

This appendix provides supplementary information for Section 2: The Planning Process.

Procedure 1.0

Background and Purpose

The Task Force was established to identify and recommend projects and programs that, when implemented, would eliminate, minimize, or otherwise mitigate the vulnerability of the people, property, environmental resources and economic vitality of the community to the impacts of future disasters. These identified projects and programs are termed “mitigation initiatives” and constitute the principal component of the LMS. The fundamental purpose of the LMS is to guide, coordinate and facilitate the efforts of the agencies, organizations and individuals participating in the Task Force as they seek funding, authorities or other resources necessary for implementation of the identified mitigation initiatives.

The Task Force has established an organizational structure to support its operations, and has adopted bylaws that govern the membership and functioning of the group. To complement these bylaws, these procedures have been prepared to define how this organizational structure identifies, evaluates and processes the mitigation initiatives needed to reduce the community’s vulnerability to future disasters. The procedures identify the steps through which newly proposed mitigation initiatives are evaluated and coordinated among the participants in the Task Force, and then incorporated into the LMS. The procedures also define how the local mitigation plan will be routinely updated, enhanced and maintained in the future.

Procedure 2.0

Overview of the Procedure

This procedure defines the fundamental operations by the Task Force to develop, expand and maintain the LMS, including the following:

- Support of the organization and its operations.
- Identification of the natural, technological and societal hazards threatening the community.
- Evaluation of the human, economic and environmental vulnerabilities to those hazards.
- Assessment of the existing framework of policies, plans and requirements of the community as related to the capability to eliminate, reduce or mitigate the community’s vulnerabilities to the identified hazards.
- Identification, characterization, justification and prioritization of new initiatives to eliminate, reduce or mitigate the community’s vulnerabilities.
- Evaluation and coordination of new mitigation initiatives by the Task Force.



- Resolution of conflicts between participants in the planning regarding proposed mitigation initiatives and their implementation.
- Incorporation of mitigation initiatives into the plan for future implementation.
- Coordination of the implementation of mitigation initiatives in the LMS.
- Periodic review of the status of implementation of the initiatives incorporated into the LMS and assessment of their priority for the ensuing planning period.
- Preparation and distribution of updated editions of the LMS to the community for review and adoption by the jurisdictions and organizations represented on the Task Force.

Procedure 3.0

Development and Maintenance of the Task Force's Organization

The categories and types of participants that are eligible for membership in the Task Force are specified in the bylaws. Participants in the Task Force include many different types of agencies, organizations and individuals, such as government agencies, regional authorities, community and neighborhood groups, business associations, private businesses and industries, local institutions, and even interested individuals.

Organizational participants in the Task Force have the following duties:

- The county Emergency Management Department will serve as support staff for the Task Force and LMS.
- To assign individuals to serve as agency or organizational representatives on the Task Force.
- To have these representatives attend meetings and contribute to the discussions and decision making conducted by the Task Force.
- To provide expertise, information or perspective on the identification and definition of hazards threatening the community.
- To conduct technical evaluations of the vulnerabilities of the facilities, systems, neighborhoods, operations and / or valuable resources for which they are responsible or otherwise depend upon.
- To identify, characterize, prioritize and propose for incorporation into the LMS various structural and non-structural mitigation initiatives that would eliminate, reduce or mitigate the vulnerabilities of their facilities, systems, operations or resources to the impacts of future disasters.
- To adopt, endorse or otherwise approve their portion of the LMS.
- To strive to implement the mitigation initiatives identified by the organization and incorporated into the LMS by the Task Force as the resources and / or authorities to do so become available.
- To continue to apprise the Task Force of the implementation status of the organization's proposed mitigation initiatives incorporated into the LMS.
- To support or otherwise participate in the Task Force's activities in the community to further develop its overall mitigation capability.



The bylaws of the Task Force also establish the organizational structure and responsibilities of the Task Force for development, maintenance and implementation of the LMS. The general duties and responsibilities of this group are identified in the bylaws and this procedure defines how these groups carry out those duties.

The support staff will establish a schedule of meetings, notify individuals and the public of the meeting time and locations and otherwise aid the Task Force in their activities. The support staff will also routinely issue reports to the Task Force regarding the status of participation of the agencies and organizations with membership in the Task Force, as well as on the progress of these agencies and organizations in developing and maintaining their role in the strategy. To do this, the support staff will maintain a list of the public and private organizations and agencies making up the Task Force.

