

Comprehensive Emergency Management Plan



**Section 5-Continuity of Operations Plan
Emergency Management Department**

January 2025

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Section 5-1 Continuity of Operations Plan

Emergency Management Department

I. INTRODUCTION

A. Mission Statement

The Horry County Emergency Management Department (HCEMD) develops, plans, and coordinates resources to protect the residents and visitors from the hazards that threaten our communities and serves as the link between the Local, County, State, and Federal agencies in the emergency management network. The HCEMD utilizes the framework of the National Incident Management System (NIMS) for all phases of emergency management prevention, preparedness, response, recovery, and mitigation.

B. Purpose

The HCEMD Continuity of Operations Plan (COOP) has been created for HCEMD. The (COOP) establishes policy and guidance to ensure the execution of the mission-essential functions for the HCEMD in the event that an emergency threatens or incapacitates operations; and the relocation of selected personnel and functions of any essential facility. Specifically, the COOP is designed to:

1. Ensure that the HCEMD is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
2. Ensure that the HCEMD is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
3. Provide timely direction, control, and coordination to the Horry County leadership and other partners before, during, and after an event or upon notification of a credible threat.
4. Establish and enact time-phased implementation procedures to activate various components of the COOP.
5. Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.
6. Ensure that the HCEMD COOP is viable and operational and is compliant with all guidance documents.
7. Ensure that the HCEMD COOP is fully capable of addressing all types of emergencies, or “all-hazards,” and that mission-essential functions are able to continue with minimal or no disruption during all types of emergencies.

C. Applicability & Scope

1. The provisions of this document apply to the HCEMD.
2. Support from other organizations as described herein will be coordinated with the Director, as applicable.
3. This document applies to situations that may require relocation of mission-essential functions of the HCEMD and the Emergency Operations Center (EOC), as determined by the Director.
4. The scope does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period. The Director will determine situations that would warrant or require the implementation of the COOP.

II. CONCEPT OF OPERATIONS

A. Objectives

The objective of this COOP is to ensure that a viable capability exists to continue-HCEMD mission-essential functions across a wide range of potential emergencies, specifically when the primary facility is either threatened, unusable, or inaccessible. The objectives of the COOP include:

1. To ensure the continuous performance of mission essential functions/operations during an emergency.
2. To protect essential facilities, equipment, records, and other assets.
3. To reduce or mitigate disruptions to operations.
4. To reduce loss of life and minimize damage and losses.
5. To identify and designate principals and support staff to be relocated.
6. To facilitate decision-making for the execution of the COOP and the subsequent conduct of operations.
7. To achieve a timely and orderly recovery from the emergency and resumption of normal operations of full service.

B. Planning Considerations & Assumptions

In accordance with State guidance and emergency management principles, a viable COOP capability:

1. Must be maintained at a high level of readiness.
2. Must be capable of implementation, both with and without warning.
3. Must be operational no later than 12 hours after activation.
4. Must have the capability to maintain sustained operations for up to 30 days.
5. Should take maximum advantage of existing Local, State, or Federal government infrastructures.

C. COOP Implementation

This section outlines scenarios that could lead to the implementation of the COOP due to emergencies or potential emergencies that may affect the ability of the HCEMD to perform its mission-essential functions at its primary facility. This section also provides a general description of actions that will be taken by the HCEMD to transition from normal operations to the implementation of the COOP.

1. COOP Activation Scenarios

The following scenarios would likely require the activation of the HCEMD COOP:

- a. The primary facility of the HCEMD is closed for normal (day-to-day) operations as a result of an incident, event, or credible threat that would preclude access or use of the facility and the surrounding area.
- b. The area in which the primary facilities are located is closed for normal business activities as a result of a widespread utility failure, cyber-attack, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military threat or attack. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures, could occur.

2. COOP Non-Activation Scenarios

The following scenario would NOT require the activation of the Horry County Emergency Management Department COOP:

- a. The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not have a sustained impact on normal operations.

D. COOP Activation

In the event of that the Director activates the COOP:

1. The Director will direct some or all of the COOP Relocation Team (CRT) to relocate to the alternate facility. The CRT will be notified using the notification procedures outlined in Section IV of this document.
2. The CRT will relocate to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary facility.
3. Representatives from other government or private organizations who do not have specific roles may be called upon to support the CRT and COOP operations. They will be referred to as the COOP Support Team (CST).
4. The CRT and CST will be responsible to continue the mission-essential functions of the **HCEMD** within 12 hours and for a period up to 30 days pending regaining access to the affected facility or the occupation of the alternate facility.

E. Time-Phase Implementation

In order to maximize the preservation of life and property in the event of any natural or man-made disaster or threat, time-phased implementation may be applied. Time-phased implementation is used to prepare and respond to current threat levels, to anticipate escalation of those threat levels and, accordingly, plan for increased response efforts and ultimately full COOP Plan activation and facility relocation. The extent to which time-phased implementation will be applied will depend upon the emergency, the amount of warning received, whether personnel are on duty or off-duty at home or elsewhere, and, possibly, the extent of damage to essential facilities and their occupants. The Disaster Magnitude Classification definitions may be used to determine the execution level of the COOP. These levels of disaster are defined as:

1. Minor Disaster - Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for state or federal assistance.
2. Major Disaster - Any disaster that will likely exceed local capabilities and require a broad range of outside resource support including state or federal assistance. The State of South Carolina Emergency Management Agency and the Federal Emergency Management Agency (FEMA) will be notified and potential state and federal assistance will likely be predominantly recovery-oriented.
3. Catastrophic Disaster - Any disaster that will require massive state and federal assistance. State and federal assistance will involve response and recovery needs.

