

# **Comprehensive Emergency Management Plan**



**Section 2-Emergency Operations Plan**  
*June 2016*

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# Section 2 – 1 Emergency Operations Plan

## I. INTRODUCTION

### A. General

In order to protect lives and property it is the policy of Horry County Government to endeavor to prevent/mitigate, prepare for, respond to and recover from all natural, technological and civil/political disorders, emergencies or disasters.

### B. Purpose

This plan provides the framework for the effective delivery of comprehensive emergency management to support citizens, guests, and institutions of Horry County in the event of an emergency or disaster. During emergency operations, Horry County government will:

1. Warn citizens of impending danger and inform them how they can protect themselves, their families and their property.
2. Take all possible actions to prepare for and respond effectively to an emergency or disaster within the county.
3. Assess the situation and local needs to determine prioritization of critical needs.
4. Manage and coordinate resources available from county and municipal governments, private industry, civic and volunteer organizations, and when needed, state and federal agencies.
5. Coordinate the recovery of the county and the restoration of the community in cooperation with other elements of the community including the business and volunteer sector and social organizations.

### C. Scope

1. This plan identifies the natural and man-made hazards that Horry County is vulnerable to.
2. It utilizes the National Incident Management System (NIMS) and the Incident Command System (ICS) structure and planning principals in every phase of emergency management as adopted by Council October 2005.
3. This plan adopts the National Response Frameworks (NRF) functional approach that groups the type of assistance to be provided under Emergency Support Functions (ESF).
4. The plan establishes official policies, program strategies and planning assumptions for disaster preparedness, response, recovery and mitigation.
5. It assigns specific functional responsibilities to appropriate departments and agencies, as well as private sector groups and volunteer organizations and defines the means of coordinating with state and federal partners to maximize resource utilization.
6. This plan is supplemented by ESF Annexes and supporting Standard Operating Procedures (SOP) and operational plans of the responsible organizations that are referenced throughout the document.
7. This plan is supplemented by Hazard-Specific Annexes that provide specific direction and guidance based upon the specific nature of the identified hazard.

8. The plan establishes basic direction and control for all levels of a disaster creating a consistent unified approach to emergency management operations.

## II. SITUATION AND ASSUMPTIONS

### A. Situation

#### 1. Demographics

Horry County is located along South Carolina’s northeastern coastline, and is home to more than 310,000 residents. The county is the largest county in South Carolina consisting of 1,133 square miles. Bounded by the North Carolina/South Carolina state line to the north, the Atlantic Ocean to the east and the Pee Dee River as it cuts along the western and southern portion of the county. Horry County is also known as the Grand Strand with over sixty (60) miles of beaches bordering the Atlantic Ocean. Thus, making the County a popular tourist destination that draws more than 17 million visitors annually. Therefore during the summer season at any given time there may be over 1 million people located along our coastline. Due to the mild climate and popular tourist destination Horry County has also become a popular place for the aging population. According to the census estimates for 2015 Horry County’s nineteen (17) percent of the permanent population is 65 years of age or older.

#### 2. Hazard Analysis Summary

Horry County is threatened by natural and technological hazards. The risks of many hazards have been identified through the Horry County Threats and Hazards Identification and Risk Assessment (THIRA) which identifies the various natural and man-made hazards that residents of Horry County may be vulnerable to. Hazard research and review includes but is not limited to: geological, meteorological, health, human-caused (accidental and intentional) and energy facilities. Hazards were identified as having both immediate and long-term impacts, with the potential to disrupt day-to-day activities, cause extensive property damage and create mass casualties. Historically, the greatest risk is from natural hazards such as hurricanes, floods and tornadoes. In addition to natural hazards, the continued expansion of chemical usage and HAZMAT transportation risks include transport of radiological spent fuel and lo-level waste is raising the risk posed by technological hazards in Horry County. Lastly, the northeastern part of Horry County is with in the 50-mile emergency preparedness zone for the Brunswick Boiling Water Reactor.

The probability of future events is identified according to the following chart. The chart is not an actual prediction, but based on regional data and local historical evidence.

Likelihood	Frequency of Occurrence
<i>Highly Likely</i>	Probably will occur in the next 5-years
<i>Likely</i>	Probably will occur in the next 10-years
<i>Possible</i>	Probably will occur least once in the next 10-years
<i>Unlikely</i>	Less than 1% probability of occurring in the next 100-years
<i>Highly Unlikely</i>	Little to no probability of occurring in the next 100-years

All hazards that have been identified posed a threat that is both immediate (e.g., hazardous chemical spill, hurricane, tornado) and long-term (e.g., drought, chemical release). These hazards have the potential to disrupt day-to-day activities, cause extensive property damage and create mass casualties.

Given the continual population growth and infrastructure expansion, the threat and risk assessment, as well as, the planning process for Horry County is a continuous process. For more information such as critical facilities and population as it relates to the identified hazards please refer to the Horry County All-Hazards Mitigation Plan. The possible hazards confronting Horry County include:

a. Hurricanes and Tropical Storms

Horry County has approximately sixty miles (60) of Atlantic coastline that increases the susceptibility to hurricanes and tropical storms and although many tropical systems have effected Horry County, the last time the eye of a hurricane directly impacted Horry County was in 1954, Hurricane Hazel, a Category 4 Hurricane. Densely populated coastal areas, especially during peak tourist seasons, coupled with generally low coastal elevation, significantly increase the county's vulnerability. The greatest threat to life and property associated with a hurricane and tropical storm is storm surge. Other effects include high winds, tornadoes and inland flooding associated with heavy rainfall that accompanies these storms. Also, in 1989 residents of Horry County felt the impacts from Hurricane Hugo when it met our coastline with only Category 1 hurricane force winds and although the eye of Hugo did not pass over the area there were some significant impacts, especially in and around the south end of the county, from Hugo. More detailed information can be found in the Hurricane Annex, Section 6 of the Horry County Comprehensive Emergency Management Plan.

b. Tornadoes

Horry County has been impacted by 39 tornadoes, 9 funnel clouds and waterspouts since 1950, resulting in 104 injuries and \$20.69 million in property damage. Most of those tornadoes were a result of a cold front meeting the warm coastal air. The most common type of tornado, the relatively weak and short-lived type, occurs between March and May.

c. Flooding

Horry County is susceptible to several variations of flood hazards. These occur due to the different effects of severe thunderstorms, hurricanes, seasonal rains and other weather-related conditions the County experiences. According to the NCDC, Horry County has experienced 33 flood events since 1950. One of the most recent flooding events took place in October 2015. This event was the result of a culmination of several weather events at once. You had a large slow moving, off shore, category one hurricane, tropical moisture from the Caribbean, cool air trough from the north and a slow moving low all crossing paths over South Carolina. The result was the second highest crest the Waccamaw River has ever had. Horry County experienced severe flooding for weeks and suffered significant damage both residential and commercial structures. There were many days of impassible roadways and streets. The estimated total damage was over \$9.6 million dollars.

d. Severe Thunderstorm/Wind

Horry County is affected by thunderstorms on a year-round basis. Associated with these thunderstorms are damaging winds, flooding and tornados. In July 2014, in the Conway section of Horry County, there was a severe thunderstorm and associated microburst that

occurred in the Juniper Bay community. This storm event caused a roof to be blown off a mobile home and also caused several large oak and pecan trees to be uprooted and blown over causing some additional structure damage. There were some minor injuries associated with this storm as 6 people in one location were treated for minor injuries. Wind speeds were estimated to be roughly 75 mph according to the National Weather Service. Over the past 66 years, thunderstorm winds and hail have been responsible for \$4.23 million in property damage, one death, and 21 injuries.

e. Severe Winter Storms

Snow and ice storms, coupled with cold temperature, periodically threaten Horry County. Winter storms can damage property, create safety risks, destroy crops, damage infrastructure components such as power lines and have enormous economic impacts. The most recent winter storm on record is from January and February 2014. In January a winter storm came through the area saturating trees with freezing rain. And only 10 days later a second ice storm that brought freezing rain causing the roads to become icy and dangerous. Many tree branches gave way to the ice as they had become heavy from the January 30<sup>th</sup> storm generating a significant amount of debris. Widespread power outages and traffic accidents occurred and schools were closed. An emergency declaration was declared on February 12, 2014 by the President for the State of South Carolina as this storm impacted the entire state. This declaration was approved for Public Assistance under Category B “Emergency Protective Measures”. However, on March 12, 2014 an amendment to the previous Emergency Declaration was made to include both Category A “Debris Removal” and Category B “Emergency Protective Measures” and HMGP. The number given to this declaration was FEMA-4166-DR. In all Horry County has had \$23.25 million in damage resulting from severe winter storms.

f. Storm Surge

One of the most intense storms to directly impact the Horry County coastline was Hurricane Hazel on October 14, 1954. Hazel was a category 4 Hurricane with winds reaching 106 mph and tides greater than 16 feet at Myrtle Beach. The devastation along the northern coast of Horry County in the Little River and Cherry Grove area was catastrophic. The probability of storm surge with any storm is high.

g. Lightning

On June 21<sup>st</sup> 2001, lightning ignited a fire at an apartment complex. Residents in the building’s 14 apartments were forced to relocate after a Horry County Code Enforcement inspector deemed the building uninhabitable. This event alone cost Horry County \$200,000.00. The probability of lightning occurring is highly likely; however, the chance of lightning causing injuries, death, and/or damage is unlikely. According to the NCDC, in the past 21 years (1994 to 2015), there have been 35 recorded lightning strikes throughout the county. These lightning strikes have accounted for 5 injuries and \$1.4 million in property damages in the county and participating jurisdictions.

