area, Region, and State of the Emergency Operations Center activation and request support as needed. | |
| 7.1 | California Governor's Office of Emergency Services (Cal OES) Inland Region (Mutual Aid Region 5): Regional Administrator, (916)823-7360, Deputy Regional Administrator, (916)-628-5860. |
| 7.2 | California State Warning Center: (800) 852-7550. |
| 7.3 | If there is an oil or chemical spill to report, responsible parties should call the National Response Center at (800) 424-8802. |
| Step 8 - Declare a State of Emergency for the County, as appropriate. | |
| 8.1 | If the incident has overwhelmed or threatens to overwhelm the County's resources to respond, the County should declare a State of Emergency. |
| 8.2 | A declaration may be made by the local City Leadership within 10 days of the disaster and will be ratified by the County Supervisor within seven days. (California Govt. Code Section 8625). |
| 8.3 | The declaration should be submitted to the California Governor's Office of Emergency Services. |
| 8.4 | See Section 1.9.1 of this plan for information on the disaster declaration process. See Appendix A for a sample disaster declaration form. |



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LETTER OF PROMULGATION

Approval Date:

To all Recipients:

Promulgated herewith is the Emergency Operations Plan for Kings County (County). This plan supersedes any previous plans. It provides a framework within which the County can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operations Plan is a component of the County's comprehensive approach to emergency management that ensures that the County is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the County.

Focused on response and short-term recovery activities, this Emergency Operations Plan provides a framework for how the County will conduct emergency operations. The plan identifies key roles and responsibilities, defines the primary and support roles of County agencies and departments, outlines the steps for coordination with response partners, and establishes a system for incident management. The outlined framework is consistent with the Standardized Emergency Management System and the National Incident Management System.

This plan has been reviewed by the Emergency Services Manager and Emergency Services Coordinator of the Kings County Office of Emergency Services and approved by the County Board of Supervisors. It will be revised and updated as required. All recipients are requested to advise the Emergency Services Manager of any changes that might result in their improvement or increase their usefulness. Changes to the plan will be transmitted to all addresses on the distribution list in Table 1.

Table 1 District Distribution List

| DISTRICT | NAME | DATE |
|------------|----------------|------|
| District 1 | Joe Neves | |
| District 2 | Richard Valle | |
| District 3 | Doug Verboon | |
| District 4 | Rusty Robinson | |
| District 5 | Robert Thayer | |

Print Name: _____ Date: _____

Signature: _____
Chairman, Board of Supervisors
Kings County



The Kings County Emergency Operations Plan is a result of a collaborative effort and a commitment to emergency management. The planning effort was initiated and led by the Kings County Office of Emergency Services and supported by County departments. Input was received from numerous agencies and organizations, and support was provided from monthly input from planning team members at the Office of Emergency Services. Kings County would like to acknowledge and thank the members in Table 2 who contributed to the content of this plan.

[illegible]

2025 Update



APPROVAL AND IMPLEMENTATION

Preface

This Emergency Operations Plan (EOP; herein referred to as the "Plan") is an all-hazard plan that describes how Kings County will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of California, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, and California Governor's Office of Emergency Services plans.

County government has the primary responsibility of responding to emergency or disaster conditions to maximize the safety of the public and minimize property damage. The State of California's primary goal is that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. Therefore, California Government Code Section 8607(a) requires the use of the Standardized Emergency Management System (SEMS) for managing emergencies involving multiple jurisdictions and agencies as outlined in the California Code of Regulations Section 2400-2450.

This plan is based on the functions and principles of SEMS and identifies how the County fits into the overall SEMS structure. SEMS served as the model for the National Incident Management System (NIMS) and National Response Framework (NRF), and these systems are designed to be compatible through their use of the Incident Command System. SEMS has since been updated to fully integrate NIMS components into its structure; this plan formally adopts the principles of NIMS.

Consisting of a Basic Plan, Emergency Functional Annexes, and Incident Annexes, this EOP provides a framework for coordinated response and recovery activities during a large-scale emergency. This plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, community-based organizations, faith-based organizations, and private-sector partners.

Plan Administration

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically as outlined in Table 3, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for communication of any updates to their relevant sections of the EOP when changes occur. The Emergency Services Manager is ultimately responsible for the dissemination of all plan updates. Copies of the plan will also be maintained by the Kings County Emergency Services Manager of the Office of Emergency Services and posted online at: <https://www.countyofkingsca.gov/departments/public-safety/fire-department/office-of-emergency-services-oes/plans>

Table 3 Plan Distribution List

| NO. | DEPARTMENT/AGENCY | TITLE | DATE DELIVERED |
|-----|---|--------------------------------------|----------------|
| 1 | Kings County Administration Office | County Administrative Officer | |
| 2 | Kings County Office of Emergency Services | Emergency Services Manager | |
| 3 | Kings County Counsel | County Counsel | |
| 4 | Kings County Human Services Agency | Director | |
| 5 | Kings County Department of Public Health | Public Health Officer | |
| 5 | Kings County Information Technology | Director | |
| 6 | Kings County Finance Department | Director of Finance | |
| 6 | Kings County Public Works (Administration, Roads & Bridges, Parks & Grounds, Fleet Management, Building Maintenance, Engineering) | Director | |
| 7 | Kings County Sheriff's Office | Sheriff-Coroner Public Administrator | |



| NO. | DEPARTMENT/AGENCY | TITLE | DATE DELIVERED |
|-----|---|---|----------------|
| 8 | Kings County Fire Department | Chief | |
| 9 | Kings Area Communications Dispatch | Director | |
| 10 | Kings County Community Development Agency | Community Development Director | |
| 11 | Kings County Human Resources | Human Resources Director | |
| 12 | Kings County Division of Water and Natural Resources | Water, Solar, and Natural Resources Manager | |
| 13 | Kings County Agriculture Department | Agricultural Commissioner | |
| 14 | Kings County Animal Services | | |
| 15 | Kings County Office of Education | County Superintendent of Schools | |
| 16 | California Governor's Office of Emergency Services, Planning Division | Planning Division Lead | |

Record of Plan Changes

The Emergency Services Manager of the Kings County Office of Emergency Services will coordinate the review, revision, and re-promulgation of this plan every two years, or when changes occur, such as lessons learned from exercises or events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by the Emergency Services Manager of the Office of Emergency Services without formal County Board of Supervisors' approval. This EOP and its Functional Annexes supersede all previous versions of the Kings County EOP.

All updates and revisions to the plan will be tracked and recorded in Table 4. This process will ensure that the most recent version of the plan is disseminated and implemented by emergency response personnel.

Table 4 Plan Revisions

| NO. | DATE | DEPARTMENT/AGENCY | SUMMARY OF CHANGE |
|-----|----------|-------------------------|---|
| 01 | 5/2/2025 | Kings County OES by WSP | Update content, information, and bring overall information and formatting in line with EOPs throughout the State of California. |
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Emergency Operations Plan Review Assignments

All County Departments and supporting agencies that maintain their own EOPs and/or emergency response Standard Operating Procedures (SOPs) are responsible for assuring there are no strategic or tactical conflicts between their operational plans and the processes within this EOP. Where conflict(s) exist, deconfliction efforts must occur as soon as the conflict(s) are identified and should be addressed in coordination with the County, if deemed necessary.

Unless otherwise stated, Table 5 identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes will be forwarded to the Emergency Services Manager of Kings County Office of Emergency Services for incorporation into the plan and dissemination of the revised version. This does not preclude other departments and agencies with a vital interest in the plan from providing input to the document; such input is encouraged. It is also encouraged that plan review be performed concurrently with review of other related County emergency plans and procedures to enhance consistency.

Table 5 Essential Support Function and Incident Annexes

| SECTION/ANNEX | RESPONSIBLE PARTY |
|---------------|-------------------|
| Basic Plan | |



| SECTION/ANNEX | RESPONSIBLE PARTY |
|---|---|
| All | Kings County Office of Emergency Services |
| Emergency Support Function Annexes (ESFs) | |
| ESF 1 – Transportation | Kings County Department of Public Works |
| ESF 2 – Communications | Kings County Sheriff's Office Communication Division – Communication Dispatch |
| ESF 3 – Construction and Engineering | Kings County Department of Public Works |
| ESF 4 – Fire and Rescue | Kings County Fire Department - Agency Having Jurisdiction |
| ESF 5 – Management | Kings County OES |
| ESF 6 – Mass Care and Shelter | Kings County Public Health Department and Human Services Agency |
| ESF 7 – Resources | Kings County OES |
| ESF 8 – Public Health and Medical | Kings County Public Health Department and Human Services Agency |
| ESF 9 – Search and Rescue | Search and Rescue was merged with ESF 4 and ESF 13. |
| ESF 10 – Hazardous Materials | Kings County Fire Department |
| ESF 11 – Agriculture | Kings County Agricultural Commissioner |
| ESF 12 – Utilities | Kings County Department of Public Works |
| ESF 13 – Law Enforcement | Kings County Sheriff's Office |
| ESF 14 – Long Term Recovery | Kings County OES |
| ESF 15 – Public Information | Kings County OES + Kings County Board of Supervisors |
| ESF 17 – Volunteer and Donations Management | Kings County OES |
| ESF 18 - Cybersecurity | Kings County Information Technology |
| Incident Annexes (IAs) | |
| IA 1 – Drought | Kings County Department of Public Works, Agriculture Department |
| IA 2 – Earthquake | Kings County Community Development Agency |
| IA 3 – Extreme Heat | Kings County Department of Public Health |
| IA 4 – Flood (+ dam incidents) | Kings County Department of Public Works |
| IA 5 – Land Subsidence | Kings County Department of Public Works |
| IA 6 – Landslide | Kings County Department of Public Works |
| IA 7 – Severe Weather (includes dense fog, heavy rain, thunderstorms, hail, lightning, and high wind/tornado) | Kings County Department of Public Works |
| IA 8 – Hazardous Materials (accidental release) | King County Fire Department/Hazardous Materials Response Team |
| IA 9 – Public Health Hazards (Pandemics/Epidemics) | Kings County Public Health and Human Services Agency |
| IA 10 – Terrorism | Kings County OES |
| IA 11 – Transportation Accident | Kings County Sheriff's Office |
| IA 12 – Utility Failure | Kings County Department of Public Works |
| IA 13 – Wildfire | Kings County Fire Department |
| IA 14 – Cybersecurity | Kings County Information Technology |
| Annexes | |
| Communication and Warning Annex | Kings County Sheriff's Office Communication Division – Communication Dispatch |
| Emergency Public Information Annex | Kings County Sheriff's Office Communication Division – Communication Dispatch |
| Emergency Operations Center Annex | Kings County OES |
| Position Annex | Kings County OES |
| Recovery Annex | Kings County OES |
| Mass Care and Shelter Annex | See ESF 6. |



| SECTION/ANNEX | RESPONSIBLE PARTY |
|--|---|
| Continuity of Operations Annex | Under development. |
| Access and Functional Needs Annex | Kings County OES (in coordination with Human Services Agency and Department of Public Health) |
| Volunteer and Donations Annex | See ESF 17. |
| Animal and Emergency Response Annex | See ESF 8 and ESF 11. |
| Additional Relevant Plans and Materials | |
| Plan-Dead Animal Management Plan | Kings County OES |
| List-Warming Zones | Kings County OES |

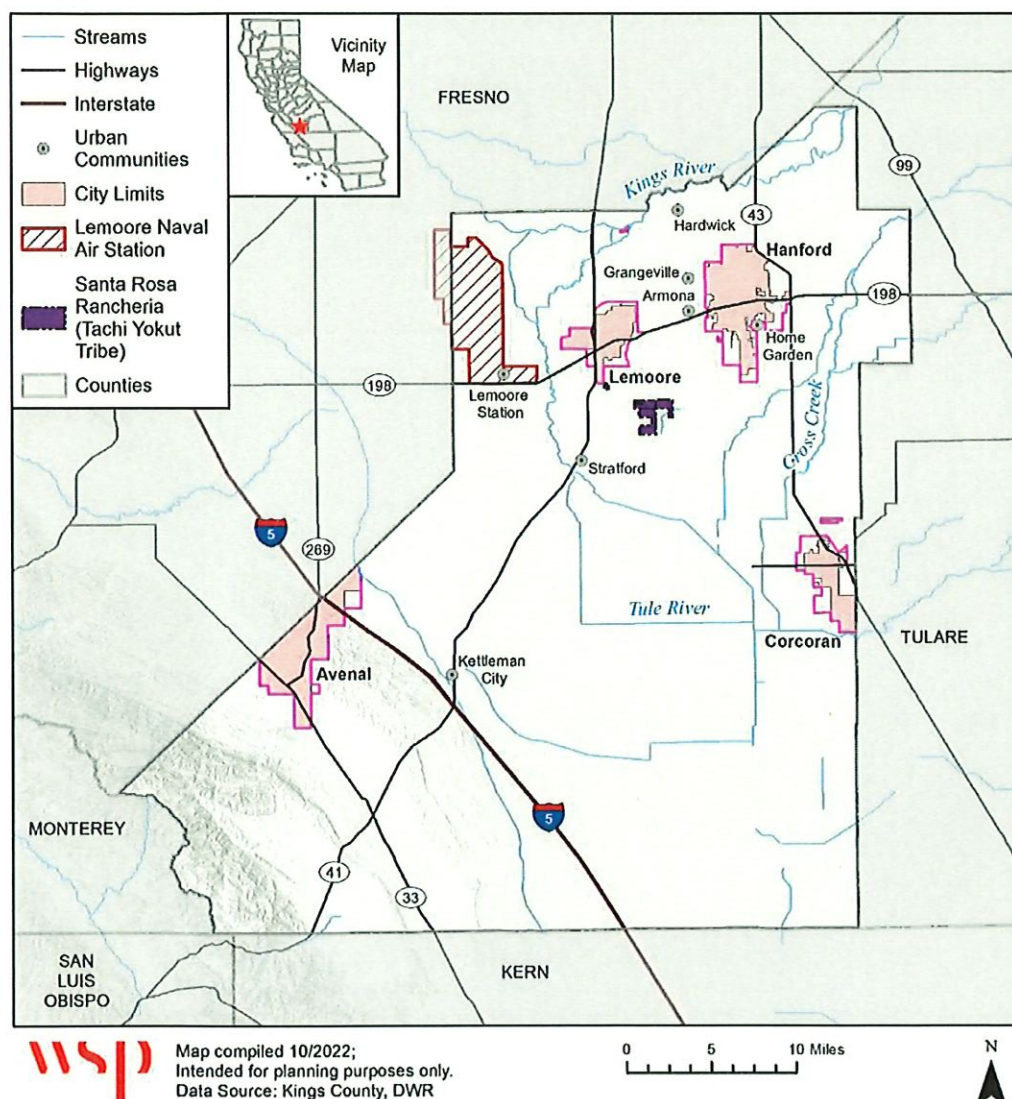


1 Introduction

1.1 Purpose

The Emergency Operations Plan (EOP) is intended to facilitate coordination between agencies and jurisdictions within Kings County, ensuring the protection of life, property, and the environment during small to large-scale disasters that are often associated with natural disasters and/or human-caused emergencies. Through this EOP, the County designates the Standard Emergency Management System (SEMS), which is consistent with the National Incident Management System (NIMS), and the Incident Command System (ICS) as the frameworks within which all emergency management activities will be conducted. This Plan provides the framework for a coordinated effort between partners and provides stability and coordination during a disaster. This EOP outlines the specific actions that the Kings County and Kings County Operational Area (OA) will carry out for the OA shown in Figure 1-1 when an emergency exceeds or has the potential to exceed the capacity of a single agency or jurisdiction to respond. The EOP will provide procedures for the County and the County as the OA to prepare for and respond to natural, technological, human-health, and human-caused incidents requiring a coordinated response. It sets forth the organizational framework and relationships among government departments and agencies, and addresses steps needed to safeguard the whole community - especially those who are most at-risk, experience the most vulnerabilities, and/or have been historically underserved.

Figure 1-1 Operational Area Map





1.2 Whole Community Approach

The Federal Emergency Management Agency (FEMA) "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, recover from, and mitigate against disasters. This includes all emergency management partners, both traditional and non-traditional, such as individuals and families, including those with access and functional needs (AFNs), businesses, volunteer groups, faith-based groups, NGOs, and CBOs, schools and academia, media outlets, the private sector; and the public, including survivors of an incident.

Everyone who lives or works in the County shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, Kings County will assist its citizens in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services during a disaster. However, a major emergency is likely to damage the County's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens prepared to take care of themselves, their families, and assist neighbors in the early phases of an emergency can make a significant contribution towards survival and community resiliency. The County also complies with the Americans with Disabilities Act (ADA) and the legislative requirements of the State of California to ensure it provides the best emergency planning services to the community and to ensure the considerations of its AFN and vulnerable populations.

1.3 Scope

This Plan is a statement of Kings County policy regarding emergency management. The scope of the Plan includes the activities necessary to implement the five phases of emergency management: prevention, mitigation, preparedness, response, and recovery. It assigns tasks and responsibilities to County departments and other agencies and organizations specifying their roles before, during, and after an emergency or disaster situation. The Plan is designed to be used by Kings County elected officials, department heads and their senior staff members, emergency management staff, coordinating response agencies within the OA jurisdictions, private organizations responsible for staffing positions within the County and at the EOC during a disaster, and other stakeholders that support emergency operations. The public is also welcome to review non-sensitive parts of this plan to better understand how the County manages emergency operations.

It was developed pursuant to the California Emergency Services Act and conforms to the NIMS, the National Response Framework (NRF), and the SEMS. The OA for Kings County includes cities, special districts, tribal nations, and unincorporated areas of the County. Day-to-day procedures and specific emergency responses of the County and OA partners are not addressed in this Plan. For example, each city maintains its own EOP and each emergency response agency maintains its own Standard Operating Procedures (SOPs). However, city plans should be consistent with the policies and procedures established by this Plan. For example, during multi-jurisdictional emergencies, each jurisdiction retains responsibility for managing the operations within their own jurisdictional boundaries (e.g., city limits) and for coordinating with neighboring jurisdictions or special districts that have overlapping service areas.

In accordance with SEMS and a Joint Powers Agreement (with the County of Kings, the cities of Avenal, Corcoran, Hanford, and Lemoore), when a disaster occurs, the Kings County OA coordinates and supports emergency operations within the County jurisdiction. The EOP provides guidance when the EOC activates, although its provisions for mitigation and training indicate that this Plan remains in effect even when the EOC is not activated. The EOC activates when an incident or event in Kings County has overwhelmed or exceeded the capabilities of a single department or a single city and requires additional or non-standard resources. An emergency proclamation is not required to implement the EOP nor to activate the EOC. Kings County OES may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

EOC deactivation typically occurs when the incident no longer needs the support and coordination functions provided by Kings County. This can happen with the resolution of the event or the local jurisdiction being able to meet the needs of the continued response, per SEMS. There may be multiple steps to deactivation, such as having the EOC activated at a lower level before full deactivation. Depending on the severity of the incident, transition into long-term recovery efforts may continue beyond deactivation. County staff, including the EOC, if activated, will ensure that demobilization and the transfer of authority and support are completed before deactivating.



Each organization identified in this EOP is responsible for developing, testing, and implementing policies, procedures, and SOPs or checklists that reflect the emergency management concepts contained in the Plan.

1.4 Urgent Modifications to the EOP

Under extraordinary circumstances when a major modification to this Plan is needed and when the Emergency Services Manager cannot perform or approve the plan modification, the County Board of Supervisors may grant authority to the Emergency Services Manager or other designee (e.g., Emergency Services Coordinator) to make such legal and necessary modification(s).

1.5 Plan Organization

The Plan is organized into the Base Plan and Annexes (hazard-specific and functional) that contain general and specific information related to the County emergency management operations.

1.5.1 Base Plan

The EOP Base Plan provides an overview of the systems, strategies, policies, assumptions, responsibilities, and operational priorities Kings County will use to guide and support emergency management efforts. This Plan also identifies position roles and responsibilities, describes the concept of operations, describes the process for mutual aid, provides public information, and identifies how the County integrates SEMS and NIMS.

1.5.2 Annexes

Supplemental plans and procedures are developed to support the Base Plan and include hazard-specific and functional annexes. These Annexes are incorporated by reference and maintained separately from the Base Plan.

1.6 Plan Activation

Once promulgated by the County Board of Supervisors, this EOP is in effect and may be implemented as a whole or in part to respond to:

- Incidents in or affecting the County.
- Health emergencies in or affecting the County.
- Non-routine life-safety issues in or affecting the County.