COOP Plan activation applies to events or incidents impacting a facility where mission-essential functions are performed to the point that the facility is unable to continue to perform those functions for a duration that will affect normal operations. Using the Disaster Magnitude Classification above, it is possible that a minor disaster would not render a facility unusable. However, minor disasters can escalate into major disasters and even into

catastrophic disasters. Conversely, events that are of short duration and do not impact normal operations (e.g., require a building evacuation only) must also be handled as though they could escalate into a more serious situation. Time-phased implementation of the COOP Plan is a way to be prepared for all levels of emergency/potential emergency scenarios that may or may not require relocation of the primary or other essential facility. This implementation method allows the individual(s) responsible for making decisions to be prepared to fully activate the COOP Plan on very short notice, if necessary, but not prematurely activate the COOP Plan for situations such as the building evacuation-only scenario described above. Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP Plan:

1. Phase I-Activation (0 to 12 Hours)

During this phase, alert and notification of all employees (both CRT and CST) and other organizations or identified partners (e.g., vendors or public/private entities that may provide resource support) will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

2. Phase II-Alternate Operations (12 Hours to Termination)

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

3. Phase III-Reconstitution & Termination

During this phase, all EMD personnel will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

F. Critical Service COOP Staff

The Horry County Emergency Management staff that are relocated under this Plan to the selected alternate facility are known collectively as the COOP Relocation Team (CRT). The CRT must be able to continue operations and perform mission-essential functions for up to 30 days with resource support. Depending upon the nature and severity of the event requiring activation of the COOP Plan, the roster of the CRT may be adjusted by the Director as necessary. The Horry County Emergency Management Director will identify and assign staff identified as members of the CRT, listed by position title, who will work from the alternate facility during COOP activations:

1. Alternate Facilities

- a. M. L. Brown Public Safety Building Training Room (former EOC)

2. COOP Relocation Tasks

- a. Task 1: Determine if relocation is necessary and when relocation will occur and enact operations to relocate to the alternate facility and establish a functional working area in the alternate facility.
- b. Task 2: Identify and select any EOC furniture, office equipment, and IT-related equipment to relocate to the alternate facility.
- c. Task 3: Coordination and management of financial-related issues during continuity events, including purchases, petty cash, and reimbursements will need to be handled through the relocation process.
- d. Task 4: Maintain contact with other departments and agencies as necessary and other critical county staff.

All EMD staff will need to assist with relocation efforts, as needed, and maintain continuity of the general office duties for the EMD staff. Alternate facility space and support capabilities may be limited the CRT staff may need to be restricted to those personnel who possess the skills and experience needed for the execution of mission-essential functions.

The Horry County Emergency Management staff who do not have specified COOP roles or responsibilities are referred to collectively as the COOP Support Team (CST). The CST may be directed to move to other facilities or duty stations or may be advised to remain at or return home, pending further instructions. Individuals from the CST may be used to replace unavailable CRT members or to augment the overall COOP response. COOP activation will not, in most circumstances, affect the pay and benefits of the (EMD) staff.

G. Alternate Facility

The determination of the appropriate alternate facility for relocation, and whether to relocate the entire CRT to the alternate facility will be made at the time of activation by the Director in consultation with the CRT; the decision will be based on the incident, threat, risk assessments, and execution timeframe. Arrangements should be made with the management of all pre-identified alternate facilities.

To ensure the adequacy of assigned space and other resources, all locations currently identified as alternate facilities and those being considered for alternate facility locations should be reviewed by the Horry County Emergency Management staff annually. The CRT will be advised of the results of this review and any updates to alternate facility details.

In conducting a review of an existing alternate facility to determine its adequacy for supporting the operation of mission-essential functions, the following should be considered:

1. Ensure that the facility has sufficient space to maintain and support the CRT.
2. Ensure that the facility, along with acquired resources are capable of sustaining operations for performing mission-essential functions for up to 30 days.
3. Ensure that the facility has reliable logistical support, services, and infrastructure systems (e.g., water, electrical power, heating/ventilation/air conditioning (HVAC)).
4. Ensure that personal convenience and comfort considerations (including toilet facilities) are given to provide for the overall emotional well-being of the COOP CRT team.
5. Ensure that adequate physical security and access controls are in place.
6. Ensure that the alternate facility is not in the same immediate geographical area as the primary facility, thereby reducing the likelihood that the alternate facility could be impacted by the same incident that impacts the primary facility.
7. Consider cooperative agreements such as Memoranda of Understanding (MOUs)/mutual aid agreements with other agencies or contract agreements with vendors who provide services such as virtual office technologies.

H. Mission Essential Functions

In planning for COOP activation, it is important to establish priorities before an emergency to ensure that the CRT can complete mission-essential functions that are critical to the overall operation of Horry County.

Emergency Management Department, and that supports emergency response efforts. The Director and the CRT shall ensure that mission-essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation. Any task not deemed mission-essential must be deferred until additional personnel

and resources become available. Following is a breakdown of mission-essential functions performed by the Horry County Emergency Management in order of priority:

1. Functions to be performed, given a One Day disruption. (Highest to Lowest priority):
 - a. EOC Operations
 - b. Emergency Management Department program responsibilities

Note: After one day of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in #2 below are performed.

2. Functions to be performed, given a One Day - One Week disruption. (Highest to Lowest priority):
 - a. EOC Operations
 - b. Emergency Management Department program responsibilities

Note: After one week of emergency operations, either normal operations must be reinstated or emergency operations must ensure the functions listed in #3 below are performed.

3. Functions to be performed, given a One Week - One Month disruption. (Highest to Lowest priority):
 - a. EOC Operations
 - b. Emergency Management Department program responsibilities

Note: After 30 days of emergency operations, all functions should be resumed at the normal operations level.

I. Delineation of Mission Essential Functions

To ensure that the mission-essential functions are effectively transferred to the alternate facility and continued with minimal interruption. The CRT should be formed with mission-essential functions in mind; the number of individuals who are assigned to the alternate facility may be limited due to facility resources and capacity, and the individuals working there must be able to ensure that mission-essential functions are carried out.