h. Drought

November 30, 2001 the South Carolina Drought Response Committee declared many Counties in the state to be in a moderate drought. For the year, the state received well

below the normal rainfall averaging 9-12 inches below normal. The below normal rainfall actually began in 1999, and since that time the Pee Dee and the Grand Strand area were about 20 inches below normal. The main result of the lack of precipitation was above

normal wildfires scorching 2500 acres in November alone, verses 950 acres on average. Drought conditions can be expected every 8.5 years, on average, in Horry County. Future impacts will most likely be negligible meaning minor injuries may occur; critical facilities may be shut down for 24 hours or less and less than ten percent of the property in the community would be damaged. Over the past 66 years there have been seven recorded droughts. These droughts have accounted for no injuries or damage property damage. The probability of future events is possible with a 10% chance in any given year.

i. Hazardous Materials

Between 1990 and 2015 Horry County and its surrounding waters have had 417 Hazmat spills/releases. The single largest release in the county concerns groundwater contamination (trichloroethylene, or TCE) from AVX Corp. in the Myrtle Beach municipality, which likely dates back to the 1970's. AVX admitted to polluting the city's groundwater with TCE, but had disputed the extent of that contamination. A federal judge ruled in May 2011 that AVX is solely responsible for the TCE contamination and subsequently designated the case a class action status and the plaintiffs include 229 property owners. AVX was also ordered to clean-up the contamination area. As of 2015, there were 249 Tier II facilities reporting in Horry County. Of those facilities reporting, 29 have Extremely Hazardous Substances (EHS); which are considered the most hazardous chemicals by the EPA.

j. Extreme Heat

Horry County typically sees the hottest weather during the month of July with the month of August being a close second. Average temperatures during July range from highs in the low 90's to lows in the low 70's. The month of August is very similar to the range we see in July. The only death on record from extreme heat occurred on July 29, 1995. A 64-year old man died from heat exhaustion. However on July 20, 1999, an extended heat wave caused hospital treatment of dozens of people in Horry County. These two events were marked by heat indexes well above 100 degrees for several days. It is not uncommon to have very high humidity levels coupled with high temperatures to create hazardous heat condition in Horry County. The highest temperature on record for Horry County is 107 degrees and that was record in Loris on June 27, 1952.

k. Wildfire

The most recent wildfire in Horry County occurred on March 16, 2013. Over 26 residential buildings were destroyed displacing over 200 people in the Windsor Green at Waterford Plantation in Carolina Forest. Fortunately no lives were lost during this fire. A declaration was granted for Small Business Administration (SBA) assistance due to the number of units lost and the amount of uninsured or under insured property owners. One of Horry County's bigger fires and worth noting was on April 22, 2009. Where over 70 homes in the Barefoot Resort area; were completely destroyed. Fortunately no lives were lost. In total the fire burned 19,200 acres and an estimated 500 firefighters from thirty-five agencies aided in the fight. The fire also threatened residential areas and forced over 2,500 residents from their homes. The cost of the fire is estimated at \$800 thousand. The largest wildfire occurred in April 1976 when 30,000 acres burned in Horry County. South Carolina experienced over 93,000 wildfires between 1979 and 1995, 3,789 of them in Horry County. Most wildfires averaged fewer than 6 acres per fire. According to South

Carolina Forestry Commission, the 50 year annual average for Horry County is roughly 233 wildfires in a year and approximately 3,016 acres burned.

l. Tsunami

Horry County has no Tsunami on record; however in response to the Indian Ocean 9.0 Earthquake/Tsunami, December 26, 2004, the U.S. Government responded with NOAA Tsunami Program for the US East Coast. According to CBS news, the last major tsunami to strike the Eastern Seaboard was in 1929. An earthquake triggered a landslide and a tidal wave that killed 51 people on the Grand Banks along the Newfoundland coast. Although there is no immediate threat of a tsunami to Horry County, a team of scientists has reported a system of large depression in the ocean floor off Virginia and North Carolina coasts. These depressions appear to have been caused by gas eruptions, only strengthening the theory that an Atlantic tsunami is someday possible.

m. Earthquake

There has been no significant damage by an earthquake in Horry County in recent history, but there are recorded events of major earthquakes within South Carolina that have impacted the area. The notable Charleston Earthquake, which occurred on August 31, 1886, was one of the largest historic earthquakes in eastern North America, and the largest earthquake in the southeastern United States. The effects of this event on Horry County were recorded as having an intensity factor of 7 according the Modified Mercalli Intensity Scale. Although Horry County has no real threat to be the epicenter of an earthquake, we are susceptible to the secondary effects of earthquakes in Charleston County. Horry County participates in the “Great Shakeout” program which encourages residents to be prepared in the event of an earthquake.

n. Terrorism

Horry County addresses terrorism according to the U.S. Department of Homeland Security, chemical, biological, radiological, nuclear and explosive, (CBRNE) devices or agents. There are no previous occurrences of chemical or radiological activity and/or threat in Horry County. According to Horry County E911 there have been 298 reports of anthrax scares in Horry County as of September 11, 2001. The most recent scare was a possible anthrax contamination at a local post office. The incident began on the afternoon of July 30, 2015. A citizen reportedly opened a letter, discovered a white powdery substance and threatening letter inside the post office facility. The citizen then dumped the contents of the letter and drove themselves to Conway Hospital, fearing potential contamination. First responders followed proper protocol and secured both scenes. It was later determined that the substance was not anthrax and there had been no contamination of either facility. There are currently no nuclear power plants that exist in Horry County or it’s participating jurisdictions. However, the northeastern part of Horry County is with in the 50-mile emergency preparedness zone for the Brunswick Boiling Water Reactor. The reactor is located two miles north of Southport, NC. Regardless of our close proximity to the Brunswick reactor, the threat of a terrorist induced nuclear meltdown remains highly unlikely. The federal government-owned facilities (e.g. post offices, etc) are probably the most vulnerable structures to terrorist threats, followed by structures associated with the local government in the County.

o. Cyber Terrorism

Cyber terrorism is a risk for all organizations large and small. Today's technology (including the County's) consists of firewalls, proxy servers, and virus walls to provide a secure perimeter around an organizations network. Cyber-attacks target users who by opening emails with malicious attachments, or by clicking on embedded web links can inadvertently expose organizations to attacks from within causing denial of service or

server corruption. All of the security enhancements in the world can be ineffective when users fail to heed security requirements.

## **B. PLANNING ASSUMPTIONS**

1. A disaster may occur with little or no warning, and may escalate rapidly.
2. Disaster effects will extend beyond municipal and county boundaries. Many areas of the state will experience casualties, property loss, disruption of normal life support systems, and loss of regional, economic, physical and social infrastructure.
3. The Emergency Management command and control structure in South Carolina is based on a bottom-up approach to response and recovery resource allocation: Local EOC, to the state EOC, and to the federal government, with each level exhausting its resources prior to the elevation to the next level.
4. Convergent groups of responders, public and outside resources will hinder the local effort. This includes traffic congestion, unsolicited supplies and donations, and extra strain on degraded lifelines and facilities.
5. In the event of a catastrophic disaster, federal resources and disaster funds will be available once a Presidential Disaster Declaration is made.

## **III. CONCEPT OF OPERATIONS**

### **A. General**

This plan is supported by all coordinating departments, agencies, and organizations in the mitigation, preparedness, and response and recovery phases of a disaster. The Emergency Management Department is the focal point for emergency management activities within the county. However, emergency management responsibilities extend beyond this office, to all county government departments. For more specific information on the roles and responsibilities during each phase, please see the phase specific plans within the CEMP.

### **B. Goals and Objectives**

1. Goals
  - a. Promote all phases of emergency management and provide the community with a coordinated effort in the mitigation of, preparation for, response to, and recovery from injury, damage and suffering resulting from a localized or widespread disaster.
  - b. Facilitate effective use of all available resources during a disaster.
  - c. Maintain the quality of life for the citizens before, during and after a disaster.
2. Objectives
  - a. Meet the needs of disaster victims:

Save human lives; treat the injured; warn the public to avoid further casualties; evacuate all who are potentially endangered; coordinate with the American Red Cross to shelter and care for those evacuated.

b. Protect property:

Take action to prevent damage of property; provide security for property, especially in evacuated areas; prevent contamination to the environment.

c. Restore the Community:

Re-establish essential utilities, transportation routes, public infrastructure and facilities as well as encourage economic activity.

### C. National Incident Management System (NIMS)

1. Horry County Government adopted the National Incident Management System (NIMS) October 4, 2005 for use by all departments and agencies governed by Horry County to provide a consistent nationwide approach for federal, state and local governments to work together more effectively and efficiently during times of crisis.
2. On-Scene Operations
  - a. The Incident Command System (ICS) is the standard for on-scene operations. All first responders should be trained to use the ICS concepts and are required to complete ICS courses before working emergency operations.
  - b. The first senior local emergency responder to arrive at the scene of an emergency situation will implement the ICS and serve as the Incident Commander (IC) until relieved by a more senior or more qualified individual.
  - c. When more than one agency is involved at an incident scene, the agency having jurisdiction and other responding agencies shall work together to ensure that each agency's objectives are identified and coordinated. Other agency personnel working in support of the incident will maintain their normal chain of command, but will be under control of the on-scene IC.
  - d. During widespread emergencies or disaster, emergency operations with different objectives may be conducted at geographically separated scenes. Incident command will be established at each site. When this situation occurs, it is particularly important that the allocation of resources to specific field operations be coordinated through the EOC.
  - e. In emergency or disaster situations where other jurisdictions or the state or federal government are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified Command structure. Principals of Area Command or Multi-Agency Coordinated Systems (MACS) may also apply. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency or disaster.
3. Emergency Operations Center (EOC) Operations
  - a. The Horry County EOC is organized and will function according to the NIMS and ICS principals. For more specific information see the Organization and Assignment of Responsibilities Section of this plan.
  - b. According to NIMS the EOC serves as a Multiagency Coordination Center. A combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination and supporting incident management activities.