An emergency declaration is not required to implement the EOP or activate the EOC. The Emergency Services Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

To effectively implement this Emergency Operations Plan (EOP), the County will first involve other County departments, external agencies, organizations, and stakeholders in its development. During emergency operations, Emergency Management personnel will direct the processes outlined in the EOP. The Emergency Operations Center (EOC) will operate collaboratively with various departments, agencies, organizations, and stakeholders, incorporating multi-agency representatives into the planning process. To manage emergencies or disasters, the County will adopt an objective-based approach, utilizing the processes and procedures detailed in the EOP and individual agency standard operating procedures. This will be complemented by continuous evaluation of operational effectiveness and strategy adjustments, as necessary.

1.6.1 Plan Alignment to Other State and County Planning Efforts

The EOP integrates and aligns with other state and County plans, as outlined in Table 1-1.

Table 1-1 Relationships to Other Plans

| STATE, REGIONAL, & LOCAL PLANS | ALIGNMENT DESCRIPTION |
|---------------------------------|--|
| State Plans | |
| California State Emergency Plan | The State Emergency Plan and the State Operations Center (SOC), coordinates all emergency management activities of California to protect lives and property and preserve the environment. The State takes appropriate actions to mitigate the effects of, prepare for, respond to, and recover from the impacts of emergencies or disasters, as outlined in the State Emergency Plan. California is also |



| STATE, REGIONAL, & LOCAL PLANS | ALIGNMENT DESCRIPTION |
|---|--|
| | responsible for promoting resilience by implementing legislation that facilitates mitigation in all relevant functional components of the government. The Kings County EOP Base Plan and ESFs align with the organization and procedures outlined in the State Emergency Plan. |
| State Emergency Alert System Plan and Operations Orders | The Kings County EOP Base Plan and ESFs align with the procedures outlined in the State Emergency Alert System Plan and relevant operation orders. |
| Red Cross Emergency Plans-Disaster, Sheltering/Mass Care/Volunteer | The Kings County EOP Base Plan and Mass Care and Shelter ESF aligns with the organization of the Red Cross Emergency Plans-Disaster Sheltering, Mass Care, and Volunteer plans. |
| California Office of Emergency Services (Cal OES) Region 5 Multiple Casualty Incident (MCI) Plans | The Kings County EOP Base Plan aligns with the State's Region 5 MCI Plans by ensuring that local response protocols are compatible with state-level strategies and standardized procedures for handling incidents with many victims. Alignment was achieved through use of common terminology (use of same MCI categories), aligning the ICS structure with the California SEMS and NIMS, clearly defined roles, establishing consistent triage protocols, ensuring mutual aid protocols and resource requests follow the State's Mutual Aid System, and aligning patient transportation strategies with state plans to avoid overloading local hospitals (where feasible in Plan). Communication protocols, training and exercises, and reporting procedures were also integrated (e.g., California Health Alert Network [CAHAN]) where applicable. |
| California Mutual Aid Region 5 Regional CHEMPACK Plan (2023) | The Kings County EOP Base Plan can align with the Region 5 Regional CHEMPACK Plan by ensuring local strategies for chemical emergencies are integrated with the regional objectives. Also, CHEMPACK assets and protocols can be explicitly included in the annexes that cover hazardous materials (ESF 10). |
| California Health Alert Network (CAHAN) | The Kings County EOP Base Plan can align with the CAHAN by integrating CAHAN protocols to ensure timely dissemination of public health alerts, situational updates, and emergency notifications to healthcare and response partners. The Kings County EOP also ensures regular training to maintain readiness and compliance with CAHAN communication standards. |
| County Plans | |
| Kings County Multi-Jurisdictional Hazard Mitigation Plan (2024) | The County addresses current and future impacts related to existing natural hazards through the MJHMP. Developed by the County OES, the MJHMP reduces or eliminates long-term risk to people and property from hazards such as dam incidents, drought, extreme heat, earthquakes, flooding, landslides, land subsidence, severe weather, and wildfire. It also discusses how climate change will affect the County and provides goals and actions to mitigate these impacts. The situation overview in Section 2 aligns with the community profile information and hazards profiled in the MJHMP. |
| Kings County Department of Public Health | |
| Kings County Hazardous Materials Area Plan | The Kings County EOP aligns with the Kings County Hazardous Materials Area Plan by ensuring that the EOP's Hazardous Materials ESF (ESF 10) references the Area Plan's specific response procedures, roles, and site-specific hazard assessments. The Hazardous Materials ESF incorporates the Area Plan's coordination framework for multi-agency response, resource deployment, and public protective actions during hazardous materials incidents. |



| STATE, REGIONAL, & LOCAL PLANS | ALIGNMENT DESCRIPTION |
|---|---|
| Coroner's Mass Fatality Plan | The Kings County EOP integrated the Coroner's Mass Fatality Plan into the EOP's Mass Care and Shelter Annex. Examples include defining the coroner's lead role in victim identification, body recovery, and coordination with funeral services. |
| Kings County Public Health MHOAC Program | The Kings County Public Health MHOAC Program refers to the Medical Health Operational Area Coordinator program, which is a part of California's public health and medical emergency response system. The MHOAC is responsible for coordinating medical and health resources during emergencies within Kings County, including requesting mutual aid, managing medical surge, overseeing patient movement, and supporting public health operations in alignment with the California Health and Safety Code and Emergency Medical Services Authority (EMSA) guidelines. The Kings County Public Health and Medical ESF integrates the MHOAC Program by including the agency's responsibilities into ESF-8 which ensures that the MHOAC serves as the co-lead agency for medical coordination in the County. |
| City Plans | |
| City of Avenal Annex to the Kings County MJHMP (2023) | The Kings County EOP aligns with the City of Avenal Annex to the Kings County MJHMP (2023) by covering the same hazards and integrating them into the emergency response strategies. It also aligns the City's mitigation actions with the EOP's long-term preparedness and response actions. Local emergency response protocols for hazards are also aligned with countywide communications systems. Other roles and responsibilities should be cross-referenced within the City's EOP. |
| City of Corcoran Annex to the Kings County MJHMP (2023) | The Kings County EOP aligns with the City of Corcoran Annex to the Kings County MJHMP (2023) by covering the same hazards and integrating them into the emergency response strategies. It also aligns the City's mitigation actions with the EOP's long-term preparedness and response actions. Local emergency response protocols for hazards are also aligned with countywide communications systems. Other roles and responsibilities should be cross-referenced within the City's EOP. |
| City of Hanford Annex to the Kings County MJHMP (2023) | The Kings County EOP aligns with the City of Hanford Annex to the Kings County MJHMP (2023) by covering the same hazards and integrating them into the emergency response strategies. It also aligns the City's mitigation actions with the EOP's long-term preparedness and response actions. Local emergency response protocols for hazards are also aligned with countywide communications systems. Other roles and responsibilities should be cross-referenced within the City's EOP. |
| City of Lemoore Annex to the Kings County MJHMP (2023) | The Kings County EOP aligns with the City of Lemoore Annex to the Kings County MJHMP (2023) by covering the same hazards and integrating them into the emergency response strategies. It also aligns the City's mitigation actions with the EOP's long-term preparedness and response actions. Local emergency response protocols for hazards are also aligned with countywide communications systems. Other roles and responsibilities should be cross-referenced within the City's EOP. |

Source: WSP 2025



1.6.2 Authorities

To ensure essential government functions – including those within emergency management – are maintained during an emergency, Kings County has adopted this EOP. The Emergency Services Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the County are responsible for developing and implementing Continuity of Operations Plans (COOP) to ensure continued delivery of essential functions during an emergency. The level of authority and duration of the authority of those representatives, or those to which they delegated that responsibility, would be determined by the scope of the incident and within specific parameters. This includes adhering to the California Code of Regulations (CCR) Title 19, Division 2. Chapter 1 establishes the SEMS Regulations and the authority for the County to establish an emergency management organization and appoint an Emergency Services Manager of Kings County OES. It also establishes who will be responsible for the organization, administration, and operation of the Kings County OES.

The Kings County OES will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the County EOP.
- Manage and maintain the County EOC, from which County officials can coordinate emergency and disaster response activities.
- Establish an Incident Command structure consistent with SEMS for management of incidents by all local emergency service agencies.
- Coordinate with Local Area, Regional, Tribal, and State agencies, as well as other private, nonprofit, volunteer, CBO, and faith-based organizations, to integrate effective practices in emergency preparedness and response in a manner consistent with SEMS.

Through promulgation of this plan, the Office of Emergency Services has been identified as the lead agency. The Emergency Services Manager has authority and responsibility for the organization, administration, and operations of the Kings County OES.

The Emergency Services Manager may delegate any of these activities to designees, as appropriate. The Kings County OES is consistent with State SEMS and federal NIMS, and procedures supporting SEMS and NIMS implementation and training for the County will be developed and formalized by the Emergency Services Manager.

The development of this EOP was accomplished through the review and reference of local, state, and federal laws, standards, and guidelines. A full list of resources and referenced documents is included in Appendix F and Appendix H of this plan.

1.7 Applicable Codes, Ordinances, and Laws

The primary applicable local codes, ordinances, and laws that apply and were referenced to develop this plan are:

- Kings County Code, Chapter 6 – Emergency Services

The primary State laws and regulations that apply and were referenced to develop this plan are:

- Section 23600 of the Government Code (refers to authority and responsibilities of the Board of Supervisors)
- California Government Code Section 8607 (SEMS framework for coordinating emergency response)
- Section 8635-3643 of the California Government Code
- California Mutual Aid Plan (District 5)
- Government Code, Title 2, Division 1, Chapter 7, Article 12 Sections 8550 – 8669.7 (California Emergency Services Act)
- Government Code, Chapter 7.5, Title 2, Division 1 (California Natural Disaster Assistance Act)
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Code of Regulations (CCR), Title 19, Division 2, Chapter 1, California Government Code Section 8607 (Standardized Emergency Management System Regulations)
- California Law Enforcement Mutual Aid Plan (10th Edition, July 2019)
- California Public Health Medical and Health Emergency Operations Manual (2011)
- California Department of Water Resources Flood Control (California Water Code Section 128)
- California Health and Safety Code Section 101080 (Chapter 2 of Part 3 of Division 101 of the Health and Safety Code)



- Hazardous Materials Area Plan Regulations (Title 19, Division 2, Chapter 4, Article 3, Sections 2640-2648 of the California Code of Regulations) and (California Health and Safety Code, Division 20, Chapter 6.95, Section 25503)
- State of California Emergency Plan
- Cal OES Emergency Plan Review Crosswalk (Local Government Agencies [Checklist for Reviewing Emergency Plans])
- State of California Planning Best Practices for County Emergency Plans

The primary applicable federal laws that apply and were referenced to develop this plan are:

- ADA of 1990
- Federal Civil Defense Act of 1950
- PETS Act (Public Law 109-308)
- FEMA Developing and Maintaining Emergency Operations Plans and Comprehensive Preparedness Guide (PG 101) Version 3
- Homeland Security Presidential Directive 15 – War on Terror Directive (2006) • Homeland Security Presidential Directive 20 - National Continuity Policy (2007)
- National Response Framework, Fourth Edition, October 28, 2019
- National Incident Management System, Third Edition, October 2017
- Presidential Policy Directive 39 – Policy on Counterterrorism (June 21, 1995) • Post-Katrina Emergency Management Reform Act of 2006 (enacted in Title VI of PL 109-295, DHS Appropriations Act of 2007)
- CFR, Title 44, Chapter 1, FEMA (2007)
- CFR, 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended)

1.8 Mutual Aid

The California Civil Defense Master Mutual Aid Agreement was entered into by the State of California and its various departments, agencies, and political subdivisions in 1950 to guarantee provision of resources during an emergency. The agreement requires that each signatory provide aid to the others during an emergency without expectation of reimbursement. California is divided into six (6) Mutual Aid Regions, which allow for more effective coordination of mutual aid. All signatories' emergency plans must include plans to mobilize resources for mutual aid.

The County is located within Mutual Aid Region 5. Mutual aid requests are processed by pre-identified mutual aid coordinators and follow discipline-specific chains from the field to the local government, from the local government to the Operational Area, from the Operational Area to the Region, and from the Region to the State, as specified in the State of California Emergency Plan.

See Individual ESOs for existing mutual aid agreements.

Copies of these documents can be accessed through the Emergency Services Manager. During an emergency, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.9 Emergency Proclamations

The California Emergency Services Act of 2021 provides for three types of emergency proclamations in California: (1) Local Emergency, (2) State of Emergency, and (3) State of War Emergency. The California Health and Safety Code provides for the proclamation of a (4th) Local Health Emergency (H&S Code 101080 et seq). 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 other assistance to the impacted jurisdictions. Although emergency proclamations facilitate the flow of resources and support to the affected jurisdictions and local government, they are not prerequisite for rendering mutual aid and assistance under existing agreements or requesting assistance from the American Red Cross or State agencies.

1.9.1 County Proclamation Process

Pursuant to California Government Code Section 8680.9, a local emergency is a condition of extreme peril to persons or property proclaimed as such by the governing body of the local agency affected by a natural or human-made disaster. The purpose of a local emergency proclamation is to provide extraordinary police powers; immunity for emergency actions; authorize issuance of orders and regulations; activate pre-established emergency provisions; and is a prerequisite for requesting state or federal assistance.



The declaration of a Local Emergency provides the governing body with the legal authority to:

- If necessary, request that the Governor proclaim a State of Emergency.
- Promulgate or suspend local orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements.
- Request State agencies and other jurisdictions to provide mutual aid.
- Request the emergency services of any local official or employee.
- Requisition necessary personnel and material from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- Impose penalties for violating lawful orders.
- Conduct emergency operations with broadened immunities from legal liability for performance, or failure to perform.
- Request cost reimbursement from the State.

The County Counsel may review and advise County Officials on possible liabilities arising from disaster operations, including the exercising of any or all the above powers.

Proclamations of a Local Emergency are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within the County, caused by natural, technological, or human caused situations. The County may declare an emergency for several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State, or federal disaster assistance.

To proclaim a state of emergency, the Emergency Services Director or designee will either call a regular or special meeting of the Board of Supervisors to request a proclamation of emergency or immediately declare an emergency in writing. For "an imminent and proximate threat of the introduction of any contagious, infectious, or communicable disease, chemical agent, noncommunicable biologic agent, toxin, or radioactive agent," the Kings County Public Health Officer may declare a local health emergency in the jurisdiction, or any area thereof affected by the threat to the public health. A Local Emergency proclaimed by local City Officials must be ratified by the Board of Supervisors within seven days, or it will expire.

The Board of Supervisors must review the need to continue the proclamation at least every 60 days until the Local Emergency is terminated. The Local Emergency must be terminated by resolution as soon as conditions warrant.

A proclamation declaration shall:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within County boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.
- Estimate the length of time during which the designated area will remain in an emergency status.
- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The proclamation of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation. The County Counsel may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If State or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended, are nearing depletion, or are projected to be inadequate and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

1.9.2 State Emergency Proclamations

Pursuant to California Government Code Section 8625 when emergency conditions exceed or have the potential to exceed local resources and capabilities, local government may request the Governor to proclaim a State of Emergency. The formal request may be included in the original emergency proclamation or as a separate document. The request must be received within 10 days of the event. In addition to providing access



to reimbursement for eligible disaster-related response and recovery expenditures, a Governor's proclamation can facilitate other actions, such as waiver of State regulations impacting response or recovery operations.

The request for a secretary's concurrence or a Governor's proclamation should include a copy of the proclamation document and an Initial Damage Estimate that estimates the severity and extent of the damage caused by the emergency. An Initial Damage Estimate may not be immediately required for sudden emergencies with widespread impacts, emergencies of significant magnitude, or during fast moving emergencies where immediate response assistance is necessary.

The request and the Initial Damage Estimate are reviewed by the Cal OES Region, and a recommendation is made to the Governor through the Secretary of Cal OES.

The Governor proclaims a State of Emergency based on the formal request from the local governing body and the recommendation of Cal OES. If conditions and time warrant, the Governor drafts and signs a formal State of Emergency Proclamation. The Governor has expanded emergency powers during a proclaimed State of Emergency. The Governor:

- Has the right to exercise police power as deemed necessary, vested in the State Constitution and the laws of California within the designated area.
- Is vested with the power to use and commandeer public and private property and personnel, to ensure that all resources within California are available and dedicated to the emergency when requested.
- Can direct all State agencies to utilize and employ personnel, equipment, and facilities for the performance of any and all activities designed to prevent or alleviate actual and threatened damage due to the emergency and can direct them to provide supplemental services and equipment to political subdivisions to restore any services in order to provide for the health and safety of the residents of the affected area.
- May make, amend, or rescind orders and regulations during an emergency and temporarily suspend any non-safety-related statutes, ordinances, regulations, or rules that impose restrictions on the emergency response activities.

A request from the local governing body is not always necessary for the Governor to proclaim a State of Emergency. The Governor can proclaim a State of Emergency if the safety of persons and property in California are threatened by conditions of extreme peril or if the emergency conditions are beyond the emergency response capability and capabilities of the local authorities. This situation is unusual.

In addition to a State of Emergency, the Governor can proclaim a State of War Emergency if California or the nation is attacked by an enemy of the United States, or upon receipt by California of a warning from the federal government indicating that such an enemy attack is probable or imminent. The powers of the Governor granted under a State of War Emergency are commensurate with those granted under a State of Emergency.

1.9.2.1 California Disaster Assistance Act

The California Disaster Assistance Act (CDAA), established under California Government Code Section 8680-8697, provides a framework for disaster assistance programs aimed at helping local governments, individuals, and businesses recover from the financial and operational impacts of disasters in California. As set forth in the California Government Code, Title 2, Division 1, Chapter 7.5 – CDAA, only a governing body of a city (mayor or chief executive), County (chairman of a board of supervisors or CAO), or city and county may seek financial assistance through CDAA, by order of a Director's Concurrence or Governor's Proclamation. The request for CDAA can be included in a local emergency proclamation; however, it is more appropriate to request CDAA on separate letterhead once the governing body has identified, and can certify, local resources are insufficient, and the situation is beyond its capabilities.

1.9.3 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support State and local jurisdictions when requested by the Governor. If the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, federal assistance may be requested. Cal OES coordinates all requests for federal assistance through the State Emergency Coordination Center. FEMA coordinates the Governor's Presidential request for assistance in accordance with the NRF.

1.10 Continuity of Government

Continuity of Government (COG) is an outcome of continuity planning and the continuity capabilities that support government. COG planning efforts and COG plans prepare jurisdictions to reconstitute statutory, constitutional, legislative, and administrative responsibilities and authorities at all levels of government when an incident affects government organizations that hold roles in emergency response and recovery.



Table 1-2 presents the policy and operational lines of succession during an emergency for the County. The duration of succession will be determined by the County Board of Supervisors in consultation with County's Legal Representation (County Counsel). Order of succession guidelines for emergency coordination and emergency policy and governance are kept within the vital records packet at the EOC. Emergency coordination lines of succession are defined in County Code of Ordinances Chapter 6 – Emergency Services (i.e., Kings County Disaster Council organization). Maintaining COG is essential to a timely and effective recovery. Chapter 6– Emergency Services also lays out the framework for the creation of a Disaster Council, and empowers the Council to implement plans, procedures, and assign duties as necessary to maintain COG.

Table 1-2 Kings County Lines of Succession

| EMERGENCY MANAGEMENT | EMERGENCY COORDINATION | EMERGENCY POLICY AND GOVERNANCE |
|--|--|--|
| 1. Emergency Services Manager 2. Emergency Services Coordinator 3. Emergency Services Specialist | 1. Emergency Services Manager 2. Emergency Services Coordinator 3. Emergency Services Specialist 4. Fire Chief 5. County Chief Executive Officer 6. Remaining highest-ranking officer of the Sheriff's Office | 1. Board of Supervisors Chair 2. Board of Supervisors (Order of succession) 3. County Chief Administrative Officer |

Source: Kings County 2025

Each County department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found with each of the Department Directors. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Emergency Services Manager will provide guidance and direction to department heads to maintain COG and operations during an emergency. Individual department heads within Kings County are responsible for developing and implementing Continuity plans to ensure continued delivery of essential functions during an emergency.

