

# Emergency Operations Plan



## Comprehensive Emergency Management Plan

### Section 2 - Response

June 2009

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## **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. 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 the largest county in South Carolina in land area measuring approximately 1,143 square miles. Horry County has a permanent population of approximately 238,000 with and is the fastest growing county in South Carolina. Within the sixty miles of beaches, the Myrtle Beach Area, also known as the Grand Strand receives more than 13 million visitors annually. Therefore it is not unusual for Horry County to have an additional 400,000 people at one time during the summer months. Throughout the United States South Carolina ranks high for the number of people older than the age of 60 moving into the state. Horry County is ranking among the top five regions in the Sate where retirees are locating. Approximately sixteen (16) percent of the county's total population was 65 years of age and older in 2005.

#### 2. Hazard Analysis Summary

Horry County is threatened by natural and technological hazards. The risks of many hazards were researched and reviewed against the potential impact that they may have upon Horry County and supporting critical infrastructure. The broad area of hazard research and review included but was 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 (hurricanes, floods and tornadoes). However 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. 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

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 ever-growing population and infrastructure expansion, the risk assessment and planning process for Horry County is a continuous

program. 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 over 31 miles of Atlantic coastline that make it susceptible 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. More detailed information can be found in the Horry County Hurricane Plan, Section 6 of the Horry County Comprehensive Emergency Management Plan.

b. Tornados

Horry County has been impacted by 35 tornados, 8 funnel clouds and waterspouts since 1950, resulting in 104 injuries and \$20.64 million in property damage. Most of those tornados 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

In Horry County, several variations of flood hazards occur due to the different effects of severe thunderstorms, hurricanes, seasonal rains and other weather-related conditions. According to the NCDC, Horry County has experienced 31 flood events since 1950. One of the most diverse was Hurricane Floyd, which brought three different floods to Horry County. During the storm, the intense rainfall could not drain away faster than it collected, flooding yards, parks, intersections, parking lots, building entrances and low lying areas. Over 1,700 homes were damaged and there was an estimated \$45 million in adverse economic impact to Horry County tourism and business dollars. Overall Horry County has had \$29.9 million in property damage and \$108 thousand in crop damage from flood occurrences in the last 57 years.

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. On September 18, 1994, thunderstorm winds downed trees and limbs near Waccamaw Pottery on Hwy. 501, along with several large signs (24' x 26') blown down, some shingles removed, 500 power outages reported and a mobile home that was heavily damaged. The damage is estimated at \$75,000. All together, thunderstorm winds and hail have been responsible for \$4.069 million in property damage, one death, and 8 injuries over the last 58 years.

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, January 2, 2002, brought between one to three inches of snow, accompanied by a half inch of sleet and freezing rain. There were numerous traffic accidents, 1500 in South Carolina alone, but no information on injuries. The freezing rain caused many trees and branches to snap, producing numerous power outages in the area. Over 25,000 customers in Horry, Georgetown, and Brunswick County were without power. The storm caused many schools and businesses to close January 3<sup>rd</sup> and 4<sup>th</sup>, resulting in 64,000 state workers to be off. In all Horry County has had one death and \$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. Over all lightning in Horry County has caused eight injuries, one death and \$446 thousand in damage.

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 17 to 18 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. The probability of future events is possible with a 5% in any given year.

i. Hazardous Materials

In 1995, Horry County has had 7 Toxic Release Inventory (TRI) facilities that reported 101 spills between the years of 1987 and 1996. Currently Horry County has reported 158 spills. The latest HazMat incident arose in the City of Conway. According to the *Horry Independent Newspaper*, city sanitation workers complained of eye irritation and respiratory problems caused from a substance dumped from a trashcan. The substance was identified as acid put on the curb by a homeowner. The substance was neutralized with soda ash and then taken to the Horry County Landfill for disposal. As of October 2005, there were 319 Tier II facilities reporting in Horry County. Of those reporting, 72 have Extremely Hazardous Substances (EHS); which are considered the most hazardous chemicals and are on the list of lists.

j. Extreme Heat

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. Since 1995 extreme heat in Horry County has cause one death and 15 injuries.

k. Wildfire

The most recent wildfire in Horry County occurred on April 22, 2009. 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. There is a distinct geographic burn pattern. 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. Horry County's burned 48,250 acres for an average of 12.8 acres.

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 Easter 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 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 to the Modified Mercalli Intensity Scale. Although Horry County has no real threat the epicenter of an earthquake, we are susceptible to the secondary effects of earthquakes in Charleston County.

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 297 reports of anthrax scares in Horry County as of September 11, 2001. The only anthrax call that was investigated was in the Town of Surfside Beach. According to the *Sun News*, on October 2001 the U.S. Post Office in Surfside Beach was closed on Tuesday morning after preliminary tests showed a worker may have been exposed to a form of anthrax that occurs through skin contact. Later that week it was found that the worker was not exposed to anthrax. Currently no nuclear power plants exist in Horry County and participating jurisdictions. However, the northeastern part of Horry County is within 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 melt down 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. A terrorism annex to the Horry County Emergency Management plan has been developed to address the county's response to this threat.

o. Cyber Terrorism

According to Tim Oliver, the Horry County Deputy Director of IT and GIS, Horry County's external website has been breached on a number of occasions, with varied effects from actual defacing of the web site, corruption of the server, to numerous attempts to change administrative passwords and denial of service viruses that cripple the server from functioning. Within the last three years the system has been breached between 25 to 30 times. The probability of another cyber strike in Horry County is likely.