J. Warning Conditions

When planning and preparing for emergencies that may require activation of the COOP Plan, a wide range of scenarios must be considered. Impending events such as hurricanes or winter storms may provide ample warning for notification of staff and identification and pre-positioning of resources in preparing for possible COOP activation; other types of events, such as earthquakes or terrorist events, may provide no warning.

1. With Warning. It is expected that, in most cases, the Horry County Emergency Management will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP Plan with a complete and orderly alert, notification, and deployment of the CRT to an assembly site or the alternate facility.
2. Without Warning. The ability to execute the COOP Plan following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel impacted. If the deployment of the CRT is not feasible because of the unavailability or loss of personnel, including the Director, temporary leadership of the Department will be passed to the Deputy Director.
3. Non-Duty Hours. The ability to contact members of the CRT at all times, whether during work hours or non-duty hours, is critical for ensuring that the COOP can be activated quickly if needed. Procedures must be in place that account for notifying and mobilizing (if necessary) the CRT on extremely short notice.
4. Duty Hours. If an event or incident occurs during work hours, which requires relocation of the primary facility, the COOP will be activated and available members of the CRT will be deployed as directed to support operations for the duration of the emergency. The CST, or those individuals who do not have

assigned roles in the COOP Plan, will either be sent home or possibly used to provide support to the CRT if additional assistance is required.

K. Direction & Control

Lines of succession are maintained by all organizational elements to ensure continuity of mission-essential functions. Successions are provided to a minimum depth of three at any point where policy and directional functions are carried out.

1. Authorized successors to the Director are specified as follows:
 - a. Deputy Director
 - b. Emergency Planner (based on seniority)

Each organizational element should pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who (by title) will have the authority, and under what circumstances, if any, the authority may be delegated. The Emergency Operations Plan 2-1 outlines the duties of the Emergency Management Director in both I. Phases of Emergency Management and Corresponding Actions and Q. Direction and Control.

The Director and/or their designee are responsible for ordering the activation of the COOP. Members of the CRT may be requested by the Director to disseminate COOP guidance and direction during the activation and relocation phases. Pending the activation of the COOP Plan, the CRT will monitor the situation and assist in the notification process as necessary.

Once the COOP Plan is activated, the appropriate local and state officials should be notified and requested to provide any previously agreed upon assistance to the Horry County Emergency Management Department.

L. Operational Hours

1. During COOP contingencies, the Director will determine the hours of operation for the CRT.
2. Members of the CRT must be prepared to support a 24-hour-per-day, 7-day-per-week operation.
3. Members of the CST should be prepared to support the CRT in the event that additional support is needed.

M. Alert & Notification

1. Alert Procedures. If the situation allows for warning, HCEMD staff may be alerted prior to activation of the COOP. In all situations allowing for an alert, procedures must include notification to HCEMD staff members and appropriate local and state officials.
 - a. Information and guidance for the Horry County Emergency Management staff will normally be passed via telephone using an emergency notification telephone tree/cascade or similar system. Depending on the situation, current information may also be available via:
 - 1) Phone, text, or automated notification system may be utilized to alert and notify EMD staff.
 - 2) Separate departmental hotlines, if approved and developed.
 - 3) Intranet website and/or electronic mail.
 - 4) Announcements to local radio and TV stations, if approved and developed.
 - 5) Other means, if approved and developed.
 - b. HCEMD staff should remain at their office or home until specific guidance is received.
 - c. If any staff member is unable get to the Randall S. Webster Emergency Operations & Communications Center building during the COOP activation, and if the EOC is also being

activated, the staff member should try to go to a local municipal EOC or other Horry County facility.

- d. The CRT should be prepared for rapid deployment upon activation via special prearranged notification procedures. These instructions will denote explicit actions to be taken, including the location of the assembly site and/or the designated alternate facility location.
 - e. The Director will direct the activation of the COOP.
2. Notification Procedures. Upon activation of or notification to activate the Horry County Emergency Management COOP Plan, telephone, email, and other methods of communication designated by the Horry County Emergency Management can be used to notify all staff and employees. The following are COOP notification procedures for the Horry County Emergency Management:
- a. The Director will activate the COOP Plan.
 - b. Upon notification to activate the Horry County Emergency Management COOP Plan, the Director will have staff perform the following duties:
 - 1) Contact the key staff members identified in Annex O, informing them of the current situation and that the COOP Plan is being activated.
 - 2) Notify the Facility Manager of the appropriate Alternate Facility of the activation of the Horry County Emergency Management COOP Plan.
 - 3) Notify the appropriate County Officials that an emergency activation or anticipated activation of the Horry County Emergency Management COOP Plan is expected or in progress.
 - 4) Report the progress of the notification to the executive group as needed.
 - c. Upon COOP activation, a staff member will contact the remaining staff using the following procedures:
 - 1) Attempt to call each person and relay the information and guidance provided by the Director.
 - 2) Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, they will leave a message, send a text, or use any other method of communication available to make contact.
 - 3) Report the status of the cascade, including names of personnel not contacted, to the initiating staff member.

III. PROCEDURES

A. Personnel Coordination

Procedures should be in place to address any personnel issues that may arise among those individuals who will be responsible for implementing the COOP Plan (i.e., the CRT) as well those who do not have specific COOP roles but who may be called upon if necessary during COOP activation (i.e., the CST). Listed below are personnel resources and capabilities in place at the Horry County Emergency Management Department to ensure that emergency and non-emergency staff are prepared when disasters strike, either with or without warning:

1. Communications Plan for emergency and non-emergency staff.
2. Health, safety, and emotional well-being of all employees and their families. Issues will be managed by the Director and based on the policies and procedures of Horry County.
3. Pay status and administrative leave issues. Issues will be managed by the Director and based on the policies and procedures of the Horry County.
4. Medical, special needs, and travel issues. Issues will be managed by the Director and based on the policies and procedures of Horry County.