- c. The EOC is intended to be flexible and should be tailored by the Emergency Management Director and the Section Liaisons to meet the demands of any particular situation.

#### D. Operating Condition (OPCON) Levels

To maximize any advance warning, Horry County uses a system of Operating Condition Levels that coordinates with the SC Emergency Operations Plan. These OPCONs increase the county’s state of

readiness on a scale from 5 to 1. Each OPCON level is declared when a pre-determined set of criteria has been met. The Horry County Emergency Management Director will assign the appropriate OPCON level, based on the situation at any given time. The SC State Warning Point is to be notified with any OPCON change. The table below shows the OPCON levels by the severity of an incident and describes general actions associated with each level as the magnitude of the event increases.

In the case of a hurricane the OPCON level of readiness and general actions vary from the table below, due to the nature of the specific hazard of hurricanes and the response actions in preparation for landfall of a hurricane. Please refer to Section 6, Hazard Specific Plans, 6-1 Hurricane Annex of this plan for details regarding OPCON levels in a hurricane event.

<b>OPCON</b>	<b>Level of Readiness</b>	<b>Description</b>	<b>General Actions</b>
<b>5</b>	Day-to-day normal operations.	-No imminent terrorist threat -No severe weather pending	-Normal operations -Minor incidents controlled by first response agencies.
<b>4</b>	Possibility of an emergency or disaster situation that may require activation of the EOP.	-Heightened terrorist threat -Localized Incident -Potential countywide incident	-Localized incidents controlled by first response agencies. -Use of department authorities & resources to assess and deter threats. -Weather advisories. -Contact the State Warning Point
<b>3</b>	Disaster or emergency situation likely. Activation of the EOP and the EOC required.	Incident of countywide significance managed at EOC level.	-County level monitoring and countywide involvement. -Countywide assets deployed -EOC activated.
<b>2</b>	Disaster or emergency situation is imminent. Highest level of preparedness. Full activation of the EOC.	-Imminent terrorist threat -Countywide incident -Potential catastrophic incident	-County level assets deployed. -EOC activated. -Consideration of requesting state assets.
<b>1</b>	Disaster or emergency situation is occurring. Emergency response activities are ongoing.	-Major disaster or catastrophic incident.	-Deployment of appropriate state and federal assets.

#### E. Field Operations

1. The Horry County Emergency Management Department assigns staff to be on-call and available 365 days a year, 24 hours a day, 7 days a week. The on-call EMD representative is available to respond and assist with field operations as requested through the Horry County E-911 dispatch when the EOC is not activated.
2. Small-scale incidents or emergencies may be dealt with on scene, without opening the EOC. All emergency situations will be managed utilizing the ICS, as described in the departmental SOPs.
3. As the incident complexity increases, resources must increase, requiring the IC to expand the incident management organization with additional levels of supervision. The requesting agency should utilize its own departmental staff to fill the ICS command and general staff positions needed to successfully manage the incident.
4. Once an incident has escalated and all typical mission specific resources are exhausted, the on-call EMD representative can be dispatched to serve in a logistical role and request additional outside resources in support of the operation.
5. On-call EMD staff are cross-trained and to fill ICS command and general staff positions. However, due to their function, the Incident Commander and Operations Section Chief should be staffed by the lead agency.
6. If the on-scene command is overwhelmed due to long operational periods and/or shortage of staff, the on-call EMD representative may contact the State Warning Point and request support from a Regional IMT to carry out the Incident Action Plan (IAP) and staff ICS Command and General positions as needed.

#### F. Activation of the Emergency Operations Plan (EOP)

1. The County Administrator is responsible to the Horry County Council and functions as their representative. The Administrator oversees the county's activities relating to an emergency or disaster. The County Administrator may designate these responsibilities to the Emergency Management Director.
2. The Emergency Management Director will make a recommendation to the Administrator regarding the activation/implementation of the EOP during emergencies. In the event the Administrator is not available; the Emergency Management Director has the authority to order the activation. If the Emergency Management Director is not available; then the Emergency Management Deputy Director has the authority to order the activation.
3. Activation of the plan is also associated with the Operating Condition (OPCON) Level. At OPCON 4, when there is a possibility of an emergency or disaster the EOP may be activated. At OPCON 3 when a disaster or emergency situation is likely, EOP activation is required.

#### G. Emergency Operations Center (EOC) Operations

##### 1. General

Anytime a disaster or emergency situation goes beyond the capability of a single jurisdiction, or requires multiple agencies or departments, the activation of the Emergency Operations Center (EOC) is mandatory. The EOC is an essential tool for successful response and recovery operations. With decision and policy makers located together, personnel and resources can be used efficiently. Coordination of activities will ensure that all tasks are accomplished, minimizing duplication of efforts.

## 2. Location

- a. The Horry County Emergency Operations Center (EOC) is located in the M. L. Brown, Jr. Public Safety Building, 2560 Main Street, Conway, SC.
- b. In the event the primary EOC becomes untenable, the EOC will be relocated to the Information Technology (IT) Building located at 103 Elm Street, Conway, SC.

## 3. Activation Options

In the event the EOC is activated, the EMD Director has a couple of options available. As all emergencies do not require full activation of the EOC, another level of activation is available. In some instances the EOC activation process might step from one level to another, while other situations might require immediate Full Activation.

- a. **Partial Activation** occurs during small-scale incidents requiring minimal resources and personnel, but still not requiring full activation of the EOC. The EMD Director will determine which ESFs are needed and the hours of operation.
- b. **Full Activation** occurs when all Sections and ESFs are fully manned and operating 24-hours a day. This will occur during major emergencies and disasters, and will be the priority activity in the county when activated.

Once the emergency or disaster necessitating the EOC activation is over, the EMD Director, with the County Administrator's authorization, will determine the means of deactivating the EOC. Some incidents will allow full and immediate closing of the EOC, while others will require a slower transition.

## 4. Alternate EOC Operations

- a. The Alternate EOC will become operational when the determination is made that the primary facility is not available for use or under circumstances when the facility must be vacated.
- b. The configuration of the Primary EOC has been purposely designed to enable the individual components (I.E. computers, phones, electrical and data cables, fax's, etc.).

The alternate facility has multiple large-screen TV's and video projectors that will be used for displaying key information. EOC operations are then conducted in the same manner as in the primary facility.

## 5. Activation

When the decision is made to activate the EOC, the Emergency Management Director will notify the appropriate staff members to report to the EOC.

The Emergency Management Staff (EMD Staff) will take action to notify and mobilize the appropriate ESFs and organizations on the EOC Alert Roster. Notification can take place through several different methods.

- a. Email or text the notice of activation.
- b. An electronic notification system will be utilized to perform an automated call to all staff asking them to report to the EOC
- c. EMD Staff and other volunteers can physically make the calls via telephone.

## 6. EOC and the Incident Command Post (ICP) Interface

In order for the EOC to activate in support of an ICP, there must be an established Incident Command structure in place. If the Incident Commander (IC) is unable to fill the command and general staff positions, the EOC will request a Regional Incident Management Team (IMT) through SCEMD to assist.

The EOC will also send a liaison to the ICP to further enhance communication between the EOC and the ICP. It is essential to establish a division of responsibilities between the ICP and the EOC for specific emergency operations. Common EOC/ICP tasks include:

- a. Assemble accurate information on the emergency situation and current resource data to allow the county and other officials to make informed decisions on courses of action
  - b. Work with representatives of emergency services, determine and prioritize required response actions and coordinate their implementation.
  - c. Suspend or curtail government services, recommend the closure of schools and businesses, roads, and cancellation of public events.
  - d. Provide resource support for the incident command operations.
  - e. Issue county-wide warning.
  - f. Issue instructions and provide information to the general public.
  - g. Organize and implement large-scale evacuation.
  - h. Organize and implement shelter and mass arrangements for evacuees.
  - i. Coordinate traffic control for large-scale evacuations.
  - j. Request assistance from the state and other external sources.
7. Situation Reports (SITREP)

Everyday that the EOC is open, two Situation Reports (SITREPS) will be produced for each operational period. The EOC Manager will set the operational period which will usually be 24 hours. The initial SITREP will be completed within the first hour after activation. Additional SITREPS will coincide with the EOC briefings.

- a. Each EOC position will complete their part of the ESF SITREP, providing a comprehensive and accurate report, and submit it to the designated agent.
  - b. Upon review and approval by the EOC Manager the SITREP will be sent to the State Emergency Operations Center (SEOC) by the beginning of each operational period.
8. Briefings Schedule
- a. Once the EOC has been activated, the EOC Manager will conduct an Activation Briefing. This will detail the situation, provide guidance and give the operational period objectives.
  - b. Once the EOC becomes operational, the EOC Manager will conduct regularly scheduled situational briefings. Briefing times will be determined at the beginning of activation and will be based on type and speed of incident. All ESFs will be expected to give a brief description of their priority issues as related to the EOC objectives and any unresolved concerns they have.
  - c. Additional briefings may be required depending on the circumstances. This may include briefings for VIPs, media, special visitors or newly arrived state or federal representatives.