1.11 Continuity of Operations Plan

A Continuity of Operations Plan (COOP) outlines essential functions of local government, private-sector businesses, and community services and services to perform and deliver, and how to do so, if an incident disrupts normal operations. They address the timely resumption of normal operations once the emergency has ended. COOPs address the continued performance and delivery of core capabilities and critical operations during any potential incident.

The County has not formalized a COOP. However, once it has been developed and implemented, COOP may be used in conjunction with the EOP during various emergency situations. A COOP plan details the processes for performing administrative and operational functions during emergencies that may disrupt normal business activities. COOP plan elements may include, but are not limited to:

- Identification and prioritization of essential functions
- Establishment of orders of succession for key positions
- Establishment of delegations of authority for making policy determination and other decisions
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including tele-work
- Development of interoperable communications systems
- Protection of vital records needed to support essential functions
- Management of human capital
- Development of a Test, Training, and Exercise Program for continuity situations
- Devolution of Control Planning
- Reconstitution and resumption of normal operations.

1.11.1 Emergency Management Information Systems

The County uses off-the-shelf products in the EOC, such as Microsoft Teams. This allows EOC personnel to have a common situational picture, situational awareness, and information coordination during the emergency.



1.11.2 Operational Area Updates

Coordination and collaboration are essential during times of non-disaster. These established relationships between multiple disciplines and various stakeholders prove beneficial during an emergency incident. The Kings County OA will provide opportunities that foster such connections.

In times outside of a disaster, the sharing of information with the OA takes place during weekly briefings. These briefings detail any incidents that occurred within the OA, those in adjacent areas, and statewide incidents of note. They also include an update of the weather forecast and any weather condition changes. Local jurisdictions, including state partners, have an opportunity to share any notable incidents or information that is beneficial to the group or for situational awareness.

During a disaster, the standing briefing becomes a regular occurrence to update the OA about the ongoing incident, sometimes multiple times per day. During this situational briefing, the OA receives updates on evacuations, response operations, sheltering, and recovery information. The briefing also includes a weather update and a report out from the local jurisdictions in attendance.

Additionally, if an incident occurs that does not reach the level to activate the EOC yet may be of general and/or public interest, the Office of Emergency Services Staff Duty Officer (e.g., Emergency Services Manager, Emergency Services Coordinator) is responsible for creating and disseminating an Incident Update Report. This report includes a summary of the incident, any actions taken, and any actions needed from OA partners.

1.11.3 Records

The responsibility for developing and implementing procedures for protecting records, materials, and facilities falls to each individual County Department and local government entities. These procedures must also identify the systems, archiving schedules, and the responsible roles for the maintenance of records. Although the activities for protecting records are de-centralized, the Kings County Information Technology Department is responsible for the coordination and success of those activities. It is imperative that Departments and local government agencies maintain essential agency records that are needed to:

- Meet their operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records);
- Protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records); or
- Preserve the obligation and interests of County residents and employees (legal and financial rights records).

The Kings County Information Technology Department has overarching responsibility for the overall Records and Information Management program for the County. The Information Technology Department has an established retention schedule for each County Department, along with a Common Accounting and Administrative Records Retention Schedule based on specific record types. Additionally, the County operates and maintains the Kings County Clerk's Office, and on-site/off-site locations for physical records and media related to official public records, including vital records, deeds, and other legal documents. Historical documents may be saved in County archives, and the Kings County Sheriff's Office maintains records related to law enforcement, such as incident reports, arrest records, and case files. Specific to emergency management operations, vital records maintained by the Kings County OES include but are not limited to:

- Emergency plans (including procedures, checklists, contact lists, personnel records, etc.).
- Emergency Action Plans (specific to the response operations during an incident).
- Disaster Financial Records.
- Recovery planning records and documents.
- Grant applications and supporting documentation.

These documents are primarily stored in electronic form and archived per the established County retention schedule and with a combination of physical storage units in secure rooms to ensure proper management and compliance with retention policies.





Image of Reef Fire in Kings County. Source: CAL FIRE Instagram, April 26, 2025



2 Situation & Planning Assumptions

2.1 Situation Overview

Kings County, a county in the central part of California, is 1,392 square miles and comprises the cities of Avenal, Corcoran, Hanford, and Lemoore. The County lies west of the Sierra Nevada Mountains and is characterized by its location within the Tulare Lake Basin, once an inland lake that served as the natural drainage basin for several rivers, including the Kings River, Cross Creek, Kern River, and Tule River (Kings County 2024). These rivers generally flow east to west and can pose flood risks, particularly during periods of snowmelt and heavy rain.

The County sits at the southern end of the San Joaquin Valley and is known for its agricultural industry which is a top producer of milk, pistachios, cotton, processed tomatoes, and livestock. The County typically experiences hot, dry summers and cool, wet winters, with flooding more likely from November to June.

The County's elevation varies, with much of the area lying in a relatively flat and low-lying basin. This makes the region vulnerable to flooding, particularly in the event of dam incidents or significant storm events, like the widespread flooding in 2023 which led to the re-emergence of the Tulare Lake.

Two major upstream dams, the Pine Flat Dam on the Kings River in Fresno County and Terminus Dam on the Kaweah River in Tulare County, pose potential inundation threats to the County. The Pine Flat Dam, in particular, could impact a large portion of the northeastern county, including Hanford, Lemoore, and surrounding communities if it were to fail. The Schafer Dam in Tulare County could also affect areas such as the City of Corcoran.

Transportation to and within Kings County includes rail, air, and an interconnected highway system including Interstate 5, State Route (SR) 41, SR 43, and SR 198, which are vital for emergency access.

The County is exposed to hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the County may be exposed and those profiled in the 2023 MJHMP update include agricultural pests and disease, dam incidents, drought, earthquake, extreme heat, floods, land subsidence, landslide, severe weather (dense fog; heavy rain, thunderstorms, hail, lightning; high wind/tornado), and wildfires. The threat of a technological (cybersecurity) or human-caused chemical, biological (including public health hazards), or explosive incident is also present. Other disaster situations could develop from hazardous material accidents, health-related incidents, major transportation accidents, or acts of terrorism.

2.1.1 Critical Facilities & Infrastructure

Critical Facilities include hospitals, fire stations, police stations, storage of critical records, and similar facilities. Table 2-1 provides a summary of the critical facilities and infrastructure identified by Kings County for emergency management purposes. Details pertaining to these critical facilities can be found in Appendix D – Critical Facilities & Infrastructure.

Table 2-1 Summary of Critical Facilities by Jurisdiction and Lifelines

| JURISDICTION | COMMUNICATIONS | ENERGY | FOOD, WATER, SHELTER | HAZARDOUS MATERIAL | HEALTH AND MEDICAL | SAFETY AND SECURITY | TRANSPORTATION | TOTAL |
|--------------------|----------------|-----------|----------------------|--------------------|--------------------|---------------------|----------------|------------|
| Avenal | 16 | 5 | – | 2 | 1 | 17 | 2 | 43 |
| Corcoran | 12 | 5 | – | 3 | 2 | 17 | 3 | 42 |
| Hanford | 32 | 7 | 6 | 10 | 14 | 54 | 9 | 132 |
| Lemoore | 11 | 6 | – | 6 | 1 | 23 | 10 | 57 |
| Unincorporated | 94 | 57 | – | 15 | 5 | 41 | 160 | 372 |
| Grand Total | 165 | 80 | 6 | 36 | 23 | 152 | 184 | 646 |

Sources: HIFLD, National Inventory of Dams (NID), National Bridge Inventory, Kings County



2.1.2 Demographics

According to the U.S. Census Bureau (2020), Kings County has a total of 152,484 residents. The California Department of Finance (DOF) projects that the County's population will increase slightly to 154,962 by 2025. Table 2-2 below provides additional population data for Kings County and its four incorporated cities based on information from the US Census Bureau American Community Survey (ACS) estimates for 2021.

Table 2-2 Population of Kings County

| KINGS COUNTY | POPULATIONS |
|------------------|----------------|
| City of Avenal | 12,282 |
| City of Corcoran | 22,535 |
| City of Handford | 58,105 |
| City of Lemoore | 26,725 |
| Unincorporated | 33,162 |
| Total | 152,836 |

Source: U.S. Census Bureau, American Community Survey (ACS) 2021

Other unincorporated communities in Kings County include Kettleman City, Laton, Home Garden, Armona, and Grangeville.

2.1.2.1 Access and Functional Needs (AFN) Populations

AFN populations include individuals who may require additional assistance before, during, or after a disaster. These populations include older adults, veterans, individuals with development, intellectual, or physical disabilities, people with chronic health conditions, children, low-income households, homeless, people with limited English proficiency, and those without access to transportation, those that lack necessary medical equipment, those who are pregnant, tribal communities, or those that live in isolated and rural areas. These groups may face greater challenges during emergencies to communication barriers, mobility limitations, reliance on medical devices, or lack of access to timely alerts and evacuation resources.

Kings County faces high levels of social vulnerability. According to the Centers for Disease Control and Prevention (CDC) Agency for Toxic Substances and Disease Registry (ATSDR) Social Vulnerability Index (SVI) and CalEnviroScreen, several census tracts in the County are considered highly vulnerable. The County is home to many disadvantaged communities (DACs) that may experience greater exposure to and impacts from hazards such as flooding, extreme heat, and dam failure. Table 2-3 lists the key demographic indicators that represent AFN populations in Kings County.

Table 2-3 Kings County Demographic Factors

| DEMOGRAPHIC INDICATOR | KINGS COUNTY ESTIMATE |
|---|-----------------------|
| Population under 5 years | 7.5% |
| Population under 18 years | 27.2% |
| Population 65 years and over | 10.3% |
| Median Age | 32.1 years |
| Individuals with a disability | 13.0% |
| Persons below poverty level | 12.6% |
| Families below poverty level | 13.8% |
| Language spoke other than English at home | 21.6% |
| Speak English less than "very well" | 8.3% |
| Households with no vehicle available | 5.3% |
| Households without internet subscription | 9.9% |

Source: US Census ACS 2025



2.1.2.2 Housing Stock

According to the 2021 U.S. Census Bureau ACS, the County had approximately 47,425 total housing units. The 2008–2012 ACS 5-year estimates found that 51% of the County's housing stock was built before 1980, and 17% was built before 1960. Older buildings tend to sustain greater damage from natural disasters due to fewer building codes, lack of earthquake resistant designs, and lack of FEMA floodplain mapping (developed in the 1970s). More advanced seismic building codes were implemented in 1980. Similarly, after 2008, homes constructed in the very high fire hazard severity zone were mandated to meet standards that required the use of ignition-resistant construction materials. Mobile homes are also generally more prone to wind and water damage than standard homes. Approximately 4.2% of occupied housing units in the County are mobile homes.

Additional information on social vulnerability and underrepresented communities in the County are described in the County's 2023 MJHMP.

2.1.3 Economy

Approximately 20% of the County's economy is in the services sector, with education, health care, and social services representing the largest components. These services encompass a wide range of occupations, including roles in healthcare, information technology, food service, and hospitality. Travel and tourism are additional subsets of the economy, due to the region's proximity to multiple park and recreation areas on both public and private lands, such as:

- Naval Air Station Lemoore – A major US Navy installations and significant regional employer.
- California Department of Fish and Wildlife Lands – Provides conservation and recreation opportunities.
- Nearby California State Parks and federal areas – While Kings Canyon National Park and Sequoia National Forest are not within the County's boundaries, their close proximity to neighboring Fresno and Tulare counties makes them accessible for residents and visitors, serving as a gateway to these two National Parks.
- Kings River Recreation Areas – Located near the eastern boundary of the region and offering limited outdoor recreational access, especially for water-based activities.

2.1.4 Education

Public and private school-based education in the County is served by 16 school districts, as listed below.

- Armona Union Elementary School District
- Central Union Elementary School District
- Corcoran Joint Unified School District
- Hanford Elementary School District
- Hanford Joint Union School District
- Island Union School District
- Kings River-Hardwick School District
- Kit Carson School District
- Lakeside Union Elementary School District
- Lemoore Elementary School District
- Lemoore Union School District
- Pioneer Union Elementary School District
- Reef-Sunset Unified School District

2.1.5 Transportation

Interstate 5 is the primary transportation corridor in the County, passing through the City of Avenal. SR 41 is the primary east-west arterial and runs through the City of Lemoore. SR 198 is an east-west arterial connecting the Central Coast and passes through the City of Hanford.

The Kings Area Rural Transit (KART) provides bus service in Kings County connecting the cities of Avenal, Corcoran, Hanford, and Lemoore. Residents of Kings County can access Amtrak and in nearby cities for regional travel. Air Travel is located about 40 miles north of Hanford at Fresno Yosemite International Airport.

2.1.6 Community Events

Community events and unique time variables may influence the County's ability to respond to emergencies. These events include the many festivals that may require increased city and County services or limit access to and from portions of the County. These festivals and community events are listed in Table 2-4.



Table 2-4 Community Events

| EVENT | LOCATION |
|--|--------------------|
| Great California ShakeOut | Countywide |
| Emergency Preparedness Fairs (Disaster Preparedness Month) | Hanford, CA |
| Confla Resource Fair | Avenal, CA |
| Hanford's National Night Out | Hanford, CA |
| Corcoran National Night Out | Corcoran, CA |
| Kings County Public Health Fair | Lemoore, CA |
| Kings County Public Safety Event | Kettleman City, CA |
| School Safety Days | Countywide |

Source: Kings County 2025

2.2 Hazard Analysis

The first step in developing a hazard assessment is identifying the hazards with reasonable potential to strike the Kings County OA. Such identification allows for appropriate and well-planned action to mitigate the extent and impact of a hazard event. It also helps facilitate emergency response and recovery operations. Not all disaster contingencies can be planned for; however, by using an all-hazards approach to planning, the mitigation process can yield increased preparedness for unforeseen events. Table 2-5 identifies the threats and hazards organized by hazard type (natural, technological, human-caused) that can affect Kings County. Refer to the Kings County 2023 MJHMP for a more in-depth hazard analysis and past events that have affected the OA.

Table 2-5 Identified Threats/Hazards

| NATURAL | TECHNOLOGICAL | HUMAN-CAUSED/ ADVERSARIAL THREATS |
|--|--|--|
| Results from acts of nature. | Results from accidents or failures of systems and structures. | Results from intentional actions of an adversary |
| <ul style="list-style-type: none">Dam IncidentsDroughtEarthquakeExtreme HeatFloodLandslideLand SubsidenceSevere Weather (dense fog, heavy rain, thunderstorms, hail, lightning, high wind/tornado)Pandemic/epidemicWildfire | <ul style="list-style-type: none">Hazardous Materials IncidentMass Casualty Incident (Various causes) | <ul style="list-style-type: none">CBRNE (chemical, biological, radiological, nuclear, & explosive) |

Source: Kings County 2023

This EOP includes separate Incident Annexes (IA) that address the most likely to occur incidents based on these natural, technological, and human-caused events listed in the 2023 MJHMP. Each IA lists the necessary actions to be implemented in the pre-incident response, and recovery phases. The IAs are located in Part 8 of this EOP. Summaries of each natural hazard is provided below.

2.2.1 Dam Failure

Dam failure is the breakdown, collapse or other failure of a dam structure characterized by the uncontrolled release of impounded water that results in downstream flooding. In the event of a dam failure, the energy of the water stored behind even a small dam is capable of causing loss of life and severe property damage to development downstream. An uncontrolled breach is the unintentional discharge from the impounded water body and is considered a failure. Dam failure can result from natural events or human-induced events. Dams have received more attention recently in the emergency management community as a potential target for terrorist acts.



Dams are built for a variety of uses, including flood protection, power generation, agriculture, water supply, and recreation. When dams are constructed for flood protection, they usually are engineered to withstand a flood with a computed risk of occurrence. For example, a dam may be designed to contain a flood at a location on a stream that has a certain probability of occurring in any one year. If prolonged periods of rainfall and flooding occur that exceed the design requirements, that structure may be overtopped and fail. Overtopping is the primary cause of earthen dam failure in the United States (ASDSO, n.d.). Dam failures can also result from any one or a combination of the following causes:

- Earthquake
- Inadequate spillway capacity
- Internal erosion resulting from embankment or foundation seepage, piping, or burrowing animal activity
- Improper design
- Improper maintenance
- Negligent operation
- Failure of upstream dams on the same waterway

Water released by a failed dam generates tremendous energy and can cause a flood that is catastrophic to life and property. A catastrophic dam failure could challenge local response capabilities and require evacuations to save lives. Impacts on life safety will depend on the warning time and the resources available to notify and evacuate the public. Major loss of life could result as well as potentially catastrophic effects on roads, bridges, and homes. Associated water quality and health concerns could also be issues. Factors that influence the potential severity of a full or partial dam failure are the amount of water impounded; the density, type, and value of development and infrastructure located downstream; and the speed of failure. The best way to mitigate dam failure is through the proper construction, inspection, maintenance, and operation of the dam.

Kings County is exposed to potential dam inundation risk from 10 dams of concern—7 located within the County and 3 upstream. All of the dams within Kings County are classified as low hazard by both the National Inventory of Dams (NID) and the California Division of Safety of Dams (DSOD), indicating that failure would likely result in minimal property damage and no expected loss of life.

The three major upstream dams, Pine Flat Dam (Kings River), Terminus Dam (Kaweah River), and Schafer Dam (Lake Success on the Tule River), are classified as high hazard and pose significant inundation threats to portions of Kings County if breached. Pine Flat Dam, in particular, could flood the northeastern region of the County, including Hanford, Lemoore, Hardwick, Grangeville, Armona, Home Garden, and Stratford. Schafer Dam has the potential to inundate the southeastern portion of Corcoran, including two state prison facilities.

While dam failure is considered unlikely based on historical records and inspection outcomes, the consequences could be severe if it occurred. Vulnerable populations, including DACs and critical infrastructure such as water, wastewater, and transportation facilities, are located within the potential inundation zones. Mapping limitations prevent a complete quantitative analysis, but a qualitative assessment has been included in the MJHMP. Dam incidents were ranked as a **Medium** priority hazard in the County.

2.2.2 Drought

Drought is defined as an abnormally dry period lasting months or years when an area has a deficiency of water and precipitation in its surface and or underground water supply. It is, however, a normal, seasonal, and recurrent feature of climate that occurs in virtually all climate zones, typically in late spring through early fall. The hydrological imbalance can be grouped into the following non-exclusive categories:

- Agricultural: When the amount of moisture in the soil no longer meets the needs of previously grown crops
- Hydrological: When surface and subsurface water levels are significantly below their normal levels
- Meteorological: When there is a significant departure from the normal levels of precipitation
- Socio-Economic: When the water deficiency begins to significantly affect the population.

Kings County faces a high level of risk from drought, driven by its arid climate, dependence on surface and groundwater resources, and regional economy rooted in water-intensive agriculture. Recurrent droughts, such as those from 2012–2016 and 2020–2022, emphasize the County's vulnerability, particularly in rural and disadvantaged areas where domestic wells and small water systems are often the first to fail.

This vulnerability extends across sectors. Agricultural operations, which form the economic foundation of the County, face reduced crop yields, fallowed fields, and long-term soil degradation. Domestic water users, especially those relying on private wells, are at increasing risk of water shortages or complete loss of supply. Small public water systems often lack the resources or infrastructure redundancy to respond effectively to drought conditions; there are also numerous small water suppliers in the County, with several concentrated



around Hanford and Stratford. These impacts can be compounded by groundwater overdraft, which contributes to land subsidence and further threatens critical infrastructure such as levees, canals, and transportation corridors.

As groundwater becomes less reliable, and surface water allocations grow more uncertain, the County's exposure to drought-related disruptions intensifies. Drought also elevates secondary hazards, such as land subsidence, wildfires, and public health concerns related to heat and water quality. Drought was ranked as a **High** priority hazard in the County.

2.2.3 Earthquake

An earthquake is the vibration of the earth's surface following a release of energy in the earth's crust. This energy can be generated by a sudden dislocation of the crust or by a volcanic eruption. An earthquake's point of initial rupture is called its focus or hypocenter; and the point of ground directly above the hypocenter is called the epicenter. Earthquakes tend to reoccur along faults, which are zones of weakness in the crust. Faults are more likely to have earthquakes on them if they have rapid rates of movement, have had recent earthquakes along them, experience greater total displacements, and are aligned so that movement can relieve accumulating tectonic stresses.

Kings County is located in a geologically complex and seismically active region, though it lacks any major active fault systems within its boundaries. The closest significant fault is the San Andreas Fault, which lies just four miles west of the County line and is part of the Alquist-Priolo Earthquake Fault Zone, a regulatory zone that restricts development near surface-rupturing faults. Other nearby faults include the White Wolf Fault to the south near Bakersfield.