B. Key Resources & Databases

Key Resources and databases identified as critical to supporting mission-essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records. Identified below are different categories of Key Resources:

1. Key Resources essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure offsite location:
 - a. Emergency plans and directives
 - b. Orders of succession (Attachment C)
 - c. Staff roster
 - d. Staffing assignments
 - e. Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion
2. Key Resources critical to carrying out an organization's essential legal and financial functions and activities:
 - a. Accounts receivable
 - b. Contracting and acquisition files
 - c. Official personnel files
 - d. Payroll
 - e. Retirement
 - f. Insurance records
 - g. Property management and inventory records

C. Pre-Positioned Resources

It is strongly encouraged that essential items, such as office supplies and equipment, data, key resources, and other critical resources, be pre-positioned at the alternate facility or other off-site location to facilitate the transition to alternate operations during COOP emergencies. The pre-positioned resources should be carefully inventoried and regularly maintained by the Director or his/her designee to ensure that there is a clear accounting of exactly what resources are pre-positioned at the alternate facility and will not require relocation during COOP emergencies.

D. Relocation Kits

The Director is responsible for providing guidance to staff on the requirements for and the contents of these kits, which may contain such items as software, databases, publications, and laptop computers. Checklists may need to be used to help ensure the inclusion of all necessary content.

It is strongly encouraged that essential items and data be pre-positioned at the alternate facility or other off-site location instead of being carried in Relocation Kits because CRT personnel may be at home when the order to deploy is received, and access to the Relocation Kits may be difficult or impossible.

1. Items to consider including in these kits:
 - a. Applicable agency, local, and state regulations; statutes and administrative codes; and emergency plans/procedures
 - b. Tape recorder and tapes
 - c. Batteries

- d. List of what positions have to be filled and procedures needed to continue the mission-essential functions
- e. Laptop(s) with all necessary forms/plans/procedures on a CD
- f. Office supplies to support operations for the initial period. List of additional office supplies that may be required for an extended period
- g. In addition to “official” items carried in the Relocation Kits, each staff member requiring billeting at the alternate facility should consider bringing appropriate personal items and changes of clothing. In addition, these staff should relocate with their Horry County Emergency Management identification badge for entry into the alternate facility.

E. Telecommunications & Information Systems Support

Interoperable communications, or the ability of HCEMD staff to communicate with individuals internal and external to the agency, is critical during COOP emergencies, as during any other type of emergencies. The following are both internal and external communications systems identified for the Horry County Emergency Management:

1. Internal communications that will be used within the Horry County Emergency Management and/or its alternate facilities to communicate with other emergency response agencies, the media, and other agencies/organizations external to the primary and/or alternate facility:
 - a. Cell Phones
 - b. Portable 800 MHz radios
 - c. Satellite phones
2. External communications that will be used within the Horry County Emergency Management and/or its alternate facilities to communicate with other emergency response agencies, the media, and other agencies/organizations external to the primary and/or alternate facility:
 - a. VoIP phones
 - b. Cell phones
 - c. Internet

Access to critical information systems that are used to accomplish mission-essential functions during normal operations from the primary facility should also be assured at the alternate facility. In order for these systems to be accessible, connectivity must be in place at the alternate facility and system servers should be backed up on a daily basis at more than one location. For the HCEMD, the Horry County IT Department maintains the information systems and ensures that the systems are backed up on a daily basis. In addition, the Horry County IT Department ensures that connectivity exists at the alternate facility. The Horry County IT Department will also provide systems technical support during COOP activations.

The above-referenced telecommunications and information systems capabilities at the Horry County Emergency Management alternate facility are sufficient for the performance of mission-essential functions under the COOP Plan.

3. The following is a checklist that may be used for planning telecommunications and information systems requirements:
 - a. Plans should address all three types of communication (internal, external, and mobile).
 - b. Plans should include the development of telephone trees.
 - c. Plans should consider use of a hotline housed in a secondary location.
 - d. Plans should consider radio communications using available staff with radios.
 - e. Plans should recognize different needs ranging from a one-hour emergency to an extended emergency.
 - f. Plans should consider the use of a communication center to serve as a hub for the communication needs of all local users.

- g. Plans should strategize for situations in which all communications systems are unavailable.
- h. At a minimum, all members of the CRT should have pagers and/or cell phones.

F. Food

Refer to the Logistics Plan.

G. Security & Access Control

The Director will ensure that all four types of security are addressed and in place at the alternate facility: *operational, information systems/cyber, physical, and access controls*. Due to the sensitive information contained in the COOP Plan, the Director will also ensure that distribution of the Plan is limited and that an accounting of those who have access to the plan is maintained.

1. The Director will ensure the following:
 - a. Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility.
 - b. Alternate technologies, including video technology, may be considered for security.
 - c. Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.
 - d. For incidents involving terrorist attacks or threats of terrorist attacks, the Horry County Emergency Management Department will develop a security augmentation system based on the National Terrorism Advisory System (NTAS). The NTAS is designed to communicate information about terrorist threats by providing timely, detailed information to the American public. All Americans share responsibility for the nation's security and should always be aware of the heightened risk of terrorist attacks in the United States and what they should do.

H. Personal & Family Preparedness

All staff, including those individuals actively involved in COOP emergencies (i.e., the CRT) or not officially assigned a role during COOP activations (i.e., the CST), should be prepared for and aware of COOP activation procedures. To ensure that all employees are prepared for COOP contingencies, training should be a part of the HCEMD orientation for new staff and should be regularly conducted (at least annually) for all existing staff. The training should focus on preparing employees for situations in which they will not be able to work from their primary facility. The training should advise staff on how to be personally prepared by developing “personal go-kits” as well as ensuring that their families are prepared for all types of emergencies, including COOP activations.