## H. Coordinating Local, State and Federal Operations

1. Local responders are the first to arrive and the last to leave an emergency situation. All emergencies and/or disasters are managed at the local level. If local capabilities are exceeded, and a local emergency has been declared, state government agencies can augment assistance to meet the emergency needs of victims.
2. Additional operational support will be coordinated through the State Emergency Operations Center (SEOC) in Columbia, SC. The SEOC receives and coordinates requests for state assistance. The Governor may declare a “State of Emergency” to authorize the use of state resources.
3. In the event the requirements exceed the state’s capabilities, the SEOC will coordinate with other states or the federal government to acquire the needed support. Federal government agencies can provide supplemental assistance to local and state government to meet the emergency needs of victims during declared emergencies/disasters. Requests for federal assistance are processed through the SEOC.
4. The Federal Emergency Management Agency (FEMA) receives and coordinates requests for federal assistance. The President may declare an “emergency” or “disaster” to authorize the use of federal resources.

## I. Phases Of Emergency Management And Corresponding Actions

### 1. Preparedness

Preparedness encompasses the full range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to enhance readiness and minimize impacts of disasters. General preparedness activities include the following:

- a. Update all emergency management plans to include risk and vulnerability assessments.
- b. Disaster exercises/drills (full-scale, functional, and tabletop).
- c. Emergency communications tests.
- d. Emergency public information tests.
- e. Training and workshops for EOC Staff and emergency responders.
- f. Public awareness campaigns and educational presentations.

### 2. Response

Response includes activities to address the immediate and short-term actions to preserve life, property, environment, and the social and economic structure of the community. The active use of resources to address the immediate and short-term effects of an emergency or disaster constitutes the response phase and is the focus of department/agency emergency and disaster standing operating guidelines, mutual aid agreements, and this plan.

- a. The Emergency Management Director will make a recommendation to the Administrator regarding the activation/implementation of the EOP. When the EOP is implemented, all county resources are available to respond to and facilitate recovery from the disaster. In the event of an emergency, personnel may be tasked to accomplish a mission outside of their normal area of responsibility.
- b. When the decision is made to activate the EOC, the Emergency Management Director will notify the appropriate staff members to report to the EOC. The EOC is the central point for emergency management operations. The purpose of this central point is to ensure a

coordinated response when the emergency involves more than one political entity and several response agencies.

- c. The EOC is organized and will function according to NIMS and the ICS principals. The Command Structure and more specific information regarding the organization and responsibilities of the EOC are in the Organization and Assignment of Responsibilities section and the ESF specific Annexes.
- d. Once the EOC is fully operational, all personnel and resources will be coordinated in support of the following general response activities:
  - i. Warning and emergency public information.
  - ii. Saving lives and property.
  - iii. Supplying basic human needs.
  - iv. Maintaining or restoring essential services.
  - v. Protecting vital resources and the environment.
  - vi. Transportation, logistics, and other emergency services.
  - vii. Manage the evacuation process.
  - viii. Damage assessment operations.
  - ix. Initial decontamination.

### 3. Recovery

Recovery involves actions, and the implementation of programs, needed to help individuals and communities return to pre-disaster conditions. Short-term recovery actions are taken to assess the situation and return critical infrastructure systems to minimum operating status.

Long-term recovery involves the total restoration of the county's infrastructure and economic base. For more information on recovery please refer the Recovery section of the CEMP. General recovery actions include the following:

- a. Repair and replacement of disaster damaged public facilities (roads, bridges, municipal buildings, schools).
- b. Debris clean-up and removal.
- c. Temporary housing and other assistance for disaster victims and their families.
- d. Low-interest loans to help individuals and businesses with long-term rebuilding and mitigation measures.
- e. Restoration of public utilities.
- f. Crisis counseling and mental health.
- g. Disaster unemployment
- h. Planning and programs for long-term economic stabilization and community recovery.

### 4. Mitigation

Mitigation is any action(s) to prevent or lessen the effects of a disaster. Specific mitigation actions for the county and participating municipalities and special purpose districts are included in the Horry County All-Hazards Mitigation Plan. General mitigation actions include the following:

- a. Ongoing public education and outreach activities designed to reduce loss of life and destruction of property.
- b. Structural retrofitting to deter or lessen the impact of incidents and reduce loss of life, destruction of property, and impact on the environment.

- c. Code enforcement through such activities as zoning regulation, land management, and building codes.
- d. Flood insurance and the buy-out of properties subject to frequent flooding.

## J. Public Information

### 1. Public Information Officer

- a. In the event of an emergency or disaster, the Horry County Public Information Officer will closely monitor the situation, receive information from the EMD Director and disseminate timely written and verbal information to the public. The PIO will utilize all available media sources, to include radio, television, newspaper, the internet, and any other sources that are feasible.
- b. The PIO's primary purpose is to provide information to the general public regarding the disaster and how it impacts the community.

This information includes warning citizens of impending danger, the status of active disasters, pertinent information regarding evacuation, re-entry and recovery efforts.

- c. The Public Information Officer for Horry County is a member of the Executive Group and will be present for all executive level meetings during emergency or disaster operations.
- d. The Public Information operation will include the County PIO and will be supplemented with additional administrative staff. This additional staff will include PIO's from other county departments.
- e. The Horry County Public Information Plan details the management and processes of public information. This plan can be found in Section 6, Appendix 6-16 of the Horry County CEMP.

### 2. Coordination

- a. During an emergency or disaster, the Horry County PIO will be the official spokesperson for the county. To effectively accomplish this, a group of community partners have signed an MOU for the purpose of providing the public with crucial information during times of emergency. The PIO will coordinate with other PIOs representing various organizations, such as:
  - i. Local Municipality PIOs
  - ii. State and Federal Agency PIOs
  - iii. Volunteer Organizations PIOs
  - iv. Myrtle Beach Area Recovery Council PIOs

### 3. Joint Information Center (JIC)

- a. The Horry County JIC is located in the ML Brown Public Safety Building at 2560 Main Street, Conway, the same facility as the EOC.
- b. The County PIO will make the decision to activate the JIC based on the activation procedures listed in the Horry County Public Information Plan.

### 4. Media Procedures

The PIO will also be responsible for establishing a media work area in the Horry County Fire Rescue Training rooms located at the ML Brown Public Safety Building with the EOC and the JIC. The PIO will be responsible for escorting media members into the EOC and for arranging interviews with EOC Staff. The media will not be allowed in the EOC during briefings.

## K. Alert And Notification

### 1. Emergency Management Staff

- a. Emergency Management Staff, excluding the Administrative Assistant, is on call 24-7 and maintains several methods of communication for alert and notification. The primary communication method is a cell phone which includes email and texting capability. Back-up methods include home phone, 800 MHZ radio, and satellite phone.
- b. Local first-responders can request assistance by contacting the local warning point, Horry County E-911. The E-911 dispatcher will notify or alert the on-call EMD representative. The on-call EMD representative will then call the local Incident Commander for a report and additional information regarding their request for assistance.
- c. E-911 also has the ability and discretion to call the Administrator and/or the Assistant County Administrators for pre-determined situations according to each division.
- d. E-911 will notify or alert the on-call EMD representative for the following situations:
  - i. Transportation accidents involving numerous injuries and/or deaths.
  - ii. HazMat incidents.
  - iii. Search and rescue operations
  - iv. Events that require an evacuation.
  - v. Terrorist events or perceived terrorist events.
  - vi. Explosive Ordinance Disposal (EOD) incidents and bomb threats.
  - vii. Severe weather events resulting in damage to persons and/or property.
  - viii. Any incident which has the potential for generating a significant public interest.
  - ix. Any incident which could or has resulted in extensive loss of life and/or property.
- e. When called to an incident and additional resources are needed the on-call EMD representative is responsible for contacting coordinating agencies using the Horry County Alert Roster.

### 2. County Leaders & Stakeholders

- a. Whenever the emergency management department receives forecasts of severe weather that could have an adverse effect on government services or there is an incident that would garner public interest, the emergency management director may utilize three different email distributions lists for notification.
  - i. County Senior Staff Distribution List
  - ii. County Stakeholders Distribution List
  - iii. EOC Alert Roster Distribution List

### 3. State Warning Point

- a. SC state law requires all emergency management agencies to report specific events to the State Warning Point in Columbia, SC as they happen.
- b. The situations listed when E-911 alerts EMD Staff are the same as the state requirements for reporting.

- c. The primary method of notification for the State Warning Point is telephone. However, backup methods include 800 MHZ radio, LGR radio, and satellite radio or satellite phone.
- d. When notifying or alerting the State Warning Point, be prepared to give the following information regarding the situation:
  - i. Type of incident
  - ii. When the event occurred (Date and Time)
  - iii. Brief Description of what happened
  - iv. Location (Street Address, City, Cross Streets)
  - v. Number of injuries, deaths, missing (if known)
  - vi. Will there be an evacuation and if so, how many people will be evacuated?
- e. For weather related emergencies, be prepared answer the following questions:
  - i. Are there any roads blocked because of trees or power lines down?
  - ii. Has any major structural damage occurred because of the storm?
  - iii. Was a funnel cloud sighted? Any confirmed reports that it touched down?
  - iv. Are there any injuries or fatalities?
  - v. Are there any damages due to the flooding?

## L. Warning

The ability to warn the public of impending danger or orders of evacuation is a priority in any emergency operation.

There are many methods to communicate emergency messages to the general public, the business community and tourists. Official warnings can come from the local, state and federal government.