Within the County, only minor faulting occurs, primarily along the Kettleman Hills in the southwest. These faults are not considered major hazards for surface rupture, but ground shaking remains the primary risk from regional seismic activity. Ground shaking potential varies across Kings County:

- Northeastern and central areas (e.g., Hanford, Lemoore, Corcoran): 30–70% g probability of exceeding peak ground acceleration in 50 years.
- Southwestern County and Avenal: Highest risk, with up to 100% g shaking potential, due to proximity to the San Andreas Fault.

Earthquake was ranked as a **Medium** priority hazard in the County.

2.2.4 Extreme Heat

According to the National Weather Service (NWS), extreme heat, also known as a heat wave, is a period of abnormally hot weather generally lasting more than two days (NWS, n.d.-a). It is the number one weather-related killer in the United States, resulting in hundreds of fatalities each year (NWS, n.d.-b). In fact, on average, extreme heat claims more human lives each year than floods, lightning, tornadoes, and hurricanes – combined (Milman, 2024).

Extreme heat poses a growing threat to Kings County as climate change intensifies the frequency, duration, and severity of high-temperature events. The County's inland location and agricultural landscape make it especially susceptible to extreme heat impacts, with vulnerable populations and economic sectors facing compounding risks. Extreme heat poses serious public health risks, especially for older adults, low-income residents, outdoor workers, and those without reliable access to cooling. It can overwhelm healthcare, emergency services, and energy systems during peak demand. The agricultural sector is also highly vulnerable, facing crop losses, livestock stress, and higher water demands, which can disrupt productivity, labor, and food supply chains. Extreme heat was ranked as a **High** priority hazard in the County; extreme temperatures was also profiled in the County's MJHMP and included extreme cold temperatures which can affect the agricultural industry.

Refer to the County's Cool Zone Program Locations (2024) for more information:
[0119c0_0dffce0857dc4cd3b7e664defb485126.pdf](https://www.kingscounty.ca.gov/0119c0_0dffce0857dc4cd3b7e664defb485126.pdf).

2.2.5 Flood

Flooding is the most prevalent and costly disaster in the United States (FEMA 2022). It occurs when water, due to rain, melting snows, or dam failures, exceeds the absorptive capacity of the soil and the flow capacity of rivers, streams, or coastal areas. At this point, the water concentration hyperextends the capacity of the floodway, and the water enters the floodplain. Flooding can happen at any time throughout the year but is



most common in the spring due to the likelihood of rain and thunderstorms. Flooding is also frequently associated with tropical activity, such as tropical storms and hurricanes.

A flash flood occurs when runoff from excessive rainfall causes a rapid rise in the water height (stage) of a stream or normally dry channel. River flooding is generally more common for larger rivers in areas with a wetter climate, when excessive runoff from longer-lasting rainstorms and sometimes from melting snow causes a slower water-level rise over a larger area.

Kings County is vulnerable to flooding due to its low-lying topography, limited natural drainage, and proximity to regional waterways, including Kings River and the historic Tulare Lake Basin. While much of the County's flood risk is from seasonal riverine flooding, localized flooding from intense storms and inadequate drainage infrastructure also poses a threat, particularly in urban areas like Hanford and Corcoran. According to the County's MJHMP, there are 1,126 residents living in the 1% annual chance flood zone throughout the County. Of all study areas, the unincorporated County has the most residents living in the 1% annual chance flood area (941 people), followed by the City of Corcoran (132 people). Of the unincorporated population, the majority living in the central portion of the County that floods consist of at-risk socially vulnerable and DACs. Many of these particular households consist of farm workers or people that live on farms or work within the agricultural industry in the region. These particular at-risk communities are at even greater risk to flooding based on the direct impacts flooding. Additionally, there are 7,181 residents living in the 0.2% annual chance flood zone throughout Kings County. The majority of people living in this floodplain are residents of the City of Avenal, with 5,529 people in the 0.2% annual chance floodplain (Kings County 2023).

Further, Kings County has 1,737 parcels with 1,871 structures on them valued at over \$651 million in the 1% annual chance floodplain and an additional 1,880 parcels with 2,332 structures on them valued at more than \$415 million within the 0.2% annual chance floodplain. As a result, the total value of these exposed parcels and structures is approximately \$1.07 billion. When factoring in FEMA's estimated loss ratio, the estimated total losses from both 1% and 0.2% annual chance flood events is over \$266 million (Kings County 2023).

The region's vulnerability is heightened by subsidence caused by groundwater overdraft, which has reduced the capacity of levees and canals, particularly in southern areas in the County. This contributes to elevated flood risk in areas protected by aging or low-capacity levee systems.

Flood risk varies across the County, although much of the County outside FEMA-mapped Special Flood Hazard Areas (SFHAs):

- Tulare Lake Basin and Corcoran have high risk due to subsidence and historical flooding. This region flooded extensively during the 2023 storm season.
- Urban centers (Hanford, Lemoore) have moderate risk with concerns about stormwater management and infrastructure limitations/
- Western and southwestern areas have risk from overbank flows and poor drainage, especially near agricultural and undeveloped lands.

Flooding was ranked as a **High** priority hazard in the County.

2.2.6 Land Subsidence

Land subsidence is defined as the vertical sinking of land over natural or manmade underground voids. Subsidence is common in several areas of California, usually because of groundwater pumping, peat loss, or oil and gas extraction. Land subsidence, primarily caused by excessive groundwater extraction, poses moderate risk across Kings County. The County is particularly vulnerable due to its agricultural dependence and historical reliance on groundwater. Significant sinking has occurred in areas between Hanford and Corcoran (up to 5.5 ft) and south of Kettleman City (up to 2.5 ft).

Subsidence can cause permanent loss of aquifer storage, increased flood risk, and long-term disruptions to water flow infrastructure. It also increases maintenance and repair costs and may affect property values and agriculture-related transportation routes. Subsidence doesn't generally pose direct threats to human lives, but it can impact critical infrastructure such as groundwater wells, utilities, and levees. Land subsidence was ranked as a **Low** priority hazard in the County

2.2.7 Public Health Hazards: Pandemics/Epidemics

A public health hazard spreads from one person to another through a variety of ways that include contact with blood and bodily fluids, breathing in an airborne virus, or being bitten by an insect. The scale of a public health hazard outbreak or biological incident is described by the extent of the spread of disease in the community. An



outbreak can be classified as an endemic, an epidemic, or a pandemic depending on the prevalence of the disease locally and around the world.

A pandemic is a global disease outbreak. A pandemic occurs when a new virus emerges for which people have little or no immunity, and for which there is no vaccine. This disease could easily spread person-to-person, causing serious illness, and can sweep across the country and around the world in a very short time. Pandemics are generally thought to be the result of novel strains of viruses. Because of the process utilized to prepare vaccines, it is impossible to have vaccines pre-prepared to combat future pandemics. Additionally, for novel viruses, identification of symptoms, mode of transmission, and testing/identification may require development, causing significant delays in response actions.

Pandemics can affect large segments of the population for long periods of time. The number of hospitalizations and deaths will depend on the virulence of the virus. Risk groups cannot be predicted with certainty; the elderly, people with underlying medical conditions, and young children are usually at higher risk, but as discussed above, this is not always the case. People without health coverage or access to good medical care are also likely to be more adversely affected. According to the 2021 ACS 5-Year Estimates of the County, 10.3% of the County's population is 65 years of age or older, 7.5% of the population is 5 years of age or younger, and 12.6% experienced poverty in the prior 12 months. Public health hazards were ranked a **Medium** priority hazard in the County.

2.2.8 Landslide

Landslide risk in Kings County is generally low due to the County's flat terrain, but localized hazards exist in the southwestern region, particularly near the Kettleman Hills and Southern California Coastal Range, where slopes are steeper and rock formations are weaker. The areas, mostly west of Interstate 5, are most susceptible to deep-seated landslides and rockfalls.

While there are no recorded disaster declarations or extensive historical records of landslides, events have occurred in the past, including slope failures in Avenal during heavy rains in 1995, 1998, 2008, and 2010. Landslides in the County are typically triggered by intense rainfall, earthquakes, wildfires, and human activities such as grading or construction. Climate change may increase landslide risk due to more frequent high-intensity storms and wildfire burn scars, which reduce slope stability and increase the likelihood of debris flows.

A 2023 GIS analysis as part of the 2023 MJHMP found that 144 parcels and 304 structures, mostly in unincorporated and southwestern areas, are located in potential landslide zones. The total improved property value at risk is approximately \$126 million. Landslides pose a risk to critical infrastructure, especially lifelines like water, power and communication systems, which can be severely disrupted by slope failures. Landslide was ranked a **Low** priority hazard in the County.

2.2.9 Severe Weather

Kings County experiences a wide range of severe weather hazards, including dense fog, heavy rain, thunderstorms, hail, lightning, high winds, and tornadoes. These events have historically caused both property and crop damage, transportation accidents, and temporary business disruptions. The following are key impacts of severe weather in the County:

- Dense fog is frequent in winter and contributed to dangerous driving conditions and emergency response delays.
- Heavy rains and thunderstorms are primarily winter hazards, often tied to El Niño and atmospheric river events, which are expected to increase due to climate change. These events are capable of producing flash floods, landslides, and localized infrastructure damage.
- Hail and lightning events have resulted in over \$4 million in crop losses and are common across the County, particularly during spring and summer storms (MJHMP, 2024).
- High winds including straight-line thunderstorm winds and gusts from Pacific storms, can exceed 100 mph, downing trees, power lines, and damaging roofs.
- Tornadoes are rare and typically weak. On average, Kings County experiences about two tornado or funnel cloud events per year (MJHMP, 2024).

Severe storms occur throughout the year in Kings County. The likelihood of storms, severe or not, is often predicted in advance (within a day or multiple days). However, the severity of storms is not as easily predicted, and when it is, the window of notification is up to a few hours to under an hour. When a severe storm is imminent, it is unknown whether damaging winds, hail, or lightning will occur, even though the potential exists and/or an incident has been reported. Dense fog; heavy rain, thunderstorms, hail, and lightning; and high wind/tornado were ranked as a **Medium** hazard priority in the County.



2.2.10 Wildfire

The NWS defines a wildfire as any free-burning, uncontrollable wildland fire not prescribed for the area which consumes the natural fuels and spreads in response to its environment. Most wildfires have occurred in undeveloped or sparsely populated areas, although fire starts are common throughout the region due to dry vegetation, lightning, downed powerlines, and human activity. There is also danger to agriculture such as crops and livestock. Significant danger to life and property occurs when human development meets and becomes intertwined with wildland vegetation. This threat increases exponentially in areas prone to intermittent drought or that are generally arid or dry.

Wildfire is a moderate but growing concern for Kings County, particularly in the southwestern region of the County, where steeper terrain and brush-covered hills increase ignition risk. Although most of the County is flat with low fuel loads from crops and grasses used for agriculture, CAL FIRE designated areas west of Interstate 5 and north of Highway 41 as having moderate to high fire hazard severity, including portions of Kettleman Hills and Table Mountain. Wildfire hazards were ranked a **Medium** priority hazard in the County.

2.3 Capability Assessment

Capability assessments focus on a jurisdiction's ability to act when faced with an emergency or disaster. The hazard analyses highlights the importance of capabilities to reduce the impact of future disasters. This process includes looking at both the possible risk factors paired with the capacity of local responder agencies and partners to effectively respond to those identified risks. This building of capability strengthens the resiliency of the Kings County OA to respond to more disasters with an all-hazards approach. The assessment process also identifies gaps that may need to be addressed through preparedness planning. The capability assessment also highlights positive programs and plan in place that will continue to support or enhance the County's preparedness and response efforts.

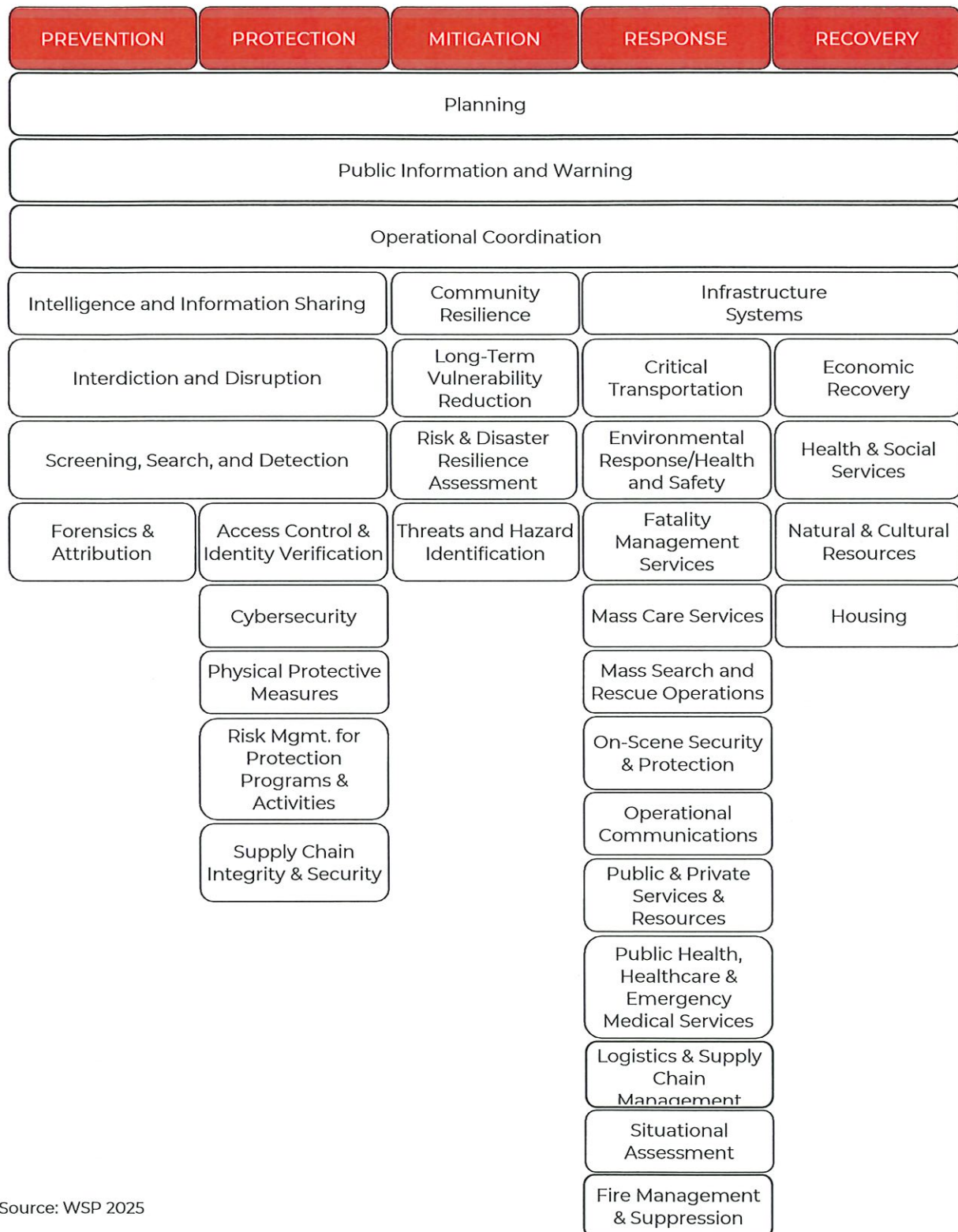
Many emergencies have common response elements, such as evacuation or care and shelter. Therefore, building upon strengthening these capabilities helps develop response efforts across all possible emergencies. This is accomplished through the on-going efforts of individuals, neighborhoods, cities, Kings County, and many other local groups. The availability of the County's physical and staff resources may limit its capability to conduct short- and long-term response actions on an independent basis. County response capabilities are also limited during periods when essential staff are on vacation, sick, or under furlough due to budgetary constraints.

Kings County has not formally defined its core capabilities in accordance with the National Preparedness Goals; however, the Emergency Plans and Annexes that are developed lend to their core capabilities being Planning, Public Information and Warning, Operational Coordination, Community Resilience, Mass Care Services Threats and Hazard Identification, Natural and Cultural Resources, and Situational Awareness. Figure 2-1 outlines common core capabilities for a municipality. Should a formal assessment be conducted in the future, it will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. A community capability assessment is a low impact systematic approach to evaluate the County's emergency plan and capability to respond to hazards. Kings County OES has the capabilities to perform the necessary emergency response duties outlined in this EOP. And, as outlined in the County Code of Ordinances Chapter 6 – Emergency Services, Kings County has identified their response capabilities and the roles and responsibilities of their departmental staff to provide response during an emergency.

A thorough capability assessment of the County's hazard mitigation capabilities is included in the Kings County 2023 MJHMP.



Figure 2-1 Core Capabilities List



Source: WSP 2025



2.3.1 Mitigation Overview

To reduce personal injury, property damage, and disaster response and recovery costs resulting from natural disasters, Congress adopted the Federal Disaster Mitigation Act of 2000. This Act encourages states and local jurisdictions to plan more wisely and pursue proactive mitigation actions. Mitigation actions reduce vulnerability to natural hazards and increase post disaster resiliency. The Federal Disaster Mitigation Act of 2000 requires jurisdictions to prepare and adopt a hazard mitigation plan approved by FEMA to remain eligible for pre- and post-disaster grants and community aid. The guidelines require local governments to incorporate the hazard analysis and mitigation strategies into other planning mechanisms such as General Plans, Capital Improvement Plans, Zoning and Building Codes, and ongoing operations and programs, where appropriate. Mitigation actions are intended to reduce the disruption or loss of life, property, and economic and environmental impacts that might result from a natural disaster. Mitigation actions also aim to lower the costs that multiple disasters can compound on local, county, state, and federal budgets. Mitigation differs from an emergency response plan in that it is proactive rather than reactive.

See the County's updated 2023 Multi-Jurisdictional Hazard Mitigation Plan for more information.

2.4 Planning Assumptions

This EOP is based on the following assumptions and limitations:

- All disasters and emergencies are local.
- Essential Kings County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by Kings County Office of Emergency Services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the SEMS/NIMS/ICS protocol.
- Each responding Kings County agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- Mutual aid and other forms of assistance will be provided when impacted jurisdictions exhaust or anticipate exhausting resources.
- Individuals, CBOs, and businesses will offer services and support in time of disasters.
- All or part of Kings County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides information regarding threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, Kings County could be subject to radioactive fallout or other hazards related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect Kings County. Although this plan defines procedures for coordinating such assistance, it is essential for Kings County to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over Kings County resources will remain at the County level even though the Governor has the legal authority to assume control in a State Proclamation of Emergency.
- Kings County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, Kings County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures,
 - Assigned pre-designated tasks,
 - Provided with assembly instructions, and
 - Formally trained in the duties, roles, and responsibilities required of them during emergency operations.



2.5 Planning for Access and Functional Needs Populations

Kings County has integrated considerations for AFN populations into its EOP by addressing how these populations are served. The County included representatives from the AFN populations, including Voluntary Organizations Active in Disasters (VOAD), American Red Cross (ARC), Children in Disasters Services, and 2-1-1. The County requests the ARC to provide full wrap-around services at emergency shelters such as feeding, toileting, showering, durable/consumable medical equipment, accessible cots, and accessible transportation. The County provides support for this effort through several ESFs in the EOC. The ARC also holds agreements with the local school districts for the use of ADA compliant and AFN supportive schools as emergency shelters.

Supporting AFN populations also aligns with the County's goal to support the "whole community." As previously noted, whole community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. It includes individuals and families, businesses, faith-based organizations, CBOs, NGOs, schools and academia, media outlets, and all other levels of federal, state, tribal, and local government. The whole community concept acknowledges that effective emergency management requires the coordinated efforts and resources of diverse stakeholders who each bring unique perspectives, expertise, and capabilities to contribute to emergency response. This includes not only traditional emergency responders such as Kings County law enforcement, fire departments, OES services, social services, and medical personnel but also CBOs, NGOs, businesses, faith-based groups, educational institutions, and individuals.

Kings County's AFN Coordinator is part of the Kings County Public Health Department. The County also had a previous AFN Annex (2010 version) that is now being updated as part of this EOP.