The support staff will also help the organization through the following operations:

- Scheduling meetings of the Task Force and public hearings.
- Supporting meetings as needed by preparing agendas and facilitating discussion, as well as preparing and distributing summaries of meetings.
- Training and informing participants in the technical and administrative operations needed for development and maintenance of the strategy.
- Assisting with the technical analyses, when necessary.
- Processing information and data provided by the participants for its use in the LMS.
- Supporting agency and organizational efforts for the implementation of the mitigation initiatives incorporated into the LMS.
- Maintaining the computer database of the mitigation initiatives proposed by the participants and incorporated into the LMS.
- Providing other such information and support as feasible to accomplish the mission of the Task Force.

Procedure 4.0

Increasing Community Awareness and Understanding of Hazard Mitigation

One of the key roles of the Task Force is to increase the general public's awareness of the benefits of hazard mitigation and the available techniques for making the community more disaster resistant. An important assessment necessary for the effective development and maintenance of the LMS is to evaluate the current level of the public's understanding of, acceptance for and willingness to implement a range of mitigation initiatives. Periodically, as indicated or upon the request of the Task Force, the support staff will survey portions of the community or otherwise solicit information regarding the public's perspective on mitigation needs and programs, as well as the factors that make the public more vulnerable to disasters than is warranted.

The support staff will be responsible for ensuring that processes undertaken for the development, implementation and maintenance of the LMS have adequately considered public needs and viewpoints. As needed, the support staff will encourage appropriate



participating agencies and organizations to propose mitigation initiatives that would, upon implementation, further public understanding and utilization of good mitigation practices.

Procedure 5.0

Identification of the Hazards Threatening the Community

The support staff is responsible for the Task Force's ongoing efforts to identify the natural, technological and societal hazards threatening the community. The purpose of this analysis is to define those locations, facilities or systems within the county that may be vulnerable to the impacts of those hazards and warrant further assessment. For the convenience of subsequent planning, the analysis will be conducted, as much as feasible, on the basis of local government jurisdictional boundaries.

At their discretion, the county's Emergency Management Department may conduct this analysis on behalf of all jurisdictions, or may request each local government jurisdiction to conduct the analysis independently. To the extent information is available, these local governmental jurisdictions will utilize data provided in a Geographic Information System (GIS) format for those identified hazards that have been so characterized. When feasible, information and data resulting from the Task Force's efforts will be recorded a GIS format as well. In the absence of available GIS data, the analysis will be conducted on the basis of "best judgment" by the planning participants.

The hazard identification analysis will be accomplished through the following general methodology:

- Identifying all significant natural, technological and societal hazards that threaten the county.
- Defining or estimating the geographic and / or operational scope of the areas and / or community functions within the county that could be impacted by the hazard.
- Determining or estimating the probability or frequency of occurrence of the hazard event.
- Defining, estimating or predicting the general consequences of the event to human health and safety, to property, to valuable environmental resources and the economic vitality of the community.
- Deriving a measure of risk to reflect the relative significance of hazard being addressed to the jurisdiction being evaluated.

The measure of relative risk may then be used by the jurisdiction and / or the county's Emergency Management Department to guide and prioritize the subsequent mitigation planning process. The hazard identification process is intended to encompass both developed areas of the county as well as those likely to be developed in the future.

Hazard identification information and other findings from this analysis will be made available for use by the public and other interested organizations and agencies. As applicable, the findings of the analysis will be included in the individual jurisdictional and / or organizational sections of the LMS.



Considering the relative risk of the identified hazards for each local jurisdiction, the participants in the Task Force will then conduct an assessment of the vulnerability of specific facilities, systems, and / or neighborhoods within those jurisdictions, as applicable to their authorities, responsibilities and / or interests. The Task Force is responsible for monitoring progress in implementation of the vulnerability assessment process.

The vulnerability assessments of specific facilities and systems will be conducted by those agencies, organizations or individuals represented on the Task Force that have established operational control over the facilities or systems, or otherwise have been designated as responsible for their operation and maintenance. For neighborhoods, the assessment will be conducted by the local government agency with expertise, responsibility or interest in the location, and / or by representatives of the applicable neighborhood or community association.