- 1. E-911 Communications Center
  - a. The county's 911 Center serves as the primary Warning Point for all incidents, including for those in the municipalities. The Center is located on the 2<sup>nd</sup> floor of the Horry County Technology Center, 103 Elm Street, SC.
  - b. If primary communications go down the back-up 911 center is located within the EOC at the ML Brown Public Safety Building, 2560 Main Street, Conway, SC.
- 2. Emergency Alert System (EAS)
  - a. The EAS is designed to provide immediate information to the public regarding emergency situations. The EAS is a joint effort with broadcasters, the National Weather Service and the emergency management community. The Horry County PIO and the EMD Staff are the county's representatives in this effort and is responsible for activating the system for county information. Detailed procedures can be found in the Horry County Public Information Plan.
  - b. The EAS can be utilized for the following emergency situations:
    - i. Severe weather related watches and warnings.
    - ii. Amber Alerts.
    - iii. Civil Emergency Messages (including nuclear facility situations).
    - iv. Immediate Evacuation.
    - v. Tests
- 3. National Alert Warning System (NAWS)
  - a. Severe weather statements are sent through NAWS. This capability is located in the E-911 Center.
- 4. Telecommunications Device for the Deaf (TDD)

- a. The Horry County Information line is for general government information; however, during emergencies where normal government operations are suspended, the Information Line is preempted with emergency related information. The TDD specific line is 843-915-5006. The Horry County PIO will make the decision to preempt the line with emergency related information.
  - b. The E-911 Center and the Backup E-911 Center are both equipped with TDD machines. TDD procedures are included in the departments SOPs.
5. Language Interpreters
- a. Horry County E-911 has a standing agreement with a language telephone service that is able to interpret over 175 languages. This service is available 24-7-365.
  - b. The Human Resources Department can call in bi-lingual Horry County staff to fill an interpretation role during an emergency or disaster.
6. Radio Amateur Civil Emergency Services (RACES)
- a. The local RACES group provides amateur radio communications between the county EOC, municipal EOCs, public shelters, local hospitals, the NWS office and the SEOC.
  - b. The RACES contacts are located in the EOC Alert Roster and are activated as specified in EOC Operations, section F of this plan.

#### M. Evacuation

1. Evacuation is the controlled movement and relocation of people and property due to a threat or actual occurrence of a natural or man-made disaster. Small-scale or localized evacuations may be handled using only local resources. Large-scale movements of people and property will require assistance from the state. Horry County EMD will be responsible for monitoring conditions that have the potential to require evacuation of any area of Horry County.
2. Specific evacuation procedures are in the Horry County Evacuation Plan. The evacuation process is also referenced in the appropriate hazard specific plans within Section 6 of the CEMP.

#### N. Request For Assistance

1. If local capabilities are exceeded, and a local emergency has been declared, a request for state, and/or federal assistance shall be presented to the SEOC. The Horry County Logistics Plan details the process to request and track resources utilized in disaster response and recovery operations.
2. ESF 7 Resource Support has the authority to request resources to aid in disaster response and recovery.
3. All needs must go through the process of being filled with local resources, resources for which contracts are in place, or donated resources before a request is made to the state. Once all local resources have been exhausted, ESF 7 will make the appropriate request to the State for resources.
4. There are many methods of resource requests that can be utilized. The primary method is the State WebEOC. All required information is included in the request board. If the system fails or is unavailable the following methods are acceptable:
  - a. Electronic mail.
  - b. Phone.
  - c. Fax.

5. Horry County EMD developed a MOA that provides guidance when local jurisdictions request resources from the county during times an emergency or disaster. This agreement is kept at the Emergency Management Office. The following municipalities have signed the MOA Requesting Resources for Disaster Response/Recovery by local Jurisdictions through Horry County Emergency Management:
  - a. Town of Aynor
  - b. City of Conway
  - c. Town of Loris
  - d. City of Myrtle Beach
  - e. City of North Myrtle
  - f. Town of Surfside Beach

## O. Damage Assessment

### 1. Initial Assessment

During the first few hours following the occurrence of a disaster, the EOC will be the focal point for the initial reports as provided by first responders, E-911 Dispatch, the local media, and the general public. The initial information allows the EOC to map, record and direct responses to critical areas. Critical information includes:

- a. Locations of injuries, deaths, damages;
- b. Types and extent of damages;
- c. Impact on people;
- d. Assistance needed.

### 2. Windshield Survey

- a. The Windshield Survey will be done by local first responders driving through all affected areas visually gathering data on the number of dwellings, businesses, public buildings and infrastructure that have been damaged or destroyed.
- b. The Horry County IT/GIS Department has developed an iPad application to assist the first responders in gathering the required data. This data is needed for ESF-23 Damage Assessment to determine if the county meets the threshold for Public Assistance Disaster Declaration.
- c. Horry County Government has a pre-existing contract for post-incident digital imagery flights to assess the extent of damage. This information can be turned around in about 20 hours after the flights.
- d. ESF-23 will use the windshield survey reports and flight imagery to identify the most critical areas of the county and plan their areas for the detailed survey.

### 3. Detailed Survey

- a. The Horry County Damage Assessment Team (DAT) will be on standby during the disaster and will report to the EOC for their assignments or go directly to pre-designated areas of the county. The damage assessment function is listed as Emergency Support Function (ESF) 23 and is located within the Planning Section of the EOC. Specific procedures are located in the DAT SOPs.
- b. The Detailed Survey is a walk-through assessment of the damaged areas. Depending on the degree of damage, this assessment can be performed on a local level or in conjunction with the State Assessment Team and FEMA.

#### 4. State and Federal Assessment Validation

If the area has received a federal declaration, as a part of the public assistance application process, state and federal damage assessment teams will want to identify and validate damage property and public infrastructure, define the scope of repairs, and determine repair or replacement costs.

### P. Emergency Proclamations and Powers

#### 1. Emergency Proclamation

- a. The Horry County Council is responsible for providing overall policy guidance. The County Council may enact local legislation to deal with emergency situations that require a legal solution. The County Council is also responsible for declaring a local “State of Emergency” in Horry County. The County Administrator will make a recommendation to the County Council when this should be considered and when it should be rescinded.
- b. A local “State of Emergency” proclamation is the legal method which authorizes extraordinary measures to meet emergency needs and/or solve disaster problems. A proclamation allows for the emergency use of resources, the bypassing of time consuming requirements such as hearings and the competitive bid process, and activates extraordinary measures as outlined in this plan.

A proclamation is usually a prerequisite for state assistance and made at the onset of a disaster to allow the local government to do as much as possible to help itself.

- c. Any proclamation issued has the force of law and supersedes any conflicting provision of law during the period of the declared emergency.
- d. In preparing a proclamation, a description of the event and the necessary emergency authorizations need to be documented. The South Carolina Emergency Management Division should be informed, and a news release made as soon as possible when an emergency proclamation is signed. This emergency proclamation shall terminate upon issuance of a proclamation or resolution declaring that an emergency no longer exists.
- e. The Horry County Council may, in their declaration of emergency, request a gubernatorial declaration and state and federal assistance per SCEMD guidelines.
- f. The Emergency Management Director ensures that all county government departments and municipalities are notified of the emergency proclamation and that the proclamation is published and recorded in accordance with SCEMD guidelines.

#### 2. Emergency Powers

In addition to any other emergency powers conferred upon the Horry County Administrator through the Horry County Council, he/she or the designee may:

- a. Suspend the provisions of any regulatory ordinance prescribing procedures for the conduct of county business, or the orders or regulations of any county department if compliance with the provisions of the statute, order or regulation would prevent, or substantially impede or delay action necessary to cope with the disaster or emergency.
- b. Use all the resources of the county government as reasonably necessary to cope with the disaster or emergency.
- c. Transfer personnel or alter the functions of county departments and offices or units of them for the purpose of performing or facilitating disaster or emergency services.

- d. Direct and compel the relocation of all or part of the population from any stricken or threatened area in the county if relocation is considered necessary for the preservation of life or for other disaster mitigation, response or recovery purposes.
- e. Prescribe routes, modes of transportation and destinations in connection with necessary relocation.
- f. Control ingress to and egress from a disaster or emergency area, the movement of persons within the area, and the occupancy of premises therein.
- g. Suspend or limit the sale, dispensing or transportation of alcoholic beverages, firearms, ammunition, explosives and combustibles.
- h. Make provisions for the availability and use of temporary emergency housing.
- i. Impose curfew upon all or any portion of the county thereby requiring all persons in such designated and restricted curfew areas to remove themselves from public property, streets, alleys, sidewalks, thoroughfares, and vehicle parking areas or other parking places.
- j. Allocate, ration or redistribute food, water, fuel, and other items deemed necessary.
- k. Contract, requisition and compensate for goods and services from private resources as needed.

## Q. Direction And Control

### 1. General

Once the EOC is activated, the Emergency Management Director, as authorized by the County Administrator, is responsible for the direction, control, and coordination of emergency management activities in Horry County. The execution of these operations will be conducted through the County EOC.

### 2. The Executive Group

The Executive Group provides executive level policies relating to the emergency response and promotes and enhances multi-jurisdictional coordination. The Executive Group sets the objectives and coordinates decisions and information directly with the Emergency Management Director or the EOC Manager. Other elected officials from local, state and federal government may join the Executive Group to facilitate information and coordination. EOC Staff members may periodically be requested to provide information to the Executive Group but should not join the group as a permanent member. The Executive Group is composed of the following:

- a. County Administrator
- b. Chairman of County Council
- c. Members of County Council
- d. Assistant County Administrators
- e. County Attorney
- f. County Public Information Officer (PIO)
- g. Emergency Management Director
- h. Municipal Liaison Officers

## R. Continuity Of Government (COG) / Continuity Of Operations (COOP) Plan

Horry County Government has a Continuity of Operations/Continuity of Government Plan that provides a framework in which Horry County, along with officials, departments, agencies and other entities have planned to perform their respective essential functions during a disruption, disaster or national emergency. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records and databases. This entire county plan is maintained in the Emergency Management Department; however, each department also maintains their own plan.