I. Site Support Procedures

Site support responsibilities are those tasks that must be conducted to ensure the readiness of the alternate facility and the continued functional operation of the facility during the entire duration of COOP activation. These responsibilities include ensuring that an alternate Facility Manager is appointed and that procedures are in place and followed to ensure a smooth transition to alternate facility operations. These responsibilities also include a planned transition back to normal operations once the emergency situation has passed.

IV. PHASE I ACTIVATION

The following procedures are suggested as guidelines to follow for COOP activations. They may be adopted or modified as needed to fit with internal requirements. In general, the following procedures are to be followed in the execution of the COOP Plan. The extent to which this will be possible will depend on the emergency, the amount of warning received, whether personnel are on duty or off-duty, and the extent of damage to the impacted facilities and their occupants. This Plan is designed to provide a flexible response to multiple events occurring within a broad

spectrum of prevailing conditions. The degree to which this Plan is implemented depends on the type and magnitude of the events or threats.

A. Alert & Notification Procedures

The Horry County Emergency Management notification process related to COOP activation should allow for a smooth transition of the CRT to an alternate facility in order to continue the execution of essential functions across a wide range of potential emergencies. Notification may be in the form of one of the following:

1. A COOP alert to the CRT and CST that relocation is anticipated or is imminent.
2. An announcement of a COOP activation that 1) directs the CRT to report immediately to an assembly site or a designated alternate facility, and 2) provides instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility.
3. Instructions to the CRT to prepare for departure and relocation to a designated alternate facility and instructions to CST employees.

Upon receipt of a COOP alert from the Director or a designated successor, staff alert and notification is initiated.

B. Initial Actions

Based on the situation and circumstances of the event, the Director will evaluate the capability and capacity levels required to support the current mission-essential functions of the impacted facilities and initiate actions for relocation to the appropriate alternate facility. These actions include measures to be taken in anticipation of COOP activation and actions to be taken upon COOP activation. Once COOP activation is affected, procedures must be considered for both duty hours and non-duty hours.

1. In cases where COOP activation is anticipated, the Director:
 - a. Notifies the designated alternate Facility Manager to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.
 - b. Issues a COOP alert to the CRT and CST that relocation is anticipated. CRT personnel are instructed to prepare for COOP activation.
 - c. Notifies the appropriate County Officials and appropriate ESF Emergency Coordinating Officers that an emergency relocation of the facility is anticipated.
2. In cases where COOP activation is ordered:
 - a. The Director coordinates the immediate deployment of the CRT to an assembly site or the designated alternate facility.
 - b. The Director notifies the designated alternate Facility Manager to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.
 - c. The Director provides instructions and guidance on operations and the location of the alternate facility.
 - d. The Alternate Facility Manager provides regular updates to the Director regarding the status of alternate facility activation/readiness.
3. The following notification procedures are initiated:
 - a. The Director notifies appropriate Emergency Management Officials and Emergency Support Functions (ESF) that an emergency relocation of the facility has been ordered and is in progress.
 - b. All designated staff members initiate their respective COOP notification cascades.
 - c. The CRT members report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.
 - d. All CRT members who have established Relocation Kits ensure that they are complete, with current documents and equipment, and commence movement of the resources.

- e. All CRT members assemble the remaining documents and other assets as required for the performance of mission-essential functions and begin preparations for the movement of these resources.
- f. All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.
- g. Security and other designated personnel of the impacted facility should take appropriate measures to ensure the security of the facilities and equipment or records remaining in the building.

C. Activation Procedures Duty Hours

1. The Director notifies the CRT of the emergency requiring activation of the Horry County Emergency Management COOP Plan.
2. The Director or the CRT activates the COOP Plan and notifies the appropriate alternate Facility Managers.
3. Notification procedures identified in Annex F are conducted.
4. The Director or CRT directs members of the CRT to begin movement to an assembly site or to the designated alternate facility immediately.
5. The CRT immediately deploys to an assembly site or a designated alternate facility to assume mission-essential functions.
6. CST personnel (those who do not have active COOP response roles) in affected facilities are instructed to go home or to another specified location pending further guidance.
7. Additional tasks identified in Section IV-B that are not yet completed are completed in their entirety.

D. Activation Procedures for Non-Duty Hours

1. The Emergency Coordinating Officer, Duty Officer, or other personnel notify the Director that an emergency requiring COOP activation is anticipated or underway. The Director then notifies the CRT of the emergency requiring activation of the Horry County Emergency Management COOP Plan.
2. The Director or CRT activates the COOP Plan and notifies the appropriate alternate Facility Manager.
3. Notification is initiated.
4. The Director or CRT directs members of the CRT to begin immediate movement to an assembly site or to the designated alternate facility.
5. The CRT immediately deploys to an assembly site or a designated alternate facility to assume mission-essential functions.
6. CST personnel (those who do not have active COOP response roles) are directed to remain at home pending further guidance.
7. Additional tasks identified in Section IV-B that are not yet completed are completed in their entirety.

E. Deployment & Departure Procedures for Time-Phased Operations

The Director will determine full or partial deployment to the designated alternate facility of any mission-essential functions that are critical to operations at the time the Horry County Emergency Management COOP activation is ordered. This determination will be based on the severity of the event and the level of threat. The following actions establish general administrative procedures to allow for travel and transportation to the alternate facility. Specific instructions will be provided at the time a deployment is ordered.

1. COOP Relocation Team (CRT). The CRT immediately begins deployment, taking with them all office Relocation Kits, if applicable, and their personal go-kits. This team will most likely use privately-owned vehicles for transportation to the designated facility. Specific instructions will be provided at the time of activation.
2. COOP Support Team (CST). CST personnel present at the impacted facility at the time of an emergency notification will be directed to proceed to their homes to await further instructions. At the time of notification, any available information will be provided regarding routes that should be used to depart the

facility or other appropriate safety precautions. During non-duty hours, CST personnel will remain at their homes pending further guidance.