Specific planning activities conducted by the County related to AFN populations includes the following:

Emergency Alerts and Warning

- The development and delivery methods of emergency communications to AFN populations are currently being expanded to include the delivery of emergency messages in English and Spanish, and with the integration of interpreters, translators including American Sign Language, and with assistive technology such as Sign Modeling System (SMS).
- The on-going maintenance of a service agreement for the provision of a mass notifications system for the purpose of sending emergency alerts and warnings to community members who have voluntarily registered to receive these notifications. Kings County will assure that a service provider or any third-party contractor or agent that assists with or administers an emergency warning system shall not use the information gathered for any purpose other than for emergency notification.
- The use of a consolidated dispatch center, which also serves as the Kings County's Warning Point, assures that emergency alerts and warnings can be launched for any county that is partner with the dispatch center.
- VHF weather radios are given out for free at community events and are used along with the mass notification system to reach people without access to alert and warning technology.

Emergency Evacuation Planning

- The identification of ADA-compliant transportation resources for individuals who are dependent on public transportation.
- Maintaining a 24/7 transportation agreement with the Kings Area Regional Transit (KART) and affirm the agreement in an MOU.
- The integration of local community resilience centers*, as optional destinations, and ensuring those centers are prepared to serve culturally diverse and AFN populations during extreme heat events and other disasters and including simulating these populations in shelter exercises.
- Door-to-door notifications are conducted as part of evacuation efforts, which is effective in reaching people without access to alert and warning technology.

Integrating Evacuation Plans

- Inclusion of community resilience center programs, including, but not limited to, the Integrated Climate Adaptation and Resiliency Program (ICARP) Community Resilience and the Heat Grant Program developed by the Office of Land Use and Climate Innovation (LCI).
- Inclusion of fairground resilience center programs, including, but not limited to, the Fairground and Community Resilience Center Grant Program developed by the Department of Food and Agriculture.



Emergency Shelters Planning

- Ensuring that designated shelters are ADA-compliant or can be made compliant through modification and that showers and bathrooms are fully accessible to all occupants.
- Integrating the sheltering and transportation plans to account for transportation between community resilience centers and shelters.

*A "local community resilience center" means a hydration station, cooling center, clean air center, respite center, community evacuation and emergency response center, or similar facility established to mitigate the public health impacts of extreme heat and other emergency situations exacerbated by climate change, such as wildfire, power outages, or flooding.

2.5.1 Planning for Cultural Competencies

Kings County has integrated cultural competencies into this EOP by addressing how culturally diverse communities in the County are served before during and following an emergency or disaster. Cultural competency means the ability to understand, value, communicate with, and effectively interact with people across cultures to ensure that the needs of all community members are addressed, with priority given to culturally diverse communities. Cultural competence includes, but is not limited to, being respectful and responsive to the cultural and linguistic needs of diverse population groups.

Culturally diverse communities include race and ethnicity, including indigenous peoples, tribal governments (i.e., Tachi Yokut Tribe) communities of color, and immigrant and refugee communities; gender, including women; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; as well as geographic location.

Specific planning activities conducted by the County includes the following:

- The development and delivery methods of emergency communications to culturally diverse communities were expanded to include the delivery of emergency messages in multiple languages (English, Spanish), and the integration of interpreters and translators including American Sign Language.
- The provision of interpreters and translators, including American Sign Language, at emergency shelters and emergency preparedness outreach events.
- The inclusion of members from culturally diverse communities in the revision of this EOP.
- The inclusion of community-based values and customs as shared during the EOP review process.
- The inclusion of culturally appropriate resources and outreach techniques to educate and prepare community members for emergencies.
- Providing a forum for community engagement in geographically diverse locations in order to engage with culturally diverse communities.



Tulare Lake Flood. Source: Kings County OES, May 2, 2023.



3 Concept of Operations

This section explains the principles and methods Kings County uses to carry out emergency operations based on State guidelines, such as California Government Code Section 8560, and provides a roadmap to realize the County's goals and objectives to execute the EOP. The Concept of Operations describes:

- Authorities to activate the Plan.
- Procedures, templates, and key personnel involved in issuing an emergency declaration for a specific hazard, including how the County coordinates the declaration with neighboring jurisdictions and the state.
- Methods by which the County's emergency management agency collaborates with all relevant agencies, boards, and divisions within the County.
- How the Emergency Operations Plan addresses the needs of historically underserved and vulnerable populations, including those with diverse backgrounds and individuals with access and functional needs.
- How the Plan accommodates the physical, programmatic, and communication needs of individuals with disabilities and others with access and functional needs.
- How supporting and partner agency plans align with and directly contribute to the execution of the Emergency Operations Plan.

3.1 General

Local and County agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

Kings County is responsible for emergency management and protecting the life and property of citizens within its jurisdiction. The Emergency Services Manager of the Kings County OES is responsible for emergency management planning and operations for the area of the County lying outside the limits of the incorporated municipalities. In the four incorporated municipalities, the city mayor or other designated official is responsible for emergency management planning and operations for that jurisdiction. Responsibilities may be shared with the County's OES under mutual agreement.

Most County departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in individual annexes.

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, police services, and the public works operations and services provided through the County's Public Works Department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the County and emergency response personnel.

This EOP will be used when the County or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events when County resources are limited and/or have been expended.

3.2 Emergency Management Phases

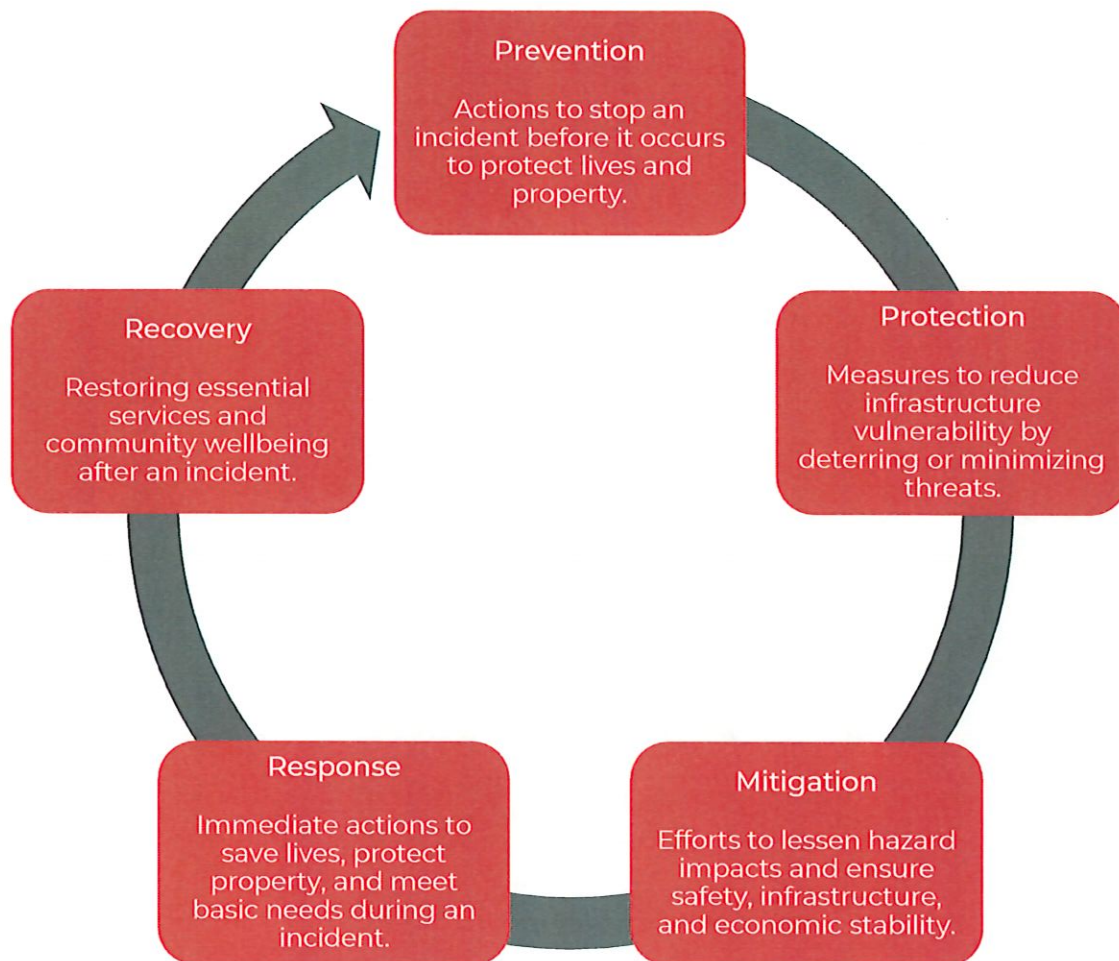
The four of the five phases of Emergency Management cycle used in the Kings County OA are Preparedness, Response, Recovery, and Mitigation. Understanding the emergency management cycle is the first step in effectively planning and operating in relation to all disaster-related activities. The emergency management cycle is an open-ended and ongoing process. The five phases in the process are prevention (including preparedness), protection, response, recovery, and mitigation. Each phase of the cycle can last for years, months, or only moments in duration. These phases are not static in nature, and the OA can expect to encounter overlap in these phases as they experience an incident. Figure 3-1 illustrates these five emergency management phases.

- **PREVENTION:** To avoid, intervene, or stop an incident from occurring to protect lives and property.
- **PROTECTION:** Deterring, mitigating, or neutralize terrorist attacks, and other emergencies.
- **RESPONSE:** Pre-emergency response (alerts and warnings) and initial response (assessment).
- **RECOVERY:** Restoration of an affected community in the aftermath of a disaster.



- **MITIGATION:** Actions taken to prevent or reduce the cause, impact, and consequences of disasters.

Figure 3-1 Five Phases of Emergency Management



Source: WSP 2025

3.3 Response

Response activities within the County are undertaken immediately after an incident. The County's response priorities are defined below:

- **Priority #1 - Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.
- **Priority #2 - Property:** Efforts to reduce impacts on Critical Infrastructure and Key Resources (CIKR) and minimize property damage.
- **Priority #3 - Environment:** Efforts to mitigate long-term impacts on the environment.

The ultimate responsibility for command and control of Kings County departments and resources lies with the County Chief Administrative Officer; however, the Emergency Services Manager will maintain direction and control of the County OES, unless otherwise delegated. County emergency operations, both on-scene and in the County EOC, will be conducted in a manner consistent with SEMS, including use of ICS.

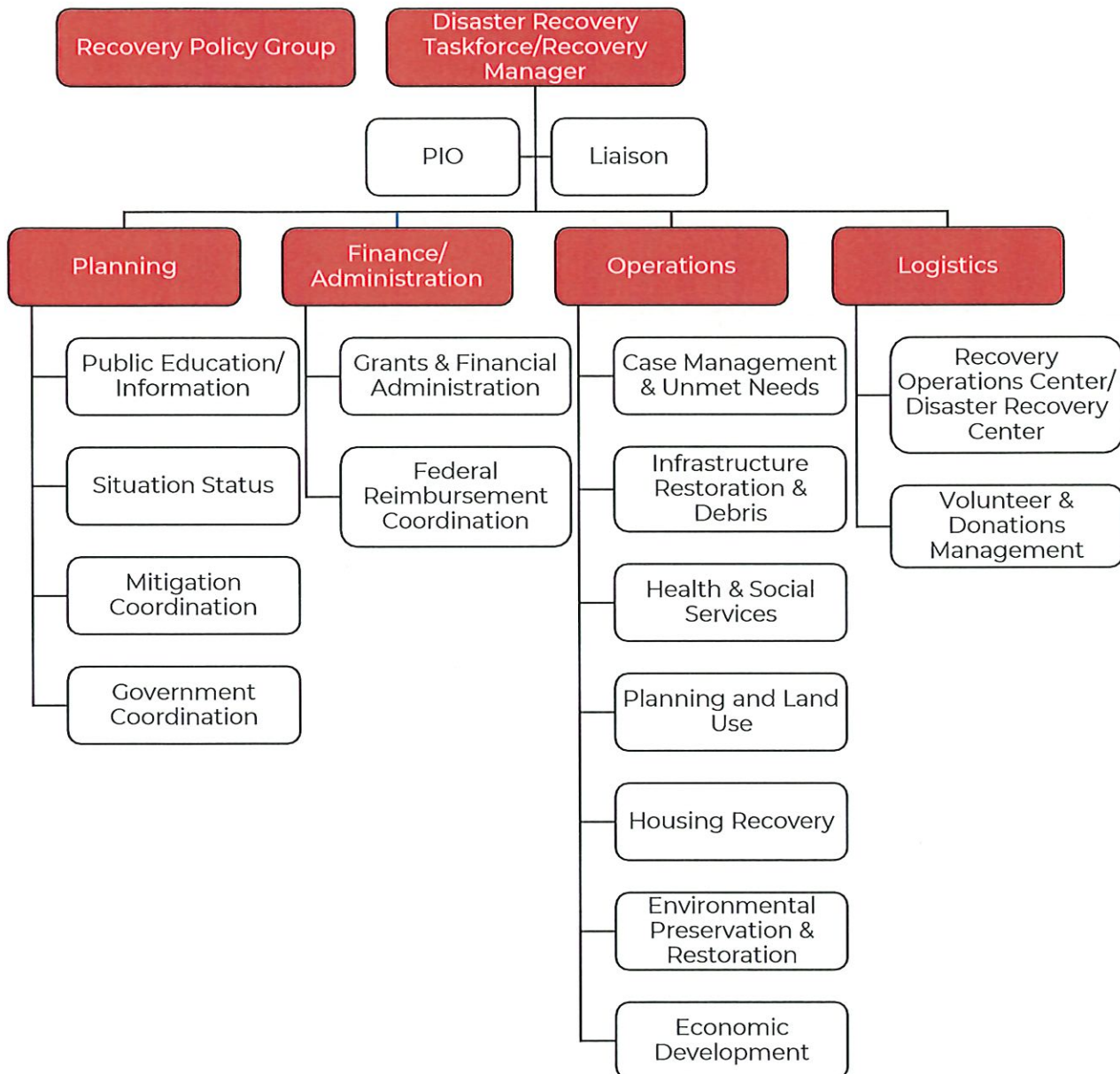
During a County-declared disaster, control is not relinquished to State authority but remains at the local level for the duration of the event. Consistent with California Government Code Section 8559 and 8605, Kings County is designated as the OA, and the county-wide coordinator, the Emergency Services Manager, is the Operational Area Coordinator. In accordance with California Government Code Section 8607, the Kings OA functions as a part of SEMS. Emergency operations and mutual aid activities are conducted and coordinated using ICS and the Multi-Agency Coordination System, as appropriate.



3.4 Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often take place concurrently until life safety and emergency protective actions are completed. Figure 3-2 illustrates a typical recovery organizational structure.

Figure 3-2 Sample Recovery Organization Group



Source: WSP 2025

The County has a formalized Recovery Annex to the EOP. The Recovery Annex may be used in conjunction with the EOP during the transition from response operations into recovery operations. The Recovery Annex will be the primary document for implementation during the transition of operations. It describes the necessary transition activities and the roles and responsibilities of the participating County departments and external



agencies and organizations. The concept of operations section in the Recovery Annex will contain a description of the command structure for Recovery Operations and operational processes including reporting and documentation. The Emergency Services Manager will provide guidance and direction to department heads regarding Recovery Operations until such time that a Recovery Manager is appointed.

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or "new normal" conditions. Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. These functions must occur early in the emergency response to support the life, health, and safety of the population and to support other emergency operations. The County's recovery priorities for CIKR are defined below:

- **Initial Damage Assessment:** Determine structure impacts to the County.
- **Debris Removal:** Coordinate debris clearance, collection, and removal.
- **Infrastructure Restoration:** Facilitate restoration of CIKR.

Recovery documentation efforts include the same processes described in Administrative Protocols Section 5.10.2. One significant difference during the Recovery Phase is that the EOC may or may not be open, a Recovery Operations Center may or may not be open, and there may not be an active Administration / Finance Section. If any one or more of these conditions exist, documentation will more than likely be managed in a manner determined by the Finance Department Director.

3.5 Disaster Recovery Assistance

When a major incident is declared as an emergency or disaster, there are several recovery programs that will be provided by FEMA to the survivors and potentially to the local government. In both cases, the expectation is that FEMA will have a physical presence at a locally established Disaster Recovery Center, Disaster Assistance Center, or other center operating for similar purposes.

FEMA's Individual Assistance Program provides assistance through the Individuals and Households Program (IHP), which provides financial and direct services to eligible individuals and households, who have uninsured or underinsured necessary expenses and other serious needs. FEMA can assist businesses with referrals to the Small Business Administration to apply for loans. Other assistance from FEMA includes referrals for housing assistance, disaster legal services, crisis counselling services, disaster unemployment assistance (DUA), and disaster case management.

For government and non-governmental organizations, FEMA will provide opportunities and information regarding the Public Assistance Program for supplemental grants to support response and recovery activities.

3.6 Standardized Emergency Management System

SEMS is the system required by California Government Code Section 8607(a) for managing emergencies involving multiple jurisdictions and agencies as outlined in CCR Section 2400-2450. SEMS consists of five organizational levels and incorporates the use of ICS, the Master Mutual Aid Agreement, existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination.

SEMS operates among five organizational levels: Field Response, Local Government, Operational Area, Region, and State. Each of these levels uses the functions, principles, and components of ICS, and the SEMS organizational model allows for a predetermined flow of resource requests and assistance through the various levels. SEMS is a flexible framework that allows for a scaled response to emergencies. Whether EOCs are activated at various SEMS levels will be determined by the requirements of the emergency.

3.7 National Incident Management System

In response to the events of September 11th, 2001, President George W. Bush issued Homeland Security Presidential Directive-5, which directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). NIMS is based in part on the California SEMS model. The Kings County OA formally adopted NIMS in September 2006. Homeland Security Presidential Directive (HSPD)-5 requires federal departments and agencies to adopt NIMS by State and local organizations a condition for federal preparedness assistance. NIMS includes 14 defining components. The OA manages and/or coordinates information, resources, and priorities among local governments within the OA and serves as the coordination and communication link between the local government level and the regional level.

A critical function of ICS is the responsibility of the individuals within it to communicate both up and down the chain of command, share information, and empower each member. NIMS is a cooperative effort of all departments and agencies within the County, cities, tribal governments, and special districts that have an



emergency response role. A critical function of ICS is the responsibility of the individuals within it to communicate both up and down the chain of command, share information, and empower each member.

Thus, a diverse EOC builds connectivity of ideas and solutions. The Kings County OES will lead SEMS and NIMS implementation and planning. New Kings County personnel receive ICS/SEMS/NIMS awareness training as part of their new employee orientation. To validate preparedness and planning efforts, local governments will develop an exercise program that provides periodic exercises for EOC and OES personnel under ICS/SEMS/NIMS guidelines. Members of the Kings County OA are responsible for the overall documentation of ICS/SEMS/ NIMS training within their own cities or special districts. Under the guidance issued by the Governor's Office of Emergency Services, NIMS training and self-certification of personnel is the responsibility of individual OES, law, fire, EMS, public works, and other agencies.

3.8 Incident Management

The Incident Command System (ICS) is a standardized approach to incident management that allows coordination among various jurisdictions and agencies. Developed in the aftermath of catastrophic California fires in the 1970s, ICS establishes common practices and terminology for planning and managing resources. It allows for the integration of facilities, equipment, personnel, procedures, and communications within a common organizational structure. This allows for a quicker and smoother response, sharing information quickly between partners, with more accountability. ICS allows for a flexible, dynamic response structure. The coordination of objectives, information, and resources is efficient and protects the safety of responders, community members, and others. ICS can be used to respond to any type of natural or human caused incident requiring multi-agency support.

In ICS, communication is critical. Once a response reaches a level of multi-agency response, an incident commander takes responsibility for managing the on-scene incident. Any additional agencies will be incorporated into this response and will all be organized under one incident commander. This allows for the consolidation of decision-making regarding objectives, assignments, and resource allocation. It removes redundancies and miscommunications. The established chain of command allows for information flow up and down the chain. Authority and responsibilities given in the ICS in an incident supersede the protocol for an individual department; for instance, one would report to their superior under the incident commander rather than their typical day-to-day supervisor. The ICS organization is unique to the incident and does not reflect an administrative structure.

Transfer of command is another vital aspect of ICS. When the response expands or someone more qualified for a position arrives, a transfer of command occurs. This allows for smooth continuity of responsibility and management. In this transfer, the incoming responder receives a command briefing of the situation. This briefing can be written, oral, or a combination of both. This transfer ensures those delegated the authority are fully aware of the situation, limitations, and decisions that have been made so far. The basic structure of an incident command can be seen in Figure 5-1 (section below).