1. Succession of Authority

- a. Continuity of Government and direction of emergency functions are essential during emergency operations. The following two positions are considered critical and must be filled. In the event the primary individual is unavailable, the next person on the list will fill the position.
  - i. Director of the Executive Group
    - 1st. County Administrator
    - 2nd. Assistant County Administrators
    - 3rd. Emergency Management Director
  - ii. Emergency Operations Center Manager
    - 1st. Emergency Management Director
    - 2nd. Emergency Management Deputy Director
- b. Lines of succession for each department head are detailed within the Horry County Continuity of Operations/Continuity of Government (COOP/COG) Plan.

2. Preservation of Records

- a. All county departments will develop plans and procedures to guarantee the preservation of vital public records, to include their reconstitution if necessary, during and after emergencies.
- b. In general, vital public records include those:
  - i. Considered absolutely essential to the continued operation of county government;
  - ii. Required to protect the rights of individuals and the county; and,
  - iii. Essential to restoration of life support services.
- c. Specific vital records include: vital statistics, deeds, corporation papers, operational plans, planning records, resources data, authorities, personnel and payroll rosters, succession lists, supplies and equipment lists, laws, charters and financial records.
- d. Documentation of actions taken during an emergency or disaster is a legal requirement. All appointments and work assignments in an emergency situation shall be documented.
- e. Detailed preservation of records procedures are located within the Horry County Records and Retention Policy.

#### **IV. INTELLIGENCE AND INFORMATION SHARING**

On a day-to-day basis, local intelligence and information sharing is accomplished primarily through public safety agencies. However, during an incident or disaster, intelligence and information sharing expands and becomes multijurisdictional and multidisciplinary as it relates to response and recovery operations.

Intelligence and information sharing differs from information and planning in the EOC by function and definition. The Intelligence Coordinator position collects, evaluates and displays incident information to provide situational awareness for EOC staff and often times communicated to the public. The Intelligence Coordinator position identifies, develops, and provides timely, accurate, and actionable intelligence resulting from the intelligence cycle. This actionable intelligence is disseminated among emergency management program stakeholders for decision making and formulating policies/actions. Therefore, in the EOC environment, information and planning is a process. Intelligence and information sharing is the *result* of a process.

#### A. Integrated Regional Information Sharing System (iRISS)

1. Horry County has created a technological solution, providing a platform that enables decision makers the ability to see actionable or relevant information. The integrated Regional Information Sharing System (iRISS) is a situational awareness system with a platform functionality containing modules that expand to provide powerful decision making functionality, analysis and planning components.
2. iRISS Mobile is the base platform providing an informational overview component in the system, displaying real-time GIS-centric data to enhance situational awareness. The base platform provides multiple functional views. The modules within iRISS provide advanced tools to facilitate effective implementation of the intelligence cycle.

#### B. The Intelligence Cycle

1. Planning and Direction: Establish the intelligence and information requirements of emergency management program stakeholders.
  - a. The production and delivery of actionable intelligence in a disaster environment is a challenge because each incident brings unique circumstances and solutions. The information requirements, data availability, and emergency management stakeholder base are driven by the event.
  - b. Planning – The information exchange begins in the planning phase. Analysts use hazard software applications, local information, data sets, and web services to analyze historical data, statistics and trends, look at growth in evacuation zones, and resource allocation within the identified risks areas, etc. This allows future planning to address emergency response and recovery more efficiently and effectively.
2. Collection: Gather the raw data to produce the desired finished intelligence and information products.
  - a. The iRISS system collects data automatically from different sources. The Horry County E-911 Computer Aided Dispatch (CAD) and VizOps, the county’s damage assessment software. iRISS also collects authoritative data from multiple federal, state and local agencies and organizations through manual situation awareness data.
3. Processing and Exploitation: Convert the raw data into comprehensible information.
  - a. iRISS Command Central is the information development component of the iRISS system. It takes the iRISS Ops module to the next level by processing the incident information from the field and incorporating it with the authoritative data and information collected. The exploitation may be automated or interpreted visually by analysts within the Intelligence and Information Unit. The incident information can then be attributed with key pieces of information to add value for the decision and policy makers in the EOC.

- b. Analysts within the Intelligence and Information Unit will also process and develop geospatial and non-geospatial products. Post-disaster Lidar data, VizOps, infrastructure and utility assessments and debris fields will be sorted through to produce comprehensible information.
4. Analysis and Production: Integrate, evaluate, analyze, and prepare the processed information for inclusion in the finished product.
  - a. Analysts within the Intelligence and Information Unit utilize other software programs in conjunction with iRISS Analyze. The products of the programs below can be evaluated within the iRISS Analyze module or independently.
    - i. HurrEvac
    - ii. HAZUS
    - iii. SLOSH
    - iv. Coplink
    - v. SCEMD EMCOP

## **V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

### **A. Emergency Operations Organization**

1. This plan establishes the emergency management organization within the county. The emergency organization is comprised of program stakeholders and all departments, agencies, and organizations that have Emergency Support Function (ESF) and Recovery Support Function (RSF) responsibilities. Each is responsible for developing and maintaining emergency procedures in accordance with this plan. Specific responsibilities are outlined in separate annexes in the plan; however, each department is responsible for determining any implied obligations it may have.
2. ESFs represent groupings of departments, agencies and organizations with a similar function that would support the response activities that the community is likely to need in times of emergency or disaster. During emergencies, the Emergency Management Director will determine which ESFs need to be activated to meet the disaster response requirements.
3. The ESFs used in Horry County reflect the federal and state ESFs; however some local ESFs are utilized. The table of Emergency Support Functions contained in Attachment A reflects the corresponding state and federal ESFs and the local lead agency.
4. Five Recovery Support Functions (RSFs) have been developed to guide and support recovery activities during response and recovery operations. These RSFs will be able to interface with the federal RSFs in the event of a large or catastrophic disaster.
5. Short-term recovery operations and RSF Annexes are contained within the Horry County Short-Term Recovery Plan, Section 3 of the Horry County CEMP. This plan provides the county with a strategic, interdisciplinary plan for guidance and decision-making during the recovery phases of a disaster.
6. Although the ESF/RSF concept is utilized, Horry County also applies the principals of incident management by utilizing the ICS organizational structure and processes within the EOC. The EOC Organizational Chart, Attachment B, reflects the structure of the EOC and indicates the sections, ESFs and RSFs that support emergency operations. This structure is in compliance with the National Response Framework, National Disaster Recovery Framework and NIMS guidelines and principals.

## B. Roles And Responsibilities

Specific responsibilities for each ESF are included in the ESF Annexes. Specific responsibilities for each RSF are included in the RSF Annexes within the Short-Term Recovery Plan. Position specific functions can be found in department and position SOPs.

### 1. Executive Group

The Executive Group ensures the necessary direction and policy decisions in support of the response activities to save lives and protect property and recommends/instigates population protective actions. The Executive Group is comprised of the following:

- a. County Administrator
- b. Chairman of County Council
- c. Members of County Council
- d. Assistant County Administrators
- e. County Attorney
- f. County Public Information Officer (PIO)
- g. Emergency Management Director
- h. Municipal Liaison Officers

The Executive Groups responsibilities include:

- a. Promote and enhance multi-jurisdictional coordination.
- b. Develop policy and strategy.
- c. Disseminate policy guidance and direction through the EOC Manger.
- d. Provide interface to the media and public.
- e. Liaison with state and federal officials as required.
- f. Communicate the disaster declaration priorities to the state and federal delegation.

### 2. EOC Manager & Deputy Manager

The EOC Manager and Deputy Manger are responsible for the overall functioning of the EOC and coordinates with other emergency management planning levels and agencies. The Deputy Manager directly manages the Section Liaisons and the Manager serves as an advisor to the Executive Group on emergency operations.

They also provide direction and control necessary to conduct emergency operations and manage resources to respond to an emergency or disaster. Responsibilities include:

- a. Immediately notify the Administrator and Senior Staff of significant emergency situations that could affect the county.
- b. Use all methods to activate the EOC.
- c. Set priorities for response efforts in the affected area.
- d. Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that appropriate modifications occur as required.
- e. Ensure that inter-agency coordination is accomplished effectively within the EOC.
- f. Direct, in consultation with the PIO, appropriate emergency public information actions using the best methods for dissemination.
- g. Approve the issuance of press releases, and other public information materials as required.
- h. Liaise with elected officials.

- i. Develop and implement strategic decisions.

### 3. Public Information

The Public Information Officer, a member of the Executive Group, ensures that information support is provided on request; that information released is consistent, accurate, and timely; and appropriate information is provided to all required agencies and media. Responsibilities include:

- a. Coordinate the receipt of all calls from the media and the public concerning an emergency situation and respond with official information or relay calls to the EOC Manager and Deputy Manager.
- b. Prepare news releases.
- c. Conduct situation briefings for visitors, media, etc. as needed.
- d. Designate an on-scene information officer if applicable.
- e. Arrange interviews with key personnel, when requested by the media, EOC Manager, or the Executive Group.
- f. Consider activation of the JIC to further enhance the coordination of information during an emergency or disaster situation.