F. Transition to Alternate Operations

Following the activation of the COOP Plan and establishment of communications links with the Director and the CRT at an assembly site or the designated alternate facility, the Director orders the cessation of operations at the primary facility.

1. The Director or CRT notifies the appropriate County Officials and appropriate ESF Emergency Coordinating Officers that an emergency relocation of the Horry County Emergency Management facility is complete. They then provide information on the alternate facility location, including contact numbers.
2. As appropriate, government officials, media, vendors, and other service providers are notified by the Horry County Public Information Officer or other designated person(s) that the Horry County Emergency Management primary facility has been temporarily relocated.

G. Site Support Responsibilities

Following notification that a relocation of the Horry County Emergency Management facility has been ordered or is in progress, the appropriate alternate Facility Manager will implement the COOP Site support procedures and prepare to receive the CRT within 12 hours.

V. PHASE II ALTERNATE OPERATIONS

A. Execution of Mission Essential Functions

Upon activation, the CRT will begin providing support for the following functions:

1. Ensure that mission-essential functions are reestablished as soon as possible.
2. Monitor and assess the situation that required the relocation.
3. Monitor the status of personnel and resources.
4. Establish and maintain contact with the appropriate County Officials and the appropriate ESF Emergency Coordinating Officers or other designated personnel.
5. Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

B. Establishment of Communications

1. The Director or CRT will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly and follow the Horry County Emergency Operations P.A.C.E. Communication Plan found in the Horry County CEMP Annex 6-5.
2. The Horry County IT Department will service and correct any faulty or inadequate communications systems.
3. The Horry County IT Department personnel will ensure the connectivity of information systems and will service any faulty or inadequate information systems.

C. COOP Support Team (CST) Responsibilities

CST members do not have primary roles during COOP activations and will likely be directed to remain home during non-duty hours or return home during duty hours. However, CST personnel should be prepared to provide backup support to the CRT and should be trained to conduct one or more of the COOP functions that will be performed from the alternate facility during COOP activations.

D. COOP Relocation Team (CRT) Responsibilities

In addition to the functions identified under V-1, the CRT members will begin providing support for the following functions as soon as possible following their arrival at the designated alternate facility or pre-identified assembly site:

1. Upon arrival, The CRT or Alternate Facility Manager will disseminate administrative and logistics information to the CRT. This information should generally cover the operational procedures for the next 30 days.
2. The CRT will receive continual briefings and updates from the CRT or Director.
3. The CRT will perform the mission-essential functions of the Horry County Emergency Management.

E. Augmentation of Staff

If it becomes evident that the CRT cannot adequately ensure the continuation of mission-essential functions, the Director or CRT will determine the additional positions necessary to maintain these functions.

1. The Director or CRT will identify individuals from the CST who may be able to provide support to the CRT.
2. The Director or CRT will then ensure that the identified positions are staffed with individuals who have the requisite skills to perform the tasks.
3. The Director or CRT will consider implementing agreements with outside resource support, including Memoranda of Understanding/mutual aid agreements with other government agencies and contractual agreements with private vendors.

F. Amplification of Guidance To CRT & CST Personnel

1. The Director will develop an informative memorandum for dissemination to all employees on the duration of alternate operations as well as pertinent information on payroll, time and attendance, duty assignments, and travel authorizations and reimbursements.
2. The Director will then distribute the document to the relocated personnel and the CST staff through appropriate media and other available sources.

G. Development of Plans & Schedules for Reconstitution and Termination

1. The CRT will develop Reconstitution and Termination Plans and Schedules to be presented to the Director that will direct an orderly transition of all mission essential functions, personnel, equipment, and records to a new or restored facility. Plans and Schedules will include:
 - a. Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations for primary facility options.
 - b. Construction needs for the primary facility re-occupancy, including remediation of safety issues.
 - c. Estimated costs associated with construction and occupancy. Plans to include options for funding.
 - d. Notification plans for COOP and Non-COOP staff.
 - e. Timeframe for construction completion and move-in.
2. The Director will review and formally approve the plans and schedules.
3. The CRT and CST personnel will oversee the Reconstitution and Termination process.

VI. PHASE III RECONSTITUTION & TERMINATION

A. Overview

As soon as possible (within 24 hours) following an emergency relocation, the CRT will initiate operations to salvage, restore, and recover the impacted facility, pending approval from applicable local, state, and federal law enforcement and emergency service authorities. Reconstitution procedures will commence when the Director determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

1. Continue to perform mission essential functions at the alternate facility for up to 30 days.
2. Begin an orderly return to the impacted facility and reconstitute full normal operations.
3. Begin to establish reconstitution of normal operations at a different primary facility location.

B. Procedures

Upon a decision by the CRT that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

1. The CRT will create and submit resumption plans for review and approval by the Director.
2. Upon approval, the CRT and CST personnel will initiate and oversee the orderly transition of all mission essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
3. Non-assigned CST personnel will be notified by the CRT that normal operations of the Horry County Emergency Management are resuming and that they should report back to work.

C. After Action Review & Remedial Action Plan

An After-Action Review information collection process will be initiated by each COOP Team prior to the cessation of operations at the alternate facility. The information to be collected will, at a minimum, include information from employees working during the COOP activation and a review of lessons learned to include processes that were effective and less than effective. The After-Action Review should provide recommended actions to improve areas identified as deficient or requiring improvement.

The information should be incorporated into a COOP Remedial Action Plan. Recommendations for changes to the Horry County Emergency Management COOP and any accompanying documents will be developed and brought forth to the COOP Planning Team for review. The COOP Planning Team will review and implement changes to the Horry County Emergency Management COOP as required.