3.9 Incident Management Activation

When an emergency arises, and it is determined that the normal organization and functions of Kings County government are insufficient to effectively meet response requirements, the Emergency Services Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. All incident management will be carried out consistent with Kings County Code of Ordinances – Chapter 6 Emergency Services. In addition, the Emergency Services Manager may partially or fully activate and staff the EOC based on an emergency's type, size, severity, and anticipated duration. The powers and duties of the Emergency Services Manager must be carried out consistent with Chapter 6, Section 6-7. The power and duties of the director and assistant director of emergency services refers to the Kings County Emergency Services Manager and the Emergency Services Coordinator.

An emergency declaration is not required in order to implement the EOP or activate the EOC. Upon identifying the need to activate the EOC, a call-out notification will be made depending upon the activation level: Kings County Sheriff Dispatch or the Incident Commander will notify the Kings County OES and the Emergency Services Manager. If the Emergency Services Manager cannot be reached, notification will be made to the following:

- OES Emergency Services Coordinator
- Fire Chief
- Undersheriff



The Emergency Services Manager will take appropriate and responsive actions that may range from monitoring the situation for possible escalation to directing a partial or full EOC activation. Once notified that the EOC has been activated and/or an emergency has been declared, all involved County emergency services will implement their respective plans and procedures and provide the Emergency Services Manager with the following information:

- Operational status
- Readiness and availability of resources
- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.)
- Significant concerns and issues dealing with potential or actual loss of life or property.

Refer to the immediate action checklists for further information on initial actions to be taken by the Emergency Services Manager (or designee) upon implementation of all or part of this EOP.

3.10 Notifications

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Services Manager and the Kings County Sheriff Dispatch, the 9-1-1 Dispatch Center. County response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, faxes, pagers (used by the fire department), internet/email, and radio throughout the duration of response activities as long as these resources are available.

Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the County EOC as appropriate. Internal key decision-makers, EOC staff, Department Directors, and other personnel are notified during business hours through the use of emails, pagers (used by the fire department), direct phone calls, and other means necessary. However, during after-hours these personnel are notified through the use of notification groups on the KC Alert platform or other means (e.g., Everbridge, Emergency Alert System [EAS], special broadcasts) as determined by the Emergency Services Manager. See Communication and Warning Annex for more information.

See ESF 2 – Communication for more details.

3.11 Communications

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety and will be used by all County personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and County staff, as well as personnel from neighboring jurisdictions or State to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Through the County, a public warning and broadcast system has been established for the County to provide emergency information and instructions during a pending or actual emergency incident or disaster. ESF 2 – Communication provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.

3.11.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together using systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic context of a major response.

Interoperable voice, data, or video-on-demand communications systems allow emergency management and response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

Kings County Communications and Warning Annex provides further details.

3.11.2 Situational Awareness & Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and is the basis for emergency alert and warning (when an incident alert is not



received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies and intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as collection of severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the County, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

If activated, the EOC Planning/Intelligence Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the Emergency Services Manager of the Office of Emergency Services will notify the California State Terrorism Threat Assessment Center (STTAC) through Cal OES. During a terrorist incident, the STTAC may support situational awareness and intelligence gathering functions.

3.11.3 Resource Management

When the EOC is activated, the Logistics and Planning/Intelligence Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of all County resources. In a situation where resource allocations are in dispute, the Emergency Services Manager has the final allocation authority. Kings County resources will be allocated according to the following guidelines:

- Deploy resources according to the following priorities:
 - Protection of life
 - Protection of responding resources
 - Protection of public facilities
 - Protection of private property
- Distribute resources so that the most benefit is provided for the number of resources expended.
- Coordinate citizen appeals for assistance through the Kings County Sheriff's Office PIO at the EOC or Joint Information Center (JIC). Use local media to provide citizens with information about where to make these requests.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for County, State, and federal resources through an emergency declaration.

The Logistics Section is responsible for the successful implementation of all aspects of resource management, which includes but is not limited to:

- Pre-identifying sources and vendors.
- Collaborating with procurement/purchasing personnel in Finance Section.
- Integrate with ESF 7 – Resources, when activated.
- Maintaining a master list of resources, equipment, and personnel with specific skill sets.
- Facilitating the use of ICS 213RR forms for resource requests.
- Ordering, receiving, staging, tracking, and documentation for resources, equipment, and personnel. This can be accomplished through the use of dedicated software or, at a minimum, by spreadsheet.
- Communicating with other EOC Sections and the Incident Command Post on resources status.
- Providing documentation to the Administration / Finance Section(s).
- Providing feedback for improvement planning.

3.11.3.1 Resource Typing

The County utilizes standard FEMA resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource "type" list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. County response personnel and support staff



are trained and exercised using resource "type" lists to ensure familiarity with the standard terminology for commonly requested resources.

3.11.3.2 Credentialing of Personnel

At this time, the County has not implemented a formalized credentialing program. Should one be implemented, the program will be developed with technical assistance from Cal OES and will provide for documenting personnel and authenticating and verifying their qualifications.

3.11.3.3 Volunteer & Donations Management

The Kings County Office of Emergency Services has a volunteer and donations management program and plan in place, which is supported by several ESFs in the EOC. The program works to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents. Technical assistance for implementing SEMS/NIMS/ICS volunteer and donations management will be requested from Cal OES, Planning and Preparedness Branch, and/or the Disaster Service Worker Volunteer Program, if additional support is needed.

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Emergency Services Manager will coordinate and manage volunteer services and donated goods through the County EOC, with support from the Red Cross, Salvation Army, and other volunteer organizations. Procedures for accessing and managing these services during an emergency will follow SEMS/NIMS/ICS standards. Elements of the County's volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management coordinator within the County's emergency management organization to address volunteer and donations management, including coordination with neighboring jurisdictions and the State's donation management system.
- Implementation of a system for tracking and utilizing volunteers and donations (including cash contributions).
- Coordination with State and local volunteer agencies and Volunteer Organizations Active in Disaster (VOAD) groups,
- Establishment of facilities such as a warehouse and volunteer reception center.
- Methods and sites for collection, sorting, managing, and distributing in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.
- Communications support such as coordination of a call center and public information.
- Procedures to verify and/or vet voluntary organizations and/or organizations operating relief funds.

3.12 Access and Functional Needs Populations

The Kings County OES is the primary agency for AFN coordination and supported by the Kings County Department of Public Health. The Kings County Department of Public Health serves in the capacity of an informal AFN Advisory Committee until such time a formalized group is established.

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. As defined by the State of California, the "Access and functional needs population" consists of individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant.

Persons with AFN within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the Emergency Services Manager will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner. The County has plans and programs in place to assist AFN Populations including:

- Kings County Department of Public Health staff trained as Functional Assessment Service Team (FAST) through the California Department of Social Services to assist at general population shelters.
- FAST members are responsible for addressing the various needs of the AFN and culturally diverse populations in all activated shelters.
- AFN-based and culturally diverse support activities and resource needs for these populations are coordinated with the Department of Public Health and the Kings County Human Services Agency and through the EOC.



- ARC conducts pre-incident assessments of school buildings as potential shelters to identify facilities that are ADA compliant as well as those facilities that can accommodate the needs of the AFN population using the shelter. ARC maintains a lists of shelters.
- ARC, with support from the EOC, provides full wrap-around services at emergency shelters such as feeding, toileting, showering, durable/consumable medical equipment, accessible cots, and accessible transportation.
- The ARC holds agreements with the local school districts for the use of schools as emergency shelters. The Kings County Department of Public Health and Human Services Agency maintains its own list of potential shelters and use agreements for use during public health emergencies. The Kings County OES also maintains a list of both cooling and warming shelters used during extreme heat and extreme cold events.
- Evacuation planning will consider and address the additional needs and challenges of vulnerable or culturally diverse populations and the AFN population in general.
- The County has a transportation plan and an agreement with KART for the movement of people during specific situations, potentially including emergency evacuations. The local emergency medical service providers will continue to assist in the movement of people who are non-ambulatory.
- The County will also coordinate with other transit and transportation agencies, including but not limited to the Corcoran Area Transit (CAR) and Kings County Association of Governments (KCAG),
- Emergency alerts and warnings are disseminated by the consolidated dispatch center through the use of a variety of mediums and methods to reach the greatest number of the public as possible, including the AFN population. Alerts and warnings are sent over text telephone (TTY) and over internet-based devices in English and Spanish (multi-language option is currently under development). Translation services are available by live operator to 9-1-1 callers and through on-call translation services, including in American Sign Language. Additional information on emergency alerts and warnings is available in the Communications and Warning Annex to the EOP.
- The Kings County Advisory Group for AFN Planning makes policy recommendations to the Kings County Operational Areas Advisory Committee (OAAC).
- The Kings County OES coordinates with HSA, Public Health, and Behavioral Health, and other stakeholders to ensure proper consideration of all AFN projected needs. Responsible for developing resource and support services lists as well as workarounds or alternate solutions for identified equipment, service, and facility or supply shortfalls.
- The Kings County Department of Public Health is the primary agency for AFN Coordination. The Kings County Department of Public Health is responsible for coordinating actions of AFN operations to (1) identify services being employed during a disaster and (2) resolve any major problems or gaps which may surface related to AFN operations and activities.
- The Kings County HSA serves as a primary coordinator for Access and Functional Needs (AFN) support during disasters, providing on-site assistance, emergency shelter operations, resource counseling, victim registration, and distribution of essential supplies like food, water, and clothing. It also helps oversee disaster relief efforts and feeding services for individuals and groups.
- Adult Protective Services (APS) provides services directed at preventing or remedying neglect, abuse or exploitation of adults who are unable to protect their own interests because of age or disability.
- Children's Protective Services (CPS) provides services for children who are victims of physical abuse, sexual abuse and/or neglect or lack family care (such as without family supervision post disaster).
- In-Home Supportive Services (IHSS) provides In-home care services to low-income elderly, blind and disabled persons.

3.13 Children in Disasters

Planning and preparing for the unique needs of children is of utmost concern to the County and, whenever possible, the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters on themselves and their children through personal preparedness activities. To the greatest extent possible, the Kings County Office of Emergency Service and Department of Public Health will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services.

3.14 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock (dairy, poultry, swine, and goat economies) and/or companion animals plays into decisions made by people affected by disasters. Preparing for the care of animals during a disaster is the responsibility of owners. However, the County may



coordinate with local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency. If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through Cal OES. All coordination would be completed consistent with the Kings County Dead Animal Management Plan (DAMP). Additionally, all coordination would be directed through the Kings County Emergency Director, Planning Director, Emergency Services Manager, Emergency Services Coordinator, and other emergency personnel outlined in the DAMP, such as the Mortality Intervention Team established by the County and supervised by the Kings County Agriculture Commissioner.

3.14.1 Dead Animal Management Plan

The DAMP consists of the County's management policy for the timely removal of bovine carcasses within a 72-hour timeframe, as required by the Dairy Element of the Kings County General Plan (Policy DE 4.1.d). It specifically outlines the backup or alternate businesses that may be affected by natural disasters and the alternative procedures necessary to ensure that public health and safety is protected and that the dairy, poultry and swine and goat economies remain healthy. The DAMP therefore outlines as many disposal options as possible.

3.15 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for emergency coordination to agencies involved with short- and long-term recovery operations. The following issues will be considered when demobilizing:

- Identification of surplus resources and probable resource release times
- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Manager
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Manager
- Repair and maintenance of equipment, if necessary.

The Emergency Services Manager, with advice from the on-scene Incident Commander, and Kings County Leadership will determine when a State of Emergency no longer exists, emergency operations can be terminated, and normal County functions can be restored.

3.16 Transition to Recovery

Once the immediate response phase has been completed, the County will begin some Recovery Phase operations with a priority focus on the restoration of government function and community services. A transition from response to recovery may occur at different times in different areas of the County.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous waste, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, clothing, and shelter). Once stability is achieved, the County can concentrate on long-term recovery efforts, which focus on restoring the community to a "new normal" or improved state.

During the recovery period, the County will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP, including annexes to identify deficiencies and take corrective actions. Resources to restore or upgrade damaged areas may be available if the County demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.



4 Roles & Responsibilities

4.1 General Roles & Responsibilities

County agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain the depth of qualified staff within the command structure and response community.

The Emergency Services Manager of the Kings County OES is responsible for emergency management planning and operations for the area of the County lying outside the limits of the incorporated municipalities. In the event of an emergency, the OES Duty Officer will notify OES leadership, usually the Emergency Services Manager of Kings County OES. The OES leadership will then contact the County Administrator (CA). If OES leadership is not available, the Duty Officer will contact the County Administrator's Office (CAO) directly. Otherwise, OES leadership will contact the CAO and make notifications and recommendations, and the CAO will direct support staff. The mayor or other designated official of each incorporated City is responsible for emergency management planning and operations for that jurisdiction.

Most County departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in individual annexes.

4.2 Emergency Management Organization

For the purposes of this plan, the County's emergency management structure will be referred to generally as the Kings County Office of Emergency Service (previously abbreviated to Kings County OES). Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the County's emergency management structure.

The Emergency Services Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other County staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the County's emergency management program can vary depending upon the location, size, and impact of the incident. The OES for the County is divided into two general groups, organized by function—the Executive Group and Emergency Response Agencies. Table 4-1 summarizes the responsibility assignments of these various groups and County agencies.

Table 4-1 Assignment of Responsibility

| GROUP NAME | DESCRIPTION | GENERAL RESPONSIBILITIES |
|-----------------------------|--|---|
| County Administration Group | The County Administration Group may include representation from each County department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with legal responsibilities. | <ul style="list-style-type: none">Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.Understanding and implementing laws and regulations that support emergency management and response.Ensuring that local emergency plans consider the needs of the jurisdiction including persons, property, and structures.Vulnerable populations, including unaccompanied children and those with service animals. |



| GROUP NAME | DESCRIPTION | GENERAL RESPONSIBILITIES |
|-------------------------------------|---|---|
| | | <ul style="list-style-type: none"> • Individuals with household pets. • Leading and encouraging all citizens (including vulnerable populations) to take preparedness actions. • Encouraging residents to participate in volunteer organizations and training courses. |
| Board of Supervisors | The ultimate responsibility for policy, budget, and political direction for the County government is borne by the Board of Supervisors. | <ul style="list-style-type: none"> • Establishing emergency management authority by County resolution. • Adopting an EOP and other emergency management related resolutions. • Declaring a State of Emergency and providing support to the on-scene Incident Commander in requesting assistance through the County. • Acting as liaison to the community during activation of the EOC. • Acting on emergency funding needs. • Attending Public Information Officer (PIO) briefings. |
| County Chief Administration Officer | The County Chief Executive Officer is responsible for continuity of government, overall direction of Chief Administration Officer emergency operations, and dissemination of public information. | <ul style="list-style-type: none"> • Ensuring that all Chief Administration Officer departments develop, maintain, and exercise their respective service annexes to this plan. • Supporting the overall preparedness program in terms of its budgetary and organizational requirements. • Implementing the policies and decisions of the governing body. • Ensuring that plans are in place to protect and preserve County records. |
| Emergency Services Manager | The Emergency Services Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Services Manager works with the County Administration Group to ensure that there are unified objectives regarding the County's emergency plans and activities, including coordinating all aspects of the County's capabilities. | <ul style="list-style-type: none"> • Preparing and maintaining an inventory (including call-down lists). • Ensuring the operational capability of the County EOC. • Activating the County EOC. • Keeping the governing body apprised of the County's preparedness status and anticipated needs. • Serving as day-to-day liaison between the County and Cal OES. • Maintaining liaison with organized emergency volunteer groups and private agencies. |
| Emergency Management Council | The Emergency Services Manager is supported by the Kings Area Disaster Council, as outlined in Chapter 6 – Emergency Services in the Kings County Code of Ordinances. | <ul style="list-style-type: none"> • Chairman of the Board of Supervisors • County Chief Administrative Officer • County Public Health Officer • County Director of Environmental Health • County Director of Social Services • County Director of Human Services Agency • County Director of Public Works |



| GROUP NAME | DESCRIPTION | GENERAL RESPONSIBILITIES |
|-------------------------|--|--|
| County Department Heads | Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. | County department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. Department and agency heads not assigned to a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the County Executive Officer. |

4.3 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff comprise emergency response personnel, most County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public. All County departments are responsible for:

- Supporting EOC operations to ensure that the County is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department; this document must be made known to department employees, and a copy must be filed with the County Chief Administrative Officer.
- Developing alert and notification procedures for department personnel.
- Developing guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- Notifying the Emergency Services Manager of resource shortfalls.
- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete required training (including required NIMS and ICS training).
- Dedicating staff time for participation in training exercises.
- Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

4.4 Local Response Partners

The roles and responsibilities of local response partners, such as private sector entities, NGOs, faith-based organizations, CBOs, and individual households, as well as federal, state, regional, tribal nations, and local municipalities are listed in Table 4-2.

Table 4-2 Local Response Partners Roles & Responsibilities

| GROUP NAME | ROLE | GENERAL RESPONSIBILITIES |
|----------------|---|---|
| Private Sector | Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In | <ul style="list-style-type: none">• Planning for the protection of employees, infrastructure, and facilities.• Planning for the protection of information and the continuity of business operations. |



| GROUP NAME | ROLE | GENERAL RESPONSIBILITIES |
|--|---|--|
| | addition, the County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. | <ul style="list-style-type: none"> • Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities. • Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help. • Developing and exercising emergency plans before an incident occurs. • Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities. • Aiding (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process. |
| Non-government & Faith-based Organizations | Nongovernmental/faith-based organizations such as the ARC provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. | <ul style="list-style-type: none"> • Training and managing volunteer resources. • Identifying shelter locations and needed supplies. Managing emergency shelters. • Providing critical emergency services to those in need, such as reunification with family members, emergency resources, cleaning supplies, clothing, food shelter, and assistance with post-emergency cleanup. • Identifying those whose needs have not been met and helping to coordinate assistance. |
| Individuals & Households | Although not formally a part of the County's emergency operations, individuals and households play an important role in the overall emergency management strategy. | <ul style="list-style-type: none"> • Reducing hazards in their homes. • Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets. • Monitoring emergency communications carefully. • Volunteering with established organizations. • Enrolling in emergency response training courses. • Encouraging children to participate in preparedness activities. |
| Operational Area Response | The California Emergency Services Act designates each county as an OA to coordinate emergency activities and resources of the cities, tribal partners, and special districts located within the County boundaries. In Kings County, the County OES is the lead agency for the OA, and the Kings County Emergency Services Manager serves as the OA Coordinator. | <ul style="list-style-type: none"> • The Kings County OES is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, will provide a coordinated response to a major emergency or disaster. • As the OA, the Kings County OES will also coordinate fulfillment of requests for mutual aid from the cities and other political jurisdictions or special districts within the County. It will fulfill such requests by coordinating County resources or resources of other local governments within the OA. If local supplies are limited, requests will be advanced |



| GROUP NAME | ROLE | GENERAL RESPONSIBILITIES |
|-------------------|--|---|
| | | to the SEMS Regional level to access resources outside of the OA. |
| Tribal Nations | One Tribal Nation is located in the operational area which is the Tachi-Yokut Tribe. | <ul style="list-style-type: none">Tribal Nations within the OA are responsible for communicating with the County during an incident and for coordinating response activities through those communication channels. During an emergency requiring EOC activation, Kings County OES will invite tribal government representatives to participate in EOC activities. In addition, and at the request of Tribal nations, the County can support requests for assistance and resources needed for the Tribal communities to respond and recover from an event. |
| Regional Response | The County falls within the Inland Region of Cal OES, and in Mutual Aid Region 5. The Regional EOC is located in Kings County. There are seven counties within Region 5. Within the three Mutual Aid Regions, there are 123 incorporated Cities. | <ul style="list-style-type: none">Cal OES administrative Regions are responsible for coordinating information and resources within the Region and between the SEMS State and Regional levels to ensure effective and efficient support to local response. |
| State Response | Under the direction and control of department heads, agencies of State government represent the State emergency operations organization. | <ul style="list-style-type: none">Responsibility for conducting ESFs is assigned by the Governor to the department best suited to carry out each function applicable to the emergency situation. |
| Federal Response | Federal response partners are typically requested by the State Operations Center in the event that State resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. | <ul style="list-style-type: none">Procedures and policies for allocating and coordinating resources at the federal level follow the California State Emergency Plan and, if necessary, the NRF. |

Source: WSP 2025



5 Command & Control

5.1 General Command & Control

The ultimate responsibility for command and control of County departments and resources lies with the County Chief Administrative Officer; however, the Emergency Services Manager will maintain direction and control of the County OES, unless otherwise delegated. County emergency operations, both on-scene and in the County EOC, will be conducted in a manner consistent with SEMS, including use of ICS.