Vulnerability assessments will include evaluation of the potential for physical damage or operational failure due to the occurrence of the hazards identified as threatening the community. This evaluation will also include the vulnerability of the community to physical damage or operational failure of that facility, system or neighborhood.

The vulnerability assessment process will identify, for the evaluated facilities, systems and neighborhoods, those features or functions relatively more vulnerable to damage or failure in the event of the occurrence of a specified hazard. This finding is then available for the Task Force participants and / or the Task Force to use in the development of proposed initiatives needed to eliminate, reduce or otherwise mitigate those vulnerabilities.

For each update of the LMS, the Task Force will identify those facilities, systems and / or neighborhoods thought to be vulnerable to the impacts of a disaster that have not yet be subject to a vulnerability assessment. The Task Force will strive to obtain assessments for all potential vulnerable facilities, systems or neighborhoods until the entire community has been evaluated.

In addition, to the extent feasible, the Task Force will strive to obtain vulnerability assessments for undeveloped land that is likely to be developed in the future. This will be done to identify the mitigation actions necessary during the land's development, should it occur, to protect new facilities, systems and neighborhoods from future hazard events. These identified mitigation actions will be formulated as proposed mitigation initiatives for incorporation into the LMS and that would, upon implementation, guide the development of the land in the desired manner.

The findings from the vulnerability assessment will be made available for use by the public and other interested organizations and agencies. As applicable, the findings of



the analysis will be included in the individual jurisdictional and/or organizational sections of the LMS.

Procedure 7.0

Evaluation of Existing Policies, Plans and Regulations

Using the results of the hazard identification and vulnerability assessment process, the Task Force will maintain an ongoing effort to evaluate the existing policies, plans and regulations of the local government jurisdictions in the planning area. This analysis will be used to define the capabilities of the local jurisdiction's policies, plans and regulations to effectively control or manage the identified hazards and / or eliminate or minimize the vulnerability to those hazards. The Task Force will implement a common analysis methodology to define the following characteristics of the policy, planning and regulatory framework of the county and its local jurisdictions:

- The existing array of policies, plans and regulations established by local jurisdictions and the county that are relevant to the control and management of hazards and vulnerabilities to those hazards.
- Shortfalls or gaps in the policies, plans and regulations of the local jurisdictions to adequately eliminate or reduce vulnerabilities to identified hazards.
- Inconsistencies or conflicts between the policies, plans and regulations of local jurisdictions resulting in reduced capabilities to eliminate or reduce vulnerabilities to identified hazards.
- Inadequacies of local jurisdiction's policy, planning or regulatory framework to fully comply with State or Federal hazard mitigation requirements.

This analysis may be conducted by the support staff or individual local jurisdictions using the established methodology. The findings of the analysis will be available for the applicable participating local jurisdictions to identify mitigation initiatives to modify or enhance the existing policy, planning and regulatory framework and to incorporate these initiatives into the corresponding section of the LMS.

Procedure 8.0

Identification and Characterization of Proposed Mitigation Initiatives

All agencies and organizations participating in the Task Force are encouraged to propose mitigation initiatives for processing and incorporation into the LMS, based on the findings of the hazard identification, vulnerability assessment and evaluation of policies, plans and regulations. Formulation of mitigation initiatives will be done only by those individual agencies, organizations or jurisdictions participating in the Task Force that have the responsibility or authority to implement the identified mitigation initiative should the resources and / or authorities become available to do so. When needed, the Task Force may request an agency, organization or jurisdiction that has such responsibility or authority for its cooperation and support to formulate proposed mitigation initiatives determined to be needed based on the results of the hazard identification, vulnerability assessment or evaluation of policies, plans and regulations.



The identification and characterization of proposed mitigation initiatives for incorporation into the LMS will be in accord with a common methodology. Proposed mitigation initiatives may be structural, non-structural or combined structural and non-structural, and will be identified and characterized by representatives of the agency or organization intending to propose that initiative for incorporation into the strategy. The county's Emergency Management Department may offer assistance and guidance to the participating agency or organization regarding the process to identify and characterize mitigation initiatives, but the participant is responsible for the validity of the information utilized to characterize the proposed initiative. A participating agency or organization may identify and characterize as many mitigation initiatives as desired to propose for incorporation into the LMS.