VII. AUTHORITIES & REFERENCES

A. Authorities

1. Federal Continuity Directive 1 - November 6, 2007 - Federal Executive Branch National Continuity Program and Requirements - Federal Continuity Directive 1 (FCD1)
2. Federal Continuity Directive 2 - February 2008 - Federal Executive Branch Mission Essential Function and Primary Mission Essential Function Identification and Submission Process - Federal Continuity Directive 2 (FCD2)
3. Continuity Guidance Circular 1 - January 21, 2009 - Continuity Guidance for Non-Federal Entities - Continuity Guidance Circular 1 (CGC1)
4. Horry County Code of Ordinances Section 2-26.
5. Horry County Council Resolution R-127-05 Adoption of the National Incident Management System.
6. Horry County Council Resolution R-163-07 Adoption of the Comprehensive Emergency Management Plan.

B. References

1. National Response Framework (NRF)
2. National Incident Management System (NIMS)
3. South Carolina Emergency Operations Plan (SCEOP)

ATTACHMENTS

- A. COOP Team & Responsibilities Form
- B. Alternate Facilities Form
- C. Orders of Succession Form
- D. Relocation Kits Checklist
- E. Alternate Facility Communications
- F. Security & Access Controls Information
- G. Augmentation Of Security Levels Based on Threat

Attachment A

COOP TEAMS AND RESPONSIBILITIES

Coordinate with the Facility Manager to relocate the central operations center.

COOP Relocation Team (CRT) Members - Horry County - Emergency Management

Team Member	Team Responsibility/Role
All Staff Members	<p><u>Task 1:</u> Determine if relocation is necessary and when relocation will occur and enact operations to relocate to the alternate facility and establish a functional working area in the alternate facility.</p> <p><u>Task 2:</u> Identify and select any EOC furniture, office equipment, and IT-related equipment to relocate to the alternate facility.</p> <p><u>Task 3:</u> Coordination and management of financial-related issues during continuity events, including purchases, petty cash, and reimbursements, will need to be handled through the relocation process.</p> <p><u>Task 4:</u> Maintain contact with other departments and agencies as necessary and other critical county staff.</p>
All Staff Members	Assist with relocation efforts as needed and maintain continuity of the general office duties for the EMD staff. Responsible for coordinating and managing financial-related issues during continuity events.

In preparation for potential COOP events, COOP Planning Team (CPT) members are responsible for scheduling and conducting CPT meetings (minimum of one meeting per year), establishing a framework for the organization’s COOP plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the COOP plan, scheduling and participating in COOP trainings and exercises.

COOP Planning Team Members - Horry County - Emergency Management

Team Member	Team Responsibility/Role
Horry County Emergency Management Director	Ensure that the department's COOP plan is maintained and updated annually.

Attachment B

ALTERNATE FACILITIES

The following are identified as Alternate Facilities (AF) for the Horry County Emergency Management:

Alternate Facility Type	Name / Location (Physical Address)	* Resources Required To Perform Mission-Essential Functions	Facility Manager & Telephone Number
Primary Alternate Facility	M.L. Brown Public Safety Building 2560 Main Street Conway, SC 29526	Transported 5 - Computers - <i>Computer Hardware</i> 5 - Telephones - <i>Communications</i> 1 - Fax - <i>Communications</i>	
	Alternate Facility For Randall S. Webster Emergency Operations & Communications Center 1976 Industrial Park Road Conway, SC 29526	Pre-Positioned 5 - Desks and chairs - <i>Furniture</i>	
Secondary Alternate Facility		Transported 1 - copier - <i>Other</i> 5 - laptops - <i>Computer Hardware</i> 5 - Telephones - <i>Communications</i> 1 - fax - <i>Communications</i> 5 - portable radio - <i>Communications</i>	
	Alternate Facility For Randall S. Webster Emergency Operations & Communications Center 1976 Industrial Park Road Conway, SC 29526	Pre-Positioned 5 - tables and chairs - <i>Furniture</i> 5 - internet access points - <i>Communications</i>	

* Identify resources needed to continue the operation of mission-essential functions that have been pre-positioned at the alternate facility and those that will need to be transported to the facility. Examples of resources include office equipment/supplies, computers, chairs, tables, telephones, printers, and copiers.

Alternate Facility Operations

- Alternate facilities should have pre-positioned resources to sustain operations for three days without resource support. The alternate facility will require the installation of:
 - Telephones
 - Computers/LAN
 - Fax machines
 - Copiers
 - Furniture
- Setup of the alternate facility may require vendor and resource support to provide the labor and equipment to outfit the facility.

Joint Facility Support Requirements

- The COOP Relocation Team (CRT) Chief is responsible for developing a coordinated support plan with the Facility Manager of the primary alternate facility.
- At a minimum, the plan will address the following items:
 - Receiving, supporting, and relocating personnel at the alternate facility;
 - Repositioning supplies and equipment at the alternate facility;
 - Adequate logistical support;
 - Adequate infrastructure;
 - Adequate services;
 - Capability of the facility to accept the COOP team and operations; and
 - Capability of the facility to sustain COOP operations for a minimum of 30 days
- The details of the coordinated support Plan will be incorporated as part of this annex.

Review and Update

The Director, in consultation with the CRT, will conduct an annual review of space allocations at the alternate facility to ensure the adequacy of assigned space and other resources.