During a County-declared disaster, control is not relinquished to State authority but remains at the local level for the duration of the event. Consistent with California Government Code Section 8559 and 8605, Kings County is designated at the OA for Kings County, and the county-wide coordinator, the Emergency Services Manager, is the OA Coordinator. In accordance with California Government Code Section 8607, the Kings OA functions as a part of SEMS. Emergency operations and mutual aid activities are conducted and coordinated using ICS and the Multi-Agency Coordination System, as appropriate.

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Office of Emergency Services, and/or Fire Department), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon the establishment of ICS, the on-scene Incident Commander will notify the Emergency Services Manager and request activation of the County EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with County and State leads.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County may activate the EOC and assign an EOC Director. The EOC Director supports on-scene operations and coordinates County resources. The request will be submitted to the Emergency Services Manager, who will determine whether to activate the County EOC and will assume, or designate, the role of EOC Director. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the County EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the County EOC to serve as part of the Unified Command or Multi-Agency Coordination Group, ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will be requested and used as an adjunct to existing County services, and then only when a situation threatens to expand beyond the County's response capabilities.

Upon activation of the County EOC, the EOC Director is empowered to assume executive control over all departments, divisions, and offices of the County during a State of Emergency. If appropriate, the on-scene Incident Commander or EOC Director may request that a State of Emergency be declared.

5.4 Operational Area

The Kings County OA's responsibilities include:

- Acting as a policy-making body with representation from all participating jurisdictions and setting priorities agreed upon by all members.
- Providing a single point of contact for information on an emergency situation, as well as resource requirements and prioritization.
- Acting as a single ordering point for resources, including fire and law enforcement resources through OA Fire and Law Enforcement Mutual Aid Coordinators.

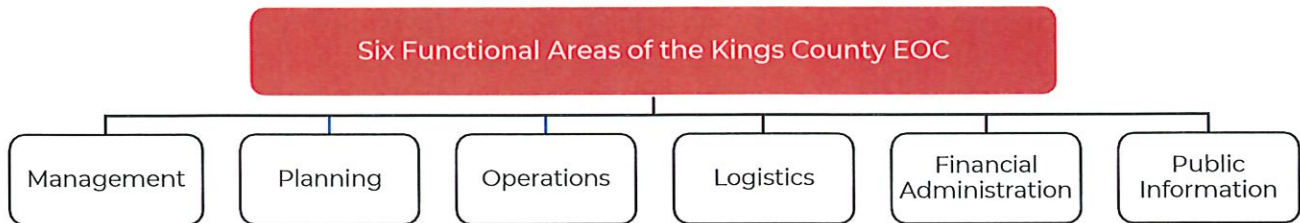
5.5 Emergency Operations Center Organization

The EOC serves as a central coordination point to gather the decision-makers and stakeholder representatives together under the direction of the EOC Director. Stakeholders may include other County departments, first responders, tribal representatives, VOADs, NGO, and others, as needed. This structure facilitates information sharing, maintaining situational awareness, communicating a common operating picture of response activities, objective prioritization, and collaboration. The appropriate information and support are relayed to responders, EOC sections, stakeholder agencies, county departments, the OA, Tribal Nations, and the public.



Based on SEMS and ICS structure, the Kings County EOC is organized into six functional areas, also known as EOC sections: Management, Planning, Operations, Logistics, Finance and Administration, and Public Information, as shown in Figure 5-1.

Figure 5-1 Six functional Areas of the Kings County EOC



Source: WSP 2025

Figure 5-2 illustrates the organization of the EOC position's structure. The number and agency makeup of individuals in each section will vary according to the current needs of the response.



Figure 5-2 EOC Position Organization Chart



Source: WSP 2025

Table 5-1 lists the responsibilities of the six functional areas of the Kings County EOC.

Table 5-1 Responsibilities of Six Functional Areas of the Kings County EOC

| MANAGEMENT | PLANNING |
|--|--|
| The Management Section is responsible for the overall directing and coordinating of emergency response and recovery operations. It oversees and manages the other sections of the EOC. Management will coordinate and act as liaison with appropriate federal, tribal, state, regional, and local governments, as well as private and volunteer organizations. Priorities are established by this group. | The Planning Section is considered "The Thinkers." The duties and responsibilities of the Planning Section are gathering and performing analysis of data regarding the incident. The Planning Section maintains an incident log, EOC display maps, and charts. It is responsible for preparing situation reports, assessing damage, recovery operations, conducting planning meetings, documenting all |



| MANAGEMENT | PLANNING |
|--|---|
| The representatives from the Kings County Department of Public Health and the HSA (i.e., AFN Committee) are vital members of this group that will support Kings County OES in overseeing that the needs of community members most likely to be disproportionately impacted by disasters are considered and elevated as decisions are made. | EOC activities, conducting advanced planning, and leading the preparation of the Incident Action Plan. Members continuously collect, analyze, process, and document information coming in from the OA. They forecast the needs of the response and implement appropriate procedures and processes. Geographic Information System (GIS) and mapping services are an integral part of this section. During a response, the Planning Section Chief conducts regularly scheduled meetings with different levels of EOC staff and OA partners to keep them informed of the most current intelligence. Planning will maintain documentation for recovery, damage assessments, and after-action reports, which will be coordinated with Cal OES. |
| Operations | Logistics |
| Those in the Operations Section are known as "The Doers." They coordinate and offer strategic support to all the jurisdictional operations during response efforts. The Operations Section directs County OA operational resources and coordinates discipline specific Mutual Aid resources. The Operations Section is responsible for coordinating with County OA field incident commanders and City EOC Operations Sections. They provide situational awareness and relay direction from management. The Operations Section staff must evaluate the potential economic, social, and environmental impacts of the disaster on the public while managing a response to the conditions within the County. The Operations Section is organized into functional units representing agencies involved in tactical operations. This could include branches for Fire, Law, Transportation and Public Works, Public Health, Mass Care & Shelter, and others, as needed. | Known as "The Getters" the Logistics Section is tasked with requesting services, personnel, equipment, and facilities in support of jurisdictional operations. Providing all the emergency support needs, the Logistics Section orders all resources, coordinates volunteer personnel, and provides communications, facilities, personnel, transportation, supplies, equipment, fuel, food, staging, and shelter as required to support the Operations Section. This section is authorized to direct supporting departments and agencies to furnish materials and commodities for residents. Coordination of Private Sector resources will be accomplished in the Logistics Section. |
| Financial Administration | Public Information |
| The Finance and Administration Section has overall responsibility for fiscal accounting, and it is referred to as "The Payers." This accounting process can involve compensation and claims, EOC and field cost accounting, and Jurisdictional Disaster Survey reporting. This section also provides for the tracking of the time worked by all emergency personnel involved in the incident, provides cost analysis and projections, and records any and all injury claims for compensation. | These "Message Senders" are committed to providing accurate, culturally sensitive, bilingual (English/ Spanish), and timely information to employees, the public, the media, and the community about emergency events in the county. Usually located as a section under the Management Section, Kings County acknowledges the importance and complexity of getting the vital information out to the public in a timely manner and has created a separate section accordingly. |

Source: WSP 2025

5.6 Emergency Operation Center Activation

The Kings Operational Area EOC will be activated when an emergency situation occurs that exceeds local and/or in-field capabilities to adequately respond to and mitigate an incident(s). The Operational Area EOC will be activated when:



- Another local government in the OA activates its EOC and requests the Operational Area EOC to be activated (CCR §2407(a)(1)).
- Two or more cities within the OA proclaim a local emergency (CCR §2409(f)(2)).
- The County and one or more cities proclaim a local emergency (CCR §2409(f)(3)).
- A city or the county requests a Governor's proclamation of a State of Emergency (CCR §2409(f)(4)).
- The Governor proclaims a State of Emergency for the County or two or more cities (CCR §2409(f)(5)).
- Activation is recommended by County OES personnel.

During emergency operations, and upon activation of the EOC, EOC staff will assemble and exercise direction and control, as outlined below.

- The EOC will be activated by the Emergency Services Manager, who may assume or designate the role of EOC Director, consistent with Chapter 6 – Emergency Services of the Kings County Code of Ordinances. While the on-scene Incident Commander retains tactical control of the incident, the EOC Director assumes responsibility for coordinating and prioritizing County resources in support of emergency operations.
- The EOC Director will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by County departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, State, and federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.
- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in the ESFs.
- The EOC may, as appropriate, operate on a 24-hour basis.

The Emergency Services Manager will immediately notify the Kings County Leadership upon activation of the Operational Area EOC. Periodic updates will be issued to the County for the duration of Operational Area EOC activation.

5.7 Emergency Operation Center Activation Levels

The scope of an emergency, rather than the type, will largely determine whether the EOC will be activated, and to what level. When an emergency occurs in or affects the County, the OES will operate at one of the following EOC activation levels:

Level 1 – Monitoring (Low Level) or OES staff scene support.

- Level 1 may be requested by on-scene command or initiated by the Kings Operational Area OES during emergencies with escalation potential.
- EOC staffing for a Level 1 emergency will normally be limited to select members of the EOC depending on the type of event, but at a minimum includes the Emergency Services Manager.

Level 2 – Partial (Medium Level) EOC activation with partial staff.

- Level 2 requires limited staffing by key agencies involved or affected by an emergency confined to a specific area of the County, for a planned event, or an event in which local resources are stressed.
- Level 2 activation is normally used as a step up from a level 1 activation, or a step down from a level 3 activation.

Level 3 – Full (High Level) EOC activation with full staff.

- Level 3 is a full-scale activation that requires full EOC staffing as outlined in this plan to address a large emergency affecting all or a large part of the County.
- Level 3 activation may be ordered by the Emergency Services Manager, Fire Chief, Sheriff, or the County Administrative Officer (CAO).

5.8 Emergency Operations Center Location

Essential facilities are sites identified as critical for government/OA operations in support of a given emergency or disaster response. To ensure continued operational area response operations, primary and secondary



locations have been identified. For the EOC, these are pre-identified locations that can be either activated or enhanced in terms of equipment, personnel, and other necessary resources to best address an emergency.

The EOC may be partially or fully staffed to meet the demands of the situation. Activation of the EOC can take place in situations where collaboration and support of field operations are necessary. This can include an emergency of such magnitude that it will require a large commitment of resources from two or more cities or of the County jurisdiction over an extended period. The EOC may also be activated proactively during such occasions as flood warnings or elevated fire risk conditions. The activation level will depend upon the severity and expected duration of the incident. Staffing will be based on SEMS, and operational periods are determined during the initial stages of an event. The EOC will be deactivated at the end of the event or when the affected cities, agencies, or departments can assume control of the incident without EOC support. If the primary EOC is not habitable or unavailable for any reason, setup at one or more alternate locations may be required. Several sites have been identified for this purpose.

In addition to providing an alternate site for managing EOC operations, the alternate EOC will also serve as the alternate government seat, when needed. The decision to activate an alternate EOC will be made by the EOC Director. If necessary, the Logistics Section will arrange for the relocation of EOC staff members to the alternate EOC. All Section Chiefs will advise their personnel in the field of the activation of the alternate EOC and its location, and transition timeline to the alternate EOC. The operational capabilities of the alternate EOCs may be significantly less than those of the primary EOC.

All facilities, including any used for sheltering and other purposes, will accommodate the provisions of the Americans with Disabilities Act.

- The **primary location** for the Kings County EOC is located at 330 N. Campus Drive, Hanford, CA 93230 as shown in Figure 5-3.
- The **alternate location** is at the Kings County Fire Department Headquarters located at 280 N. Campus Drive, Hanford, CA 93230 as shown in Figure 5-4.



Figure 5-3 Kings County Primary EOC

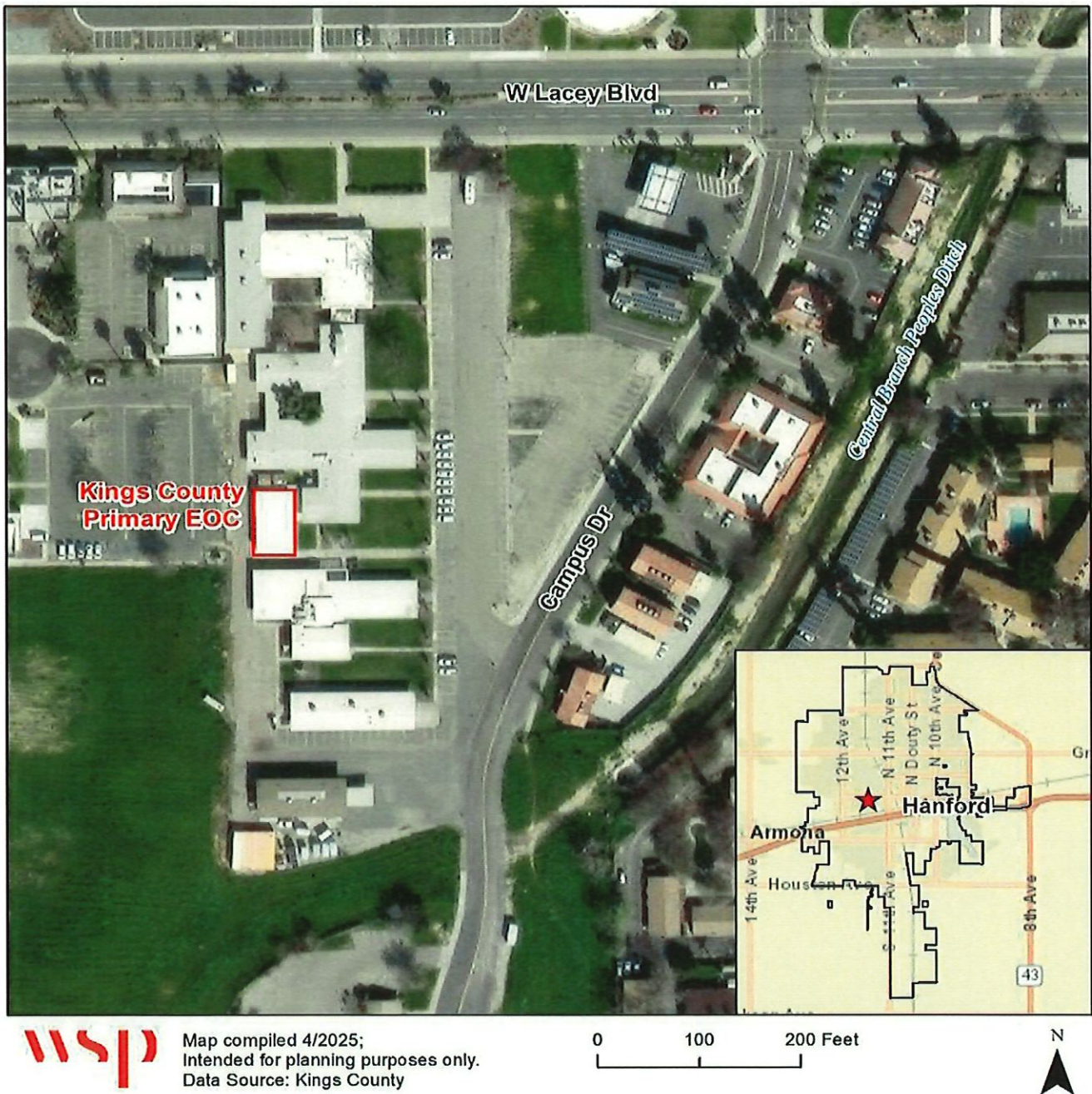


Figure 5-4 Kings County Alternate EOC



5.9 Alternate Government Facilities

If necessary, the Logistics Section and/or ESF will arrange for the relocation of County staff members to an alternate building or campus for the purpose of continued government services. The site selection will be determined by the ability to continue to provide essential services and continuity of government. The Department Directors of the affected departments will advise their personnel of the new location and transition



to a modified business model based upon the ability to provide services. All facilities selected and used alternate government facilities, will accommodate the provisions of the Americans with Disabilities Act.

5.10 Direction, Control, and Coordination

County agencies and response partners may have various roles and responsibilities throughout a major emergency or disaster's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain the depth of qualified staff within the command structure and response partners. Kings County OES will coordinate disaster management planning and operations for unincorporated areas of the County.

5.10.1 EOC Staffing

Depending on the incident type, County departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC Director may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain the County EOC, the County may request support from the State.

County departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

Due to limited personnel and resources available in the County, it is imperative that all primary and alternate EOC staff be trained in ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency.

- EOC staffing requirements for a Level 1 (monitoring) and/or Level 2 (partial) activation will be based upon the scope and nature of the emergency, as well as current requirements.
- The OES Emergency Services Coordinator will ensure that the appropriate functions of the emergency management organization are notified for Level 1 and 2 EOC activations.
- Staffing requirements for Level 3 (full) activations will require the need for more positions/sections activated.
- Extended EOC operations may require the use of multiple shifts and position alternates; the Policy/Management group will make this determination as the situation dictates.

Table 5-2 outlines the EOC command staff duties.

Table 5-2 EOC Command Staff

| COMMAND STAFF | DESCRIPTION OF DUTIES |
|----------------|--|
| EOC Director | <p>The EOC Director is responsible for EOC operations when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Director is responsible for:</p> <ul style="list-style-type: none">• Maintaining EOC operations in accordance with the principles of ICS and NIMS.• Approving and supporting implementation of an Incident Action Plan (IAP).• Coordinating activities in support of emergency operations.• Approving release of information through the PIO.• Performing the duties of the following Command Staff if no one is assigned to the position: Safety Officer, PIO, Liaison Officer• At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Director may change to meet the needs of the incident. |
| Safety Officer | <p>The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:</p> |



| COMMAND STAFF | DESCRIPTION OF DUTIES |
|----------------------------------|--|
| | <ul style="list-style-type: none">Identifying the initial hazards, determining personal protective equipment requirements, and defining decontamination areas.Implementing site and access control measures.Monitoring and assessing the health and safety of response personnel and support staff.Preparing and implementing a site Health and Safety Plan and updating the EOC Director, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns. |
| Public Information Officer (PIO) | <p>The PIO will coordinate and manage the County's public information network, including local, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:</p> <ul style="list-style-type: none">Developing and coordinating the release of information to incident personnel, media, and the general public.Address public inquiries and rumor control.Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a JIC.Implementing information clearance processes with the EOC Director.Conducting and/or managing media briefings and implementing media-monitoring activities. |
| Liaison Officer | <p>Specific liaison roles may be incorporated into the command structure established at the EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the ARC. Responsibilities typically associated with a liaison role include:</p> <ul style="list-style-type: none">Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.Coordinating information and incident updates among interagency contacts, including the public information network.Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Director, government officials, and stakeholders. |
| Security Officer | <p>The security officer position at the EOC is responsible for control of access to the EOC and general security at the facility. Security officer duties include:</p> <ul style="list-style-type: none">Maintaining the check-in and checkout rosters.Providing 24-hour security at the EOC.Addressing situations resulting from inappropriate personnel or personnel actions at the EOC. |

Source: WSP 2025

Table 5-3 outlines the EOC general staff duties.