Procedure 9.0

Prioritization and Submission of Proposed Mitigation Initiatives

In order to most effectively allocate limited resources available for implementation of mitigation actions in the community, all initiatives proposed for incorporation into the LMS will be prioritized in accord with the common. The participating agency or organization proposing each initiative is responsible for use of this methodology.

Upon completion of the identification, characterization and prioritization of a mitigation initiative proposed for incorporation into the strategy, the participating agency or organization will submit the proposal to the Task Force for review and coordination with other proposed mitigation initiatives. The submittal will be on a schedule and in a format established by the Task Force for this purpose.

Procedure 10.0

Review and Coordination of Proposed Mitigation Initiatives

The Task Force is responsible for ensuring the inter-jurisdictional and inter-organizational review and coordination of proposed mitigation initiatives. To accomplish this responsibility, the Task Force will do the following:

- Establish a schedule for the participants to submit proposed mitigation initiatives to be considered for incorporation into the next edition of the LMS.
- Distribute the guidance, training or information incorporated as needed to facilitate complete and accurate submittals by the participants.
- Review each proposed mitigation initiative received for completeness, adherence to the prescribed methodology, the validity of the characterization information and data used by the participant, and the likelihood that the proposal will actually mitigate the hazard(s) or vulnerability(ies) of concern.
- Compare proposed mitigation initiatives with others already incorporated into the LMS or being submitted during the current planning period to ensure an absence of conflict or redundancy in purpose.



- If needed, return the proposed mitigation initiatives to the submitting agency or organization for additional information or analysis and re-submittal.
- Prepare a recommendation for action to incorporate the proposed mitigation initiative into the LMS and to consent to the participant listing the proposed initiative in their section of the LMS. In preparing a recommendation, the Task Force will make every reasonable effort to work with the agency or organization proposing an initiative to avoid making a disagreeable recommendation.

Procedure 11.0

Incorporation of Proposed Mitigation Initiatives into the Strategy

The Task Force will review and act upon that recommendation regarding incorporation of the proposed mitigation initiatives into the LMS. The support staff may concur with the recommendation or disagree. Upon concurrence, the Task Force will vote to incorporate or refuse to incorporate the proposed mitigation initiative into the strategy.

In the event that the support staff refuses to incorporate the proposed mitigation initiative into the LMS, a full explanation for the action will be provided to the participant and suggestions made regarding corrective actions that could be taken to enable the proposal to be so incorporated. The proposing agency or organization would then be responsible for taking such actions and resubmitting the proposal for incorporation into the strategy.

In the event the support staff disagrees with a recommendation made by the Task Force, it will inform the Task Force of the points of disagreement and suggest steps to be taken to make the recommendation acceptable for action. The Task Force would implement these steps as soon as feasible.

No proposed mitigation initiative will be considered as incorporated into the LMS until it is given an affirmative majority vote by the support staff for incorporation into the LMS.

Procedure 12.0

Resolving Conflicts

In the event that a mitigation initiative proposed by a participating agency or organization is determined by the Task Force to be in conflict with one or more other initiatives in the LMS or being submitted by others, the support staff will take action to resolve the conflict. This will be done in the following manner:

- The participants proposing the conflicting mitigation initiatives will be notified of the findings of the Task Force and requested to make any such modifications to the proposals needed to resolve the conflicts.
- Should the participants be initially unwilling or unable to make such modifications to their proposed mitigation initiatives, the Task Force will schedule and hold a detailed



discussion of the matter and involve both participants and any other interested parties.

- In the event that such detailed discussions do not result in voluntary action on the part of the participants making the proposals, the Task Force will formulate a recommendation to resolve the conflict. In making this recommendation, in its discretion, the Task Force may give preference to the proposal already incorporated into the strategy, to that first submitted to the support staff for review, and / or to the proposal achieving the highest priority.
- The Task Force recommendation will be transmitted for action to the support staff.
- The support staff will review the recommendation and take any such action as deemed appropriate to reconcile the conflict prior to incorporation of the proposal(s) into the next edition of the strategy.