### 4. Operations Section

The Operations Section coordinates all tactical response elements applied to the disaster or emergency. The Operations Section Liaison is responsible for the management and coordination of all tactical operations of the incident. The Operations Liaison helps formulate and interprets strategy established by the EOC Manager, and implements it tactically according to the various ESFs within the Operations Section. The Operations Section consists of the following ESFs:

- a. ESF 1 Transportation
- b. ESF 3 Public Works and Engineering
- c. ESF 4 Firefighting
- d. ESF 8 Public Health
- e. ESF 9 Search and Rescue
- f. ESF 10 Hazardous Materials
- g. ESF 12 Energy
- h. ESF 13 Law Enforcement
- i. ESF 16 Evacuation Traffic Management
- j. ESF 17 Animal Emergency Response
- k. ESF 22 Air Operations
- l. E-911 Communications Center

### 5. Recovery/Planning Section

The Planning Sections manages incident-related information and intelligence, and guides the county during the short-term recovery phase of the disaster. This section ensures that damage assessment is completed and the information is compiled, assembled, and reported to the EOC Manager. The Planning Section also facilitates the Intelligence Cycle to distribute relevant, actionable and timely incident-related information and/or intelligence. The Planning Section Liaison conducts planning meetings and is responsible for producing a written EOC Action Plan. The Planning Section has two functional branches; Information Management Branch and the Short-term Recovery Branch. The Planning Section consists of the following ESFs and RSFs:

Short-term Recovery Branch

- a. RSF Temporary Housing

- b. RSF Post-Disaster Permits and Inspections
- c. RSF Natural and Cultural Resources
- d. RSF Human Services, IA, and DRCs
- e. RSF Community Redevelopment
- f. RSF Economic Restoration

6. Logistics Section

The Logistics Section ensures the acquisition, transportation, and mobilization of resources to support the response effort at the disaster site, the EOC, etc. This section provides guidance for procurement of all necessary personnel, supplies, and equipment for the EOC and field operations. The Logistics Section Liaison is responsible for providing and coordinating all support needs and maintaining proper documentation of all actions taken and all items procured. The Logistics Section consists of the following ESFs:

Logistics Services

- a. ESF 2 Information Technology and Communications
- b. ESF 6 Mass Care
- c. ESF 7 Resource Support
- d. ESF 11 Food and Agriculture
- e. ESF 18 Donated Goods and Services
- f. ESF 19 Military Support
- g. ESF 24 Business and Industry

7. Finance Section

The Finance Section is responsible for tracking, compiling projecting and reporting all incident costs, and providing guidance to the Executive Group of financial issues that may have an impact on incident operations and essential county government functions and services. Specific responsibilities are included in the Finance Annex.

8. County Departments General Responsibilities

Many County Departments have emergency-related functions in addition to their normal daily functions. Each department head is responsible for the development and maintenance of their respective CEMP SOPs and departmental procedures. Specifically, the following common responsibilities are assigned to each department listed in the CEMP and will be implemented by the department head:

Preparedness

- a. Prepare an emergency kit that contains everything needed for the EOC and keep current.
- b. Develop and maintain an emergency plan for the department.
- c. Develop written procedures and/or forms for in-field tracking of emergency expenses to meet the requirements of the Finance Department and FEMA.
- d. Create and maintain a department emergency call list for notification.
- e. Provide a list of employees with their appropriate assignment to Human Resources: EOC Staff, Non-Essential, Non-Operational, & Critical Staff
- f. Establish department and individual responsibilities and emergency tasks.
- g. Departments having shared responsibilities, as stated in the ESF Annexes, work together to complement each other and train together.

- h. Attend EOC training and other emergency specific training annually.
- i. Ensure new employees complete on-line NIMS training and EOC 101 training..
- j. Develop site-specific plans for department facilities as necessary.
- k. Review and update the departmental COOP/COG annually.
- l. Ensure applicable employee job descriptions reflect their emergency duties.
- m. Train staff to perform emergency duties/tasks as outlined in the CEMP or departmental plans and SOPs.
- n. Identify, categorize and inventory all available department resources.
- o. Develop procedures for mobilizing additional resources.
- p. Identify department administrative staff responsible for financial disaster documentation.
- q. Fill positions in the emergency organization as requested by the Emergency Management Director in accordance with the CEMP.

#### Response

- a. Upon receipt of an alert or warning, initiate notification actions to alert employees on assigned response duties.
- b. As appropriate:
  - i. Suspend or curtail normal business activities.
  - ii. Recall essential off-duty employees.
  - iii. Send non-critical employees home on standby.
  - iv. Secure and evacuate departmental facilities.
- c. As requested, augment the EOCs effort to warn the public through the use of vehicles equipped with public address systems, sirens, employees going door to door.
- d. Keep the EOC informed of field activities, and maintain events logs and communication with the EOC.
- e. Report damages and status of critical facilities to the EOC.
- f. If appropriate or requested, send a representative to the EOC.
- g. Department staff may be assigned by the EOC Manager to serve in an EOC function not otherwise assigned during normal operations.
- h. Coordinate with the EOC PIO before releasing information to the public or media.
- i. Be prepared to submit reports to the EOC detailing departmental emergency expenditures and obligations.
- j. Track all resources committed to disaster response and recovery.
- k. Ensure staff members, tasked to work in the EOC, are familiar with departmental operations and have the ability to coordinate and disseminate information between the EOC and the department.
- l. Coordinate with the EOC to establish protocols for interfacing with state and federal responders.
- m. Ensure that records are maintained upon the announcement of a “Watch” or following a major disaster. These records are normally comprised of time sheets, supplies and equipment, and include expenses over and above normal operating expenses that are directly related to an incident or when the “Watch” is announced.

- n. Ensure Position Logs or Activity Logs are initiated as a matter of record upon the announcement of a “Watch” or following a major disaster.

## VI. ADMINISTRATION, FINANCE AND LOGISTICS

### A. General

A large-scale emergency or disaster will place a tremendous demand on the resources of the county. The priorities for resources will be dynamic, based on the specific situation that the county is facing. The Horry County Logistics plan details the process that will be used to coordinate the proper management of resources in support of a disaster. The Logistics Plan is in Section 6 of the CEMP.

### B. Personnel

#### 1. County Staff

When the EOP is implemented, all county resources are available to respond to and facilitate recovery from a disaster. In the event of an emergency, personnel may be tasked to accomplish a mission outside of their normal area of responsibility. The Human Resources Department maintains the Human Resources Emergency Response Plan which contains the Staff Emergency Work Groups Roster. This roster contains employees that will be available to work in an assigned area to assist Horry County Government resume complete operational status. The roster includes the following work areas:

- a. EOC Staff - Pre-identified staff to work in the EOC during an emergency or disaster.
  - b. Critical Staff – Staff that would maintain their normal function during an emergency or disaster.
  - c. Non-Operational Staff – Employees that could be re-assigned to emergency operations during an emergency or disaster. Horry County Government is non-operational with the exception of the critically assigned employees.
  - d. Non-Essential Staff – Employees that could be re-assigned to emergency operations during an emergency or disaster. Horry County Government is operating under normal scheduled hours but the county is still in a state of emergency and re-assigned employees are still required.
2. If additional personnel resources are needed, they can be acquired through a variety of means, to include:
    - a. Mutual Aid Agreements with other counties or municipalities.
    - b. Statewide Mutual Aid Agreement
    - c. State resources through the SEOC
    - d. National Guard
    - e. Contractors
    - f. Volunteers
    - g. Emergency Management Assistance Compact (EMAC)

If additional personnel are brought to assist in managing the disaster, care must be given to ensuring that liability issues, pay issues and sustainment issues are properly addressed prior to their arrival. Emergency Mutual Aid Agreements are kept on file at the Emergency Management Department.

### C. Financial Accountability

1. Expenditures of county monies for emergency operations will be conducted in accordance with the county ordinances. In addition, state and federal monies may become available to assist in the disaster effort. Accounting for the expenditures of the federal, state and county monies will be subject to audits, both internally and externally.
2. Individual departments are responsible for collection, reporting and maintenance of records documenting disaster costs. The County Finance Director will provide specific documentation guidance to the Assistant County Administrators and Department Heads on an annual basis and upon EOC Activation.
3. Specific procedures for financial management and reporting during a disaster are contained in ESF 25.

## VII. PLAN DEVELOPMENT AND MAINTENANCE

### A. General

1. This plan is the principal source document concerning Horry County's emergency operations organization and activities. Section Liaisons have the responsibility for coordinating, developing, and maintaining portions of this plan that pertain to their ESF with the appropriate Branch Directors and Designated ESF Lead Departments (listed in Attachment A and referenced in the ESF Annexes). The Horry County Emergency Management Director will perform overall coordination and development guidance of the cycle of annual evaluation and plan revision.
2. The EOP is also updated periodically as required to incorporate new directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events.

### B. EMD Director

1. The Horry County Emergency Management Director will supervise and coordinate the efforts of all county departments responsible for plan updates and revisions. The Director will conduct After Action Reviews following each major disaster to make the plan operationally sound. As a minimum, this plan and all supplemental SOPs will be reviewed and updated annually.
2. To validate the plan and supporting SOPs, the EMD Director will ensure that local training exercises will be developed and executed biannually, and ensure participation in state-level training events. These exercises will include tabletop, functional and full-scale exercises.
3. Any revisions or material changed since the last edition of the EOP will be included as complete replacements to the last update as told in the accompanying Memorandum.