Table 5-3 EOC General Staff

| COMMAND STAFF | DESCRIPTION OF DUTIES |
|--------------------------|--|
| Operations Section Chief | <p>The Operations Section Chief position is typically filled by the leading agency managing response activities for a specific type of incident. The Operations Section is organized into functional units representing agencies involved in tactical operations. The Operations Chief is responsible for:</p> <ul style="list-style-type: none">Developing and coordinating tactical operations to carry out the IAP.Managing field response activitiesDirecting implementation of unit operational plans |



| COMMAND STAFF | DESCRIPTION OF DUTIES |
|-------------------------------------|--|
| | <ul style="list-style-type: none">• Requesting resources as needed• Managing and incorporating community partners and stakeholders (private entities, companies, and non-governmental organizations) into response operations. |
| Planning/Intelligence Section Chief | <p>The Planning/Intelligence Section is responsible for forecasting the needs of the response as well as implementing appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning/Intelligence Chief is responsible for:</p> <ul style="list-style-type: none">• Collecting and evaluating information and distributing incident information through status summaries.• For terrorist incidents, liaise with the State Terrorism Threat Assessment System (STTAS).• Maintaining resource status.• Preparing and disseminating the IAP, including developing alternatives for tactical operations• Conducting planning meetings. |
| Logistics Section Chief | <p>The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:</p> <ul style="list-style-type: none">• Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.• Coordinating with the Planning/Intelligence Section to estimate future support and resource requirements.• Assisting with development and preparation of the IAP. |
| Finance/Administration Section | <p>The Finance/Administration Section is activated for large-scale or incidents that require emergency funding or use of specialized services and equipment that are not within the County's resources. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. Conversely, during some incidents, responding agencies may not require outside assistance, or relatively minor finance or administrative operations are otherwise required. In these instances, the Finance/Administration section can be staffed by a technical specialist in the Planning/Intelligence Section. The Finance and Administration Chief is responsible for:</p> <ul style="list-style-type: none">• Monitoring costs related to the incident.• Maintaining accounting, procurement, and personnel time records.• Conducting cost analyses. |

Source: WSP 2025

5.10.2 Administrative Protocols

There are administrative protocols established to effectively manage emergency operations, which include but are not limited to resource management, documentation, cost recovery efforts, and improvement planning. These administrative protocols include:

- **Resource Management:** protocols for effective resource management are implemented through an established authority to access county resources and the allocation of those resources are assigned based on established priorities. Standardized resource management as described in NIMS will be implemented. Mutual aid agreements will be activated to supplement local resources and resource requests will follow the standardized methods in accordance with NIMS. The Logistics Section is responsible for ensuring that



required documentation is maintained, accurate, and provided to the Administration / Finance Section(s) on a timely basis for cost-recovery efforts. Additionally, the Logistics Section will provide feedback for after-action reporting.

- **Documentation:** protocols for effective documentation activities as described in NIMS will be implemented. The Administration / Finance Section(s) will determine the specific documentation requirements for each incident and will establish a Documentation Unit, as needed. The Documentation Unit may or may not be assigned under the Planning Section if directed by the EOC Director or other Section Chief. The Administration / Finance Section(s) is responsible for facilitating all documentation activities to ensure that required documentation is maintained, accurate, and utilized for effective cost-recovery efforts. Additionally, the Administration / Finance Section(s) will provide feedback for after-action reporting.
- **Cost Recovery Efforts:** protocols for effective implementation of cost-recovery efforts are the responsibility of the Administration / Finance Section(s). The primary activities for cost recovery include, but are not limited to, real-time tracking of costs and the "burn rate" for assigned personnel, capital, expended supplies, and other expenses. Information and data provided by the other EOC Sections is compiled, analyzed, and converted into reports for County Executives and for the creation of cost recovery requests. The Administration / Finance Section(s) is responsible for coordinating with FEMA and the State of California for the creation and submittal of cost recovery requests.
- **Improvement Planning:** protocols for effective implementation of improvement planning are based on the concept of continual improvement efforts. The County has identified several opportunities for the collection of feedback, which are described throughout this EOP and are a significant element of the County's training program. The County Exercise and Training programmatic efforts are further described in Section 6.

5.10.3 Operations Section

The following agencies and organizations are typically included in the Operations Section:

- **Fire** – emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** – incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- **Public Health Officials** – contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- **Public Works** – incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- **Private entities, companies, and non-governmental organizations** may also support the Operations Section. Examples of support these organizations may provide include:
 - Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens that are in need.
 - Non-hazardous debris clearance collection and disposal.

5.10.4 Unified Command

Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single IAP. Each participating agency maintains its individual authority, responsibility, and accountability.

A Policy/Management Group will serve in an advisory function within Unified Command in the Operational Area EOC. This group is composed of the following:

- Board of Supervisors
- County Administrative Officer
- Kings Area Disaster Council (see section 5.10.6)
- County OES personnel
- County Counsel
- Liaison Officer (Designated by Policy/Management)
- Public Information Officer
- Safety Officer
- Incorporated cities representatives if participating in a Unified Command.
- Special districts representatives if participating in a Unified Command.
- Representatives from State or federal agencies involved in the response effort.



5.10.5 Area Command

An Area Command is a management structure established to oversee the organization of multiple incidents handled by separate ICS organizations, or very large incidents that involves multiple ICS organizations. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control, and does not have operational responsibilities. If activated, the Area Command:

- Sets overall incident-related priorities:
 - De-conflicts incident management objectives with other ICS organizations and established policies.
 - Allocates critical resources according to incident-related priorities.
 - Identifies critical resource needs and reports them to the EOCs.
- Conducts oversight:
 - Ensures proper management and effective communications and provides personnel accountability and a safe operating environment.
 - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.10.6 Response Partner Coordination

Response partners for the OA include city staff, first responders, various special districts, private and volunteer agencies, tribal officials, VOAD and other NGOs, and other representative groups. Members of these groups are invited to OA weekly calls during the year, plus special calls specific to a response. Some are also represented in the EOC, when applicable. For instance, VOAD will represent the nonprofit sector within the Logistics Section. Requests and information sharing can also go through the Liaison/Agency Officer in the Management Section. Such requests from local tribal nations can go through these same channels, or they may request assistance directly from the state or federal government. These partnerships are developed and maintained throughout the year among OA partners, including OES staff.

The Emergency Services Manager is supported by the Kings Area Disaster Council. Consistent with Chapter 6 of the Kings County Code of Ordinances, this council is composed of the following members:

- Chairman of the Board of Supervisors
- Assistant Director of Emergency Services (i.e., Emergency Services Manager, Emergency Services Coordinator)
- County Chief Administrative Officer
- Member of City Council of the City of Avenal
- Member of City Council of the City of Corcoran
- Member of City Council of the City of Hanford
- Member of City Council of the City of Lemoore
- Director of Emergency Services at the City of Avenal
- Director of Emergency Services at the City of Corcoran
- Director of Emergency Services at the City of Hanford
- Director of Emergency Services at the City of Lemoore
- County Public Health Officer
- At-Large Member (to be appointed by the other members of the Kings County Disaster Council)

In addition to these members, other County departments and CBOs are utilized as resources and to provide subject-specific expertise. These regularly include the County Mental Health division (Human Services Agency), County Agricultural Commissioner, the District Attorney's Office, the ARC, Salvation Army, and representatives from the jurisdictions within the County.

5.10.7 Multi-Agency Coordination

In the event that the County is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/ executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include "multiagency committees" and "emergency management committees." A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.



5.10.8 Access and Security

During an emergency, access to the County EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. Authorized personnel in the EOC include EOC staff, Kings County or city officials, and those with legitimate business in the EOC. The EOC Director or Security Officer (if designated) may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present. All authorized EOC staff, visitors, and the media will be issued identification cards for EOC access. These identification cards will identify the bearers as visitors or members of the emergency management team.

5.10.9 Incident Management Software and Tools

The County uses in-house solutions for incident management to help gather, analyze, and disseminate information in the County EOC. The County has a contract with CERES Environmental to assist with FEMA documentation and reimbursement. The Emergency Services Manager of the Kings County OES is responsible for training EOC staff on the use of software and other tools that assist in data management and data sharing.

5.10.10 Essential Facilities

Essential facilities include the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation, disruption of which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale. Other essential facilities that should be considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle, and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure are vital to maintaining or restoring normal services to areas damaged by hazard events.
- Communications and cyber systems, assets, and networks such as secure County servers and fiber optic communications lines.

5.11 EOC Deactivation

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the on-scene Incident Commander, EOC Director, and Emergency Services Manager.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information. This alternative should be weighed against the option of immediately requiring the County Chief Administrative Officer and staff to manage recovery operations as part of their daily responsibilities.

The Emergency Services Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (see activation procedures in Section 3.8) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC occurs at the direction of the Manager of Emergency Services.

5.12 Standard Operating Procedures

Operational Area emergency response operations will be led by hazard and/or sector-specific Standard Operating Procedures (SOPs), developed and maintained by partner agencies that would normally lead that specific emergency operation. As a part of the shared responsibility in leading with current hazard-specific hazard plans, these SOPs, sometimes in the form of an annex, will be regularly updated by the responsible departments and agencies.



5.13 Information Collection, Analysis, and Dissemination

EOCs are responsible for gathering timely, accurate, accessible, and consistent intelligence during an emergency. Situation status reports should create a common operating picture and be used to adjust the operational goals, priorities, and strategies. To ensure effective intelligence flow, Kings County has established communications systems and protocols to organize, integrate, and coordinate intelligence. The flow of situation reports among the levels of government should occur as listed below.

- **Field Situation Status Reports:** Field situation status reports should be provided from the Department Operations Centers (DOCs) to the Kings County EOC. This may be done initially verbally but should be provided in writing within the operational period.
- **Kings County EOC:** The Kings County EOC will summarize reports received from the field, from DOCs, and other reporting disciplines and report to the Operational Area EOC once each operational period.
- **Operational Area EOC:** The Operational Area EOC should summarize situation status reports received from EOCs within Kings County, field units, DOCs, and other reporting disciplines and forward to the California Governor's Office of Emergency Services (Cal OES).
- **State Operations Center (SOC):** The SOC will summarize situation status reports received from the Cal OES, state DOCs, state agencies, and other reporting disciplines and distribute to state officials and others on the distribution list.
- **Joint Field Office (JFO):** When the JFO is activated to support local, state, and federal coordination, including FEMA, Cal OES and SOC situation status reports will be assimilated into the JFO situation report. The Regional Emergency Operations Center (REOC) organization may be collocated with the federal organization at the JFO.

5.14 Information Dissemination Methods

The following are information dissemination methods that will be used by Kings County:

- E-mail
- KC Alert (powered by Smart911)
- Wireless Emergency Alerts (WEA)
- NOAA Weather Radio
- RAVE Alert System (Reverse 9-1-1)
- Listos California Outreach
- Everbridge
- SharePoint
- Internet communications networks
- Face-to-face
- Internal radio system (800 MHz)
- Cellular phones
- Satellite phones
- Facsimile machines
- Couriers
- California Emergency Services Radio System (CESRS)
- Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES) (Amateur Radio Operators)
- Written messages
- Status boards and visuals in the EOC
- Government Emergency Telecommunications Service (GETS)

5.15 EOC Action Plans – Situation and Analysis

Kings County will share situation status and analysis through the use of EOC Actions Plans in conjunction with regularly scheduled EOC briefings (usually one briefing conducted early in each operational period or as needed).

The primary focus of the EOC Action Plan should be on jurisdictional issues. The plan sets overall objectives for the jurisdiction and may establish the priorities as determined by the jurisdiction authority. It can also include mission assignments to departments, provide policy and cost constraints, and incorporate interagency considerations. Properly prepared, the EOC Action Plan becomes an essential input to developing departmental action plans.



Action planning at all EOC levels, like that of the field level, is based around the use of an operational period. The length of the operational period for the EOC is determined by first establishing a set of objectives and priority actions that need to be performed and then establishing a reasonable time frame for accomplishing those actions. Generally, the actions requiring the longest time will define the length of the operational period.

Typically, operational periods at the beginning of an emergency are short, sometimes only a few hours. As the emergency progresses, operational periods may be longer but should not exceed 24 hours. Operational periods should not be confused with staffing patterns or shift change periods. They may be the same but need not be. The initial EOC Action Plan may be a verbal plan put together in the first hour after EOC activation. The verbal plan is usually put together by the EOC Director in concert with the General Staff. Once the EOC is fully activated, EOC Action Plans should be written.

EOC Action Plans should not be complex or time-consuming. The format may vary somewhat within the EOC National Incident Management System (NIMS)/Standardized Emergency Management System (SEMS) levels, but the EOC Action Plan should generally cover the following elements:

- Situation Status.
- Listing of objectives to be accomplished (should be specific, measurable, achievable, relevant, and time-oriented [SMART]).
- Statement of current priorities related to objectives.
- Resources needed.
- Potential issues and problems.
- Statement of strategy(s) to achieve the objectives (identify if there is more than one way to accomplish the objective, and which way is preferred).
- Assignments and actions necessary to implement the strategy.
- Operational period designation (that is, the time frame necessary to accomplish the actions).
- Organizational elements to be activated to support the assignments (later EOC Action Plans may list organizational elements that will be activated during or at the end of the period).
- Logistical or other technical support required.

5.16 Displaying Information

The EOC's major purpose is accumulating and sharing information to ensure a coordinated and timely emergency response. Therefore, status boards for tracking emergency activities will be made available for use in both the primary and alternate EOCs. All EOC sections must maintain display devices so that other sections can quickly comprehend what actions have been taken and what resources are available, and to track the damage in Kings County resulting from the disaster. The Planning and Intelligence Section is responsible for coordinating the display of information. All display charts, boards, and materials are stored in the EOC.

At the onset of any disaster, a significant events log should also be compiled for the duration of the emergency situation. Key disaster related information will be recorded in the log (that is, casualty information, health concerns, property damage, fire status, size of risk area, scope of the hazard to the public, number of evacuees, etc.). The posting of the significant events log is the responsibility of the Planning and Intelligence Section.



Tulare Lake Flooding. Source: Kings County OES Instagram, August 2023.



6 Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The County uses multi-hazard exercises and real-world incidents as sources of feedback leading to corrective actions to improve plans, processes, and procedures. Periodic exercises and After-Action Review forums provide this feedback, which can reflect the effectiveness of written plans and personnel training programs. An After-Action Report (AAR) that is developed following an exercise or real-world incident includes an Improvement Plan (IP) used by the Emergency Services Manager to manage and document the identified corrective actions, the individual/agency responsible for implementing the corrective action, and the start date/end date of those activities.

The EOP will be revised and re-promulgated when a new senior elected or appointed official takes office, or a minimum of every five years, to comply with State requirements. If awarded monies through the Emergency Management Performance Grant (EMPG), this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the Kings County Emergency Services Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in the plan to ensure their continued viability.

The Emergency Services Manager will ensure relevant stakeholders have an opportunity to provide input in the planning process through collaborative plan review meetings. Additionally, the lead agencies are responsible for reviewing the annexes and appendices assigned to their respective departments and providing input for changes. Recommended changes from agencies and stakeholders should be forwarded to:

**Emergency Services Manager
Kings County
280 Campus Drive
Hanford, CA 93230**

Further, the Emergency Services Manager tracks updates and revisions to this Plan in the Record of Changes found in Table 4. A record of EOP distribution and the distribution lists are located in Table 1 and Table 3 of this Plan. Updates to points of contact or contact information that are made to this EOP are recorded in the Record of Changes and shared electronically with the individuals on the distribution lists, as needed and in addition to the established revision schedule.

6.2 Preparedness Training & Exercises

Kings County provides vast and up-to-date information for the community on preparedness, current emergencies, local hazard information, and recovery efforts. Comprehensive tools for individuals, family, and neighborhood planning are included.

Current Kings County Emergency and Preparedness information can be found at: <https://www.kingsoes.com/>. Residents and visitors can also sign up for KC Alert, which is the best way to protect themselves by staying informed. Countywide educational events and exercises can also be found on the websites. Additional bilingual and accessible community outreach and education will occur regularly and will be promoted on social media, radio, and other public information venues.

Within the County jurisdiction, Kings OES will share additional training opportunities that apply to partner agencies. These may include orientation to this EOP, EOC orientation, SEMS, FEMA, and other opportunities to increase skills and familiarity with emergency management systems and protocols. Drills, such as community evacuation drills, may be conducted in collaboration with community groups to bolster individual and family preparedness. Exercises, from virtual tabletops to full-scale scenarios, may be designed to familiarize partners with plans and capabilities. Regular testing and trainings reinforce knowledge of procedures, facilities, systems, and equipment. Testing also increases individual confidence while fostering collaboration.

6.3 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring that critical



staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

The Emergency Services Manager coordinates training for County personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS and SEMS have been adopted and implemented by the County (see minimum training requirements in Table 6-1). Individual departments and agencies within Kings County are responsible for maintaining training records.

The County's ability to maintain compliance with SEMS is based on the on-going facilitation of training, planning, exercises, and the evaluated performance of SEMS. Record-keeping for SEMS compliance will include:

- An individual training records for each person, with the name of the course, instructor, location, and date of training.
- Maintenance of the individual training records for the duration of employment.
- Copies of the training materials used, such as instructor syllabus, lesson plans, participant manuals, exercises, and tests.

Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

- EMS personnel
- Firefighters
- Law enforcement personnel
- Public works/utility personnel
- Skilled support personnel
- Other emergency management response personnel
- Support/volunteer personnel at all levels

Table 6-1 lists the minimum training requirements organized by emergency personnel working at Kings County.

Table 6-1 Minimum Training Requirements

| EMERGENCY PERSONNEL | TRAINING REQUIRED |
|--|---|
| Direct role in emergency management or emergency response | ICS-100; IS-700a |
| First-line supervisors, mid-level management, and Command and General Staff | ICS-100, -200; IS-700a |
| Supervisory role in expanding incidents or a management role in an EOC | ICS-100, -200, -300; IS-700a |
| Management capacity in an Area Command situation or EOC | ICS-100, -200, -300, -400; IS-700a, -701a |
| Public Information Officers | IS-702a |
| Resource management | IS-703a |
| Communication or incident information systems | IS-701 |
| Development of mutual aid agreements and/or mutual aid operational plans | IS 706 |
| Planning | IS-800b |
| <i>Additional information about training requirements can be found on the Cal OES website at https://www.caloes.ca.gov/office-of-the-director/operations/planning-preparedness-prevention/california-specialized-training-institute/training-exercise-programs/</i> | |
| Independent study courses can be found at http://training.fema.gov/IS/crslist.asp . | |

Source: Cal OES 2025



6.4 Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises (TTX), drills, functional exercises (Fes), and full-scale exercises. At a minimum, at least one (1) TTX will be conducted annually by the County. TTXs will be conducted as needed in preparation for delivering FSEs or FEs.

As appropriate, the County will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>.

The Emergency Services Manager will work with County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.5 Event Critique and After-Action Reporting

In order to document and track lessons learned from exercises, the Emergency Services Manager will conduct a review, or "hot wash," with exercise participants after each exercise. The Emergency Services Manager will also coordinate an After-Action Report (AAR), which will describe the objectives of the exercise, document the results of the evaluation, and improve the County's readiness.

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. The Emergency Services Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the County's OES.

In accordance with the California Code of Regulations, Title 19, Section 2450, the AARs for incidents that were declared emergency in Kings County will be sent to Cal OES by the Kings County Emergency Services Manager within 90 days of the close of the last operational period.

The AAR shall, at a minimum:

- Be a review of response actions taken.
- Demonstrate application of SEMS.
- Suggest modifications to SEMS.
- Include necessary modifications to plans and procedures.
- Identified training needs.
- Describe recovery activities to date.

6.6 Community Outreach and Preparedness Education

The County educates the public about threats, disasters, how to be emergency prepared, and what to do when an emergency occurs. The County maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the County's overall readiness. Information about the County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website at <https://www.countyofkingsca.gov/departments/public-safety/fire-department/office-of-emergency-services-oes>

The community preparedness program is led by the PIO and the strategy is overseen by the Emergency Services Manager of Kings County OES. The Kings County Sheriff's Office also as a PIO. The PIO function and the County's outreach activities are described in the community preparedness program plan. Emergency alert and notification activities managed by the PIO are described in the County's Emergency Public Information Annex and in the ESF 15 - Public Information Annex in this EOP. The Emergency Public Information Annex includes outlines for public education and outreach efforts. The ESF 15 - Public Information Annex contains scripts and templates for creating emergency messages.

The County's Outreach Program plans for the inclusion of culturally appropriate resources and outreach techniques to educate and prepare the AFN population, homeless population and culturally diverse community members. Interpreters and translators, including American Sign Language (ASL), can be made



available at public education and outreach events. Community-based values and customs are considered in all stages of the event planning process and implemented to the best extent possible. Information delivered in these events are made available in English, Spanish, and ASL and in multiple formats (written and recordings).

In addition to efforts currently performed by the Kings County Department of Public Health and the Human Services Agency, the County is currently exploring additional options for conducting community engagement forums to solicit input from and share information with culturally diverse CBOs and community members on topics related to emergency planning, mitigation, response, and recovery efforts.

6.7 Funding and Sustainment

It is a priority of the County to fund and maintain an OES that ensures the County's ability to respond to and recover from disasters. The Emergency Services Manager will work with the County Chief Administrative Officer, Board of Supervisors, and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the Kings Area Disaster Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.



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