Procedure 13.0

Incomplete Processing of Proposed Mitigation Initiatives

If proposed mitigation initiatives are submitted to the Task Force after the deadline established for that purpose, in its discretion, the support staff may decline to process such proposed initiatives for the next edition of the LMS. However, the support staff will retain the submissions, and review and process the initiatives in accord with this procedure for purposes of incorporating them into the subsequent edition of the LMS. These unprocessed mitigation initiatives will be termed “pending” mitigation initiatives, and may be listed in the next published edition of the LMS under that term. Pending mitigation initiatives will not be eligible for funding or resources made available through the Task Force and / or the LMS in the same manner as would proposed initiatives that are fully processed, prioritized and incorporated into the strategy. The participating agencies and organizations may separately, in their discretion, pursue implementation of pending mitigation initiatives at any time.

Procedure 14.0

Implementation of Proposed Mitigation Initiatives

Following its incorporation into the LMS, each participating agency or organization is responsible to attempting to secure the funding, resources or other approvals and permits necessary to implement the proposed mitigation initiative. The Task Force will provide such support to the agency or organization as is feasible at the time, but the agency or organization itself maintains full legal, financial and administrative responsibility for implementation of the proposed action.

On request of the agency or organization attempting to implement an approved mitigation initiative, the support staff will certify to any identified party that the proposed mitigation initiative was subjected to the Task Force’s review and coordination process, and that it has been approved for incorporation into the strategy.

Procedure 15.0

Monitoring of Implementation of Mitigation Initiatives



The Task Force will be responsible for monitoring the status of implementation of proposed mitigation initiatives incorporated into the LMS. On an annual basis, the participating agencies and organizations will make information available to identify if one or more of the following actions have been accomplished by the agency or organization proposing the initiative:

- Initial actions to obtain funding, permits, approvals or other resources needed to begin implementation of the initiative.
- Any necessary design or development actions have been initiated or completed, or if funding has been obtained.
- Complete implementation of the mitigation initiative.
- If the agency or organization proposing the initiative no longer intends to implement the initiative.
- Additional information or analysis has been developed that would modify the priority originally assigned to the initiative upon its incorporation into the strategy.

In monitoring the implementation status of the mitigation initiatives incorporated into the LMS, the Task Force will evaluate the continued priority for implementation to be afforded each initiative incorporated into the strategy. This determination will be made with consideration of the following factors:

- The proposed initiative's relationship to current or more recent hazard identification and risk assessment evaluations conducted by the Task Force.
- Recent experience with hazard events in the county and the relevance to the proposed initiative to mitigating the vulnerabilities to those hazards.
- The initiative's predicted current and / or continuing acceptance to the community for implementation.
- The current probability of receiving funding for implementation from local, State or Federal governmental sources and its consistency with current local, State and Federal governmental program priorities.

On an annual basis, and for preparation of the next updated edition of the LMS, the Task Force will recommend to the support staff that an initiative be designated as priority for initiation, continued at its currently designated priority, or deferred for future action. The Task Force will also advise the support staff when an initiative is being or has been implemented and can be removed from the LMS or the proposing agency or organization has terminated action on the initiative and has requested its removal from the LMS.

The support staff will consider and act on the Task Force's recommendation in order to finalize the list of approved proposed mitigation initiatives to be incorporated into the next updated edition of the LMS.



On an annual cycle, the Task Force will approve and issue an update of the LMS. To do this, the Task Force will, by affirmative majority vote, allow release of the updated version of the strategy, which will contain at least the following information:

- The currently approved listing of the mitigation initiatives proposed by participating agencies and organizations.
- A statement of the Task Force's goals and objectives for initiative implementation for the coming planning period.
- Updated information regarding the findings of the hazard identification, vulnerability assessment and evaluation of policies, plans and regulations.
- Progress on implementation of the mitigation initiatives previously incorporated into the strategy.
- A listing of the currently participating agencies and organizations and the status of their participation.
- The current edition of the Task Force's bylaws and operating procedures.

The updated LMS will contain any proposed and approved or pending mitigation initiatives processed by the Task Force during the preceding planning period. It will also include the approved proposed mitigation initiatives listed in any previous editions of the LMS unless they are recommended for removal by the Task Force and the support staff has concurred with that recommendation.

Each major jurisdiction and / or organization participating in the mitigation planning process will have a separate section of the LMS document specifically intended to list the findings of any analyses done for that jurisdiction. This separate section will also contain the complete list of mitigation initiatives proposed by that jurisdiction or organization.