## VIII. AUTHORITIES AND REFERENCES

### C. Authorities

1. Federal
  - a. Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288, Title VI, as amended
  - b. Code of Federal Regulations (CFR), Title 44, as amended

- c. Presidential Executive Order 12148 – Federal Emergency Management
  - d. Superfund Amendments And Reauthorization Act (SARA), 1986
  - e. Radiological Emergency Planning and Preparedness Regulation – FEMA/44 CFR 351, Revised 1994
  - f. Homeland Security Presidential Directive – 3, Homeland Security Advisory System, March 2002
  - g. Homeland Security Presidential Directive/HSPD 5, Management of Domestic Incidents, February 2003
  - h. Homeland Security Presidential Directive/HSPD 7, Critical Infrastructure Identification, Prioritization, and Protection, December 2003
  - i. Homeland Security Act of 2002, Public Law 107-296
  - j. Homeland Security Presidential Directive/HSPD 8, National Preparedness, December 2003
  - k. Department of Homeland Security National Response Plan, December 2004
  - l. Homeland Security National Incident Management System, March 2004
2. State
    - a. South Carolina Constitution
    - b. South Carolina Code of Laws, 4-9-610 through 4-9-630
    - c. South Carolina Code of Laws, 6-11-1410 through 6-11-1450
    - d. South Carolina Code of Laws, 25-1-420 through 25-1-460
    - e. SC Regulation 58-1, Local Government Preparedness Standards, SC Code of Regulations
    - f. SC Regulation 58-101, State Government Preparedness Standards, SC Code of Regulations
    - g. Governor’s Executive Order 2005-12, June 2005
    - h. South Carolina Emergency Operations Plan, with current changes
3. Local
    - a. Horry County Code of Ordinances Section 2-26
    - b. Horry County Council Resolution R 75-05, June 2005
    - c. Horry County Council Resolution R 127-05, October 2005
    - d. Horry County Council Resolution R 163-07, October 2007

## B. Reference Documents

1. Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans, Version 2.0, November 2010
2. Comprehensive Preparedness Guide 502: Considerations for Fusion Center and Emergency Operation Center Coordination, May 2010
3. National Preparedness Goal, 2011
4. National Prevention Framework, 2012
5. National Response Framework, 2008

Section 2 – Response

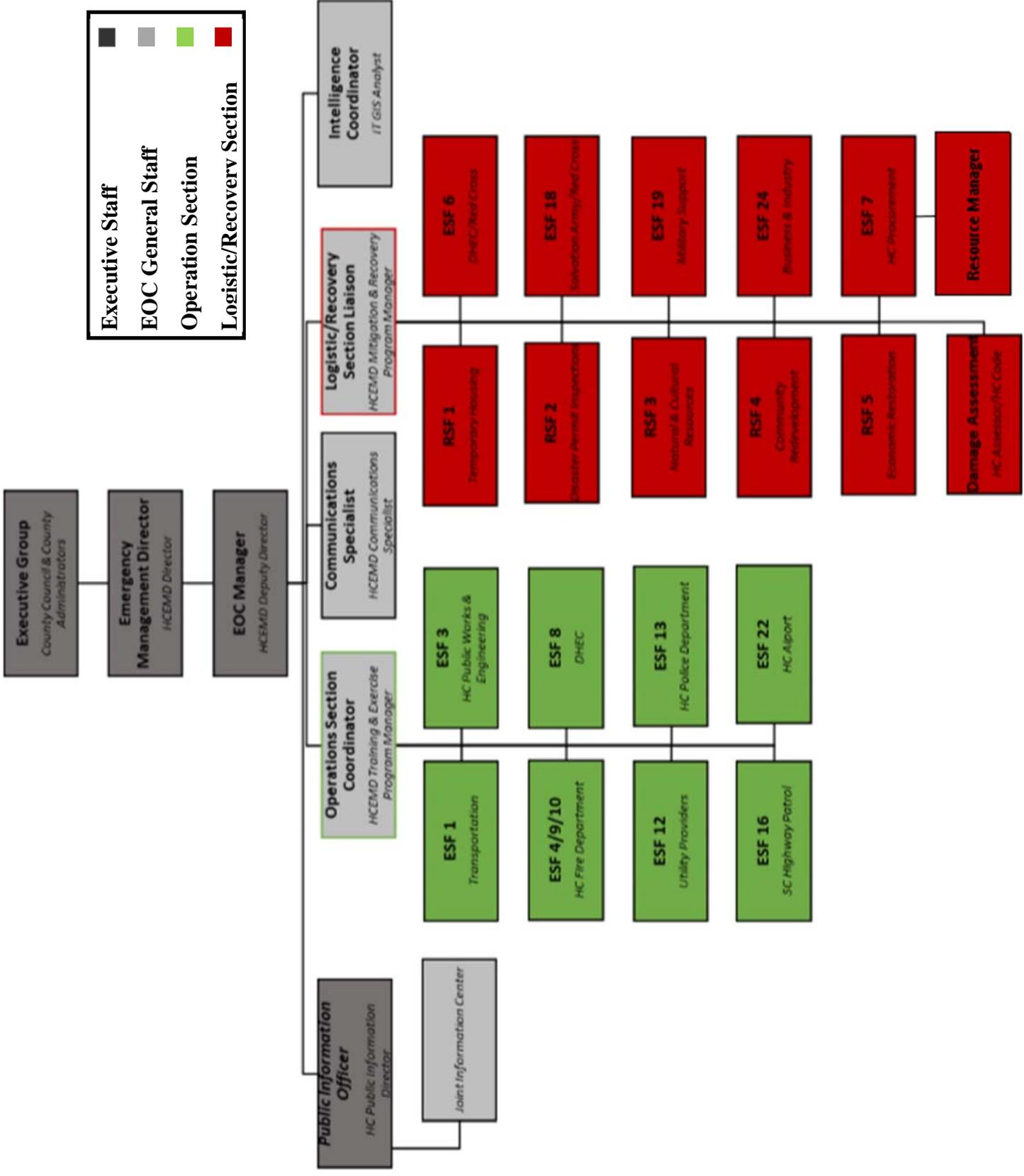
2-1 Emergency Operations Plan

6. National Incident Management System, March 2004
7. Federal Interagency Geospatial Concept of Operations, Version 2, July 2010
8. South Carolina Emergency Operations Plan, with current changes
9. South Carolina Hurricane Plan, with current changes
10. South Carolina Earthquake Plan, with current changes
11. South Carolina Radiological Response Plan, with current changes
12. South Carolina Emergency Recovery Plan, with current changes
13. South Carolina Logistics Plan, with current changes
14. South Carolina Mass Casualty Plan
15. South Carolina Catastrophic Plan
16. South Carolina Drought Response Plan

**ATTACHMENTS**

- A. Horry County Emergency Operation Center Organizational Chart
- B. Horry County ESF Correlation to State and Federal ESFs





**ATTACHMENT B**

**HORRY COUNTY ESF CORRELATION TO STATE AND FEDERAL ESFs**

<b>Federal ESFs</b>	<b>State ESFs</b>	<b>Horry County ESFs</b>	<b>Primary Agency or Horry County Department</b>
ESF 1-Transportation	ESF 1-Transportation	ESF 1-Transportation	Department of Airports
ESF 2-Communications	ESF 2-Communications	ESF 2-IT & Communications	IT/GIS Department
ESF 3-Public Works & Engineering	ESF 3-Public Works & Engineering	ESF 3-Public Works & Engineering	Engineering Department
ESF 4-Firefighting	ESF 4-Firefighting	ESF 4-Firefighting	Fire Rescue Department
ESF 5-Emergency Management	ESF 5-Information & Planning	ESF 5-Information & Planning	Planning & Zoning Department
ESF 6-Mass Care	ESF 6-Mass Care	ESF 6-Mass Care	SC Department of Social Services
ESF 7-Resource Support	ESF 7-Resource Support	ESF 7-Resource Support	Procurement Dept.
ESF 8-Health & Medical	ESF 8-Health & Medical	ESF 8-Health & Medical	Fire Rescue Department
ESF 9-Search & Rescue	ESF 9-Search & Rescue	ESF 9-Search & Rescue	Fire Rescue Department
ESF 10-Oil & HazMat	ESF 10-Hazardous Materials	ESF 10-Hazardous Materials	Fire Rescue Department
ESF 11-Agriculture & Natural Resources	ESF 11-Food Services	ESF 11-Food & Agriculture	SC Department of Health & Environmental Control
ESF 12-Energy	ESF 12-Energy	ESF 12-Energy	Engineering Department
ESF 13-Public Safety & Security	ESF 13-Law Enforcement	ESF 13-Law Enforcement	Police Department
ESF 14-Long-Term Community Recovery	ESF 14-Long-Term Community Recovery & Mitigation	ESF 14 – Not utilized. Refer to the Recovery & Mitigation Plan	N/A
ESF 15-External Affairs	ESF 15-Public Info.	ESF 15-Reserved	N/A
ESF 16-N/A	ESF 16-Emergency Traffic Management	ESF 16-Evacuation Traffic Management	Police Department
ESF 17-N/A	ESF 17-Animal & Agriculture Emergency	ESF 17-Animal Emergency Response	Animal Care Center
ESF 18-N/A	ESF 18-Donated Goods and Volunteer Services	ESF 18-Donated Goods and Volunteer Services	Salvation Army
ESF 19-N/A	ESF 19-Military Support	ESF 19-Military Support	TBD
ESF 22-N/A	ESF 22-N/A	ESF 22-Air Operations	Department of Airports
ESF 23-N/A	ESF 23-N/A	ESF 23-Damage Assessment	Assessors Office
ESF 24-N/A	ESF 24-Business & Industry	ESF 24-Business & Industry	Human Resources