Attachment C

ORDERS OF SUCCESSION

Orders of Succession for Horry County - Emergency Management

Leadership Succession

Primary: Director of Emergency Management

The following positions, listed by title in order of precedence, are the designated successors to the Director:

- 1) Deputy Director
- 2) Emergency Planner (based on seniority)

See the Emergency Management Department Staff Roster Below:

Samuel Hodge	Director	Office	843-915-6920
		Mobile	843-902.8044
Ranessa Norton	Office Manager	Office	843-915-6921
Wanda Squires	Deputy Director	Office	843-915-6926
		Mobile	843-283-8998
Jason Lehman	Training & Exercise Program Manager	Office	843-915-6923
		Mobile	843-742-0054
Loren Wallace	Mitigation/Recovery Program Manager	Office	843-915-6925
		Mobile	843-283-0525

Attachment D

RELOCATION KITS

Relocation Kit Contents

<u>Administrator Relocation Kit</u>	<u>Quantities</u>
Communication:	
1. Cell Phone - Business and Personal	
2. Television	
3. Radio	
Equipment:	
1. Laptop Computer	
Forms:	
1. List of Employee Phone Numbers	
2. List of Headquarters Personnel Phone Numbers	
3. Contact Numbers for Legal Staff	
4. Contact Numbers for State, County and Area (HC)Municipal EOC's	
5. Contact Numbers for Consulting Physicians	
Supplies:	
1. Copy of COOP Plan	
2. Copy of Emergency Operations Plan	
3. Office Supplies	

<u>Budget/Accounting Relocation Kit</u>	<u>Quantities</u>
Forms:	
1. Copies of Contracts/Agreements	
2. Purchasing Manual	
3. Property Inventory Listing	
4. Safety Manual	
5. Building Plans/Specs	
Supplies:	
1. Calculator	
2. Stapler and extra Staples	
3. Letter Size Folders and Expandable Files	
4. Tape Dispenser	
5. Pens and Pencils/Pencil Sharpener	
6. Legal Pads	
7. Stationary/Envelopes	

<u>Personnel Kit Relocation Kit</u>	<u>Quantities</u>
Equipment:	
1. Copy Machine	
2. Typewriter	
3. Computers	
4. Telephones	
5. Fax Machine	
6. Printer (if computer available)	
Forms:	
1. Copies of Organization Chart to manually update	
2. Pay Chart	
3. Payroll Schedule	
4. Timesheets	
5. Directives/Guidance	
6. Employee Contact List (name, address, phone)	
7. Personnel Action Request Forms	
8. Position Description Form	
Supplies:	
1. Copy/Typing Paper	
2. Ruled Note Pads	
3. File Folders	
4. Banker Boxes	
5. Correction Fluid	
6. Tape and Dispenser	
7. City Phone Book	
8. Date Stamp	
9. Pens/Pencils	
10. Stapler and staples	
11. Paper clips	
12. Envelopes (Letterhead and Manila)	
13. Letterhead Stationary	
14. Temporary ID Cards	

Attachment E

ALTERNATE FACILITY COMMUNICATIONS

ALTERNATE FACILITY TELECOMMUNICATIONS CAPABILITIES

The table below indicates the modes of communication that have been identified as currently existing and/or that must be transported for the Horry County - Emergency Management Alternate Facility.

- Column 1 lists telecommunications capabilities that are available at the alternate facility in order of priority.
- Columns 2 and 3 denote whether the communications function is internal to the organization only, external only, or if it is used both internally and externally.
- Column 4 identifies whether the communications functions can be used outside of the alternate facility as a mobile communications capability.
- Column 5 identifies whether or not the function has security measures in place.

Alternate facility telecommunications capabilities for Horry County Emergency Management

ML Brown Public Safety Building 2560 Main Street Conway, SC 29526				
(1) COMMUNICATIONS FUNCTION	(2) INTERNAL USE	(3) EXTERNAL USE	(4) MOBILE CAPABILITY	(5) SECURE
Telephones	Y	Y	Y	Y
Internet access points	Y	Y	Y	Y
Fax	Y	Y	N	Y
Limited mobile telephone	Y	Y	Y	N
Portable radio	Y	Y	Y	N

Attachment F

SECURITY AND ACCESS CONTROLS

Security and Access Controls Information for Horry County - Emergency Management

SECURITY & ACCESS CONTROLS

The following security and access control measures are in place to restrict access to the primary and alternate facilities to employees and partners:

- Primary Facility
 - Randall S. Webster Emergency Operations & Communications Center- Access to the facility is through a card reader access control system on all exterior doors. County issued ID cards are used and must be preprogrammed with access authorization. The County Police Department controls the card reader authorization. In the event that electrical service is down and the card reader system is not working, all exterior doors will be key locked since the magnetic locks will not be working. Each Department head has a door key as well as the County Maintenance Director.
- Primary Alternate Facility
 - Primary Alternate Facility - Access to the M.L. Brown Public Safety Building is through a card reader access control system on all exterior doors. County issued ID cards are used and must be preprogrammed with access authorization. In the event that electrical service is down and the card reader system is not working, all exterior doors will be key locked since the magnetic locks will not be working. Each Department head has a door key as well as the County Maintenance Director.

COMMUNICATIONS AND INFORMATION SYSTEMS / CYBER SECURITY

The following measures are in place to send and receive secure communications from the primary and alternate facilities, as well as information systems and cyber security measures:

- Primary Facility
 - Randall S. Webster Emergency Operations & Communications Center - Communications is computer bases VoIP and both internet and intranet service. All are hard-wired. Computers are password protected but your normal logon and password provide access. IT controls the firewall and all cyber security. Additional communications include the 800 MHz radio system and HAM radio operators.
- Primary Alternate Facility
 - Primary EOC Alternate - Communications is computer bases VoIP and both internet and intranet service. All are hard-wired. Computers are password protected, but your normal login and password provides access. IT controls the firewall and all cyber security. Additional communications included the 800 MHz radio system and HAM radio operators.

Attachment G

AUGMENTATION OF SECURITY LEVELS BASED ON THREAT

The Horry County Emergency Management Department utilizes a security augmentation system based on the National Terrorism Advisory System (NTAS). The NTAS is designed to communicate information about terrorist threats by providing timely, detailed information to the American public. All Americans share responsibility for the nation's security and should always be aware of the heightened risk of terrorist attacks in the United States and what they should do. The table below describes the Threat Conditions.



Describes current developments or general trends regarding threats of terrorism



Warns of a credible terrorism threat against the United States



Warns of a credible, specific and impending terrorism threat against the United States



Report suspicious activity to local law enforcement or call **9-1-1** in case of emergency