The support staff will announce the completion, approval and release of the LMS by the Task Force. Prior to or concurrent with formal action to release the LMS, the Task Force may determine that a public hearing or public forum is necessary or required to allow the community an opportunity to review and comment on the strategy. Upon such a determination, the support staff will take the necessary actions to plan, conduct and document the hearing process.

The support staff will also take such actions as feasible to make the LMS readily available to members of the public and other interested organizations and agencies. At a minimum, a full copy of the LMS will be available to each participating jurisdiction or organization via the internet.

Upon release of the LMS, the support staff will request the governing body of each participating jurisdiction or organization to take action to adopt, approve and / or endorse their designated section of the plan. It is not necessary for individual jurisdictions or organizations to take any action concerning the portions of the plan pertaining to another jurisdiction or organization. Upon approval of their portion of the LMS, the participating jurisdiction or organization will notify the support staff. In the



event that their portion of the LMS is rejected or disapproved in whole or in part, the support staff will be notified of the reasons for the rejection or disapproval. The representatives of that jurisdiction or organization will then be requested to work with the Task Force to address and resolve the impediments interfering with receipt of approval or endorsement by the participating jurisdiction or organization.

Procedure 17.0

Approval of Supplements to the LMS

When indicated, the Task Force may elect to approve issuance of a supplement to the currently approved LMS. This supplement may contain one or more proposed mitigation initiatives that have been fully processed by the Task Force in accord with this procedure. Upon its issuance, the supplement and the mitigation initiatives contained therein are considered to be an integral part of the LMS pending the approval of the supplement by the governing body of the jurisdiction or organization that proposed the initiatives.

Procedure 18.0

Assistance with Initiative Funding and Implementation

Each participating agency and organization is responsible for implementation of the mitigation initiatives contained within their portion of the LMS when the necessary resources, funding, authorities, and / or authorizations to do so become available. The Task Force will, nevertheless, offer assistance and support to the participating agencies and organizations in implementing their proposed mitigation initiatives as appropriate opportunities arise.

The Task Force, with the assistance of the support staff will, during each planning cycle, attempt to obtain information regarding upcoming State and Federal programs which may offer opportunities for participating agencies and organizations to receive funding for initiative implementation. The Task Force will assess the proposed mitigation initiatives listed in the current approved edition of the LMS for all jurisdictions and organizations, and identify the proposed mitigation initiatives matching the funding requirements and / or limitations of the applicable state and federal program. The Task Force will then select the proposed initiatives in descending order of priority ranking and, in turn, notify the participating agency or organization of the potential availability of funding for initiative implementation. If it wished to apply for the funding available, the applicable agency or organization would be responsible for then agreeing to complete the necessary application forms, provide any matching funds, etc. If the agency or organization was unable or unwilling to undertake the application process, the Task Force and / or support staff would notify the agency or organization with the next highest ranked proposed mitigation initiative listed in the current strategy. In the event that two or more proposed mitigation initiatives listed in the LMS were eligible for the funding opportunity and had the same priority ranking, the Task Force and / or support staff would simultaneously notify the proposing agencies or organizations.



This action by the Task Force and support staff is only intended to facilitate implementation of the various initiatives listed in the LMS. Nothing in this procedure or the bylaws of the Task Force is intended to prohibit, interfere with, or discourage any participating agency or organization from seeking the funding, resources or authorities at any time to implement proposed mitigation initiatives listed in the LMS.

Procedure 19.0

Assessment of Recent Disaster Events

Within 60 days following a significant disaster or emergency event impacting the county or any of its municipal jurisdictions, the county’s Emergency Management Department will conduct an informal analysis of the event to capture any “lessons learned” for the purpose of continuing development of the LMS. With the aid of the support staff, it will classify the event based on the hazard category and assess the magnitude of the event and the community’s reaction to it. The direct and indirect damage, response and recovery costs will also be gathered or estimated. Any mitigation techniques in place in the impacted areas would be assessed for their apparent effectiveness in decreasing damages. The type and extent of the damages that were experienced would also be evaluated to determine the types of mitigation initiatives that should be incorporated into the LMS to avoid similar losses during future hazard events of the same type. Based on this assessment, the support staff would recommend to one or more of the participating agencies or organizations that they propose appropriate mitigation initiatives for incorporation into the next edition of the LMS. In its discretion, the agency or organization could then propose such an initiative and transmit it to the Task Force for processing in accord with this procedure.