## **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, 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 and enhance 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 people from the effects of the emergency; shelter and care for those evacuated; save animals.
  - b. Protect property:  
Save property from destruction; take action to prevent further loss; Provide security for property, especially in evacuated areas; Prevent contamination to the environment.
  - c. Restore the Community:  
Restore essential utilities; Restore community infrastructure; Restore the community's physical facilities both public and private; Help restore the economic basis of the community.

#### **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 are 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. According to NIMS the EOC is 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.
- b. 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.
- c. The ICS is intended to be flexible and should be tailored by the Emergency Management Director, Deputy 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.

<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. 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 Horry County Public Safety Director.
2. The Emergency Management Director will make a recommendation to the Administrator and/or the Public Safety Director regarding the activation/implementation of the EOP during emergencies. In the event the Administrator and/or Public Safety Director are not available; the Emergency Management 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.

**F. 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 in rooms A, B, C and D.
- b. In the event the primary EOC becomes untenable, the EOC will be relocated to the Horry County Government and Justice Center Training Rooms at 1301 Second Avenue, Conway, SC.

3. Activation Options

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

- a. **Limited Activation** will occur during small-scale events requiring minimal resources and personnel. During a Limited Activation, the EMD Director will determine which ESFs are needed and the hours of operation.
- b. **Partial Activation** is for larger events, but still not requiring full activation of the EOC. The EMD Director will determine which ESFs are needed and the hours of operation.
- c. **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. 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. Geo Call can 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.

5. EOC and the Incident Command Post (ICP) Interface

When the EOC is activated, 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.

6. Situation Reports (SITREP)

Everyday 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 and the Executive Group Planning Meetings at 09:00 and 19:30 each operational period.

- a. Each EOC position will complete their part of the ESF SITREP, providing a comprehensive and accurate report, and turn it into their respective ESF Coordinator for completion by 06:00 and 16:00. The ESF Coordinator will then provide the completed ESF SITREP to the appropriate Branch Director no later than 06:30 and 16:30.
- b. The Branch Directors will collaborate and complete their portion of the Section SITREP while coordinating with the Section Liaison. The Section Liaison gives the final Section SITREP to the Situation Analysis Unit Leader at 7:30 and 17:30.
- c. The Situation Analysis Unit Leader will generate the EOC SITREP and provide copies to the EOC Manager for approval at 08:30 and 18:30 in preparation of the Executive Group Planning Meetings.
- d. Once the SITREP has been reviewed and approved by the EOC Manager or Assistant Manager, the Situation Unit Leader will send the SITREP to the State Emergency Operations Center (SEOC) by 09:00 and 19:00 each operational period.

## 7. 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; 07:30, 12:30, and 17:30. 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.
- d. Action Planning briefings will also be held to meet the goals and objectives given by the Executive Group and in support of the EOC Action Plan. Specific meetings and their times can be found in the EOC Briefings SOP and in the ESF 5 Annex.

## 8. EOC Action Plan

- a. Action plans are an essential part of emergency management at all levels. Action planning is an effective management tool involving two essential items:
  - i. A process to identify objectives, priorities, and assignments related to emergency response or recovery actions
  - ii. Plans, which document the priorities, objectives, tasks, and personnel assignments, associated with meeting the objectives
- b. The primary focus of the EOC Action Plan should be county issues. The plan sets overall objectives for the county and may establish the priorities as determined by the Executive Group. The initial EOC Action Plan may be a verbal plan put together in the first hour after EOC activation. The EOC Manager in concert with the EMD Staff usually completes it. Once the EOC is fully activated, EOC Action Plans should be written.
- c. The EOC Action Plan may also include mission assignments to ESF's, agencies / departments, policy and cost constraints, inter-agency considerations, etc. The EOC Action Plan should generally cover the following elements:
  - i. Listing of objectives to be accomplished (should be measurable).
  - ii. Statement of current priorities related to objectives.
  - iii. Statement of strategy to achieve the objectives (identify if there is more than one way to accomplish the objective and which way is preferred).
  - iv. Assignments and actions necessary to implement the strategy.
  - v. Operational period designation - the time frame necessary to accomplish the actions.
  - vi. Organizational elements activated to support the assignments; also, later EOC Action Plans may list organizational elements that will be activated during or at the end of the response.
  - vii. Logistical or other technical support required.

## **G. FIELD OPERATIONS**

1. Small emergencies may be dealt with at the scene, without opening the EOC. All emergency situations will be managed utilizing the ICS, as described in the departmental SOPs.
2. In the event of a small-scale emergency, the Horry County Police Mobile Command Bus may be sent to the scene. If the mobile command unit is dispatched, it will serve as the Incident Command Post.
3. EMD Staff is available to respond to field operations as requested when the EOC is not activated. The EMD Staff will notify the State Warning Point of the emergency and logistically support on-scene operations as needed.
4. If the on-scene command is overwhelmed due to long operational periods and shortage of staff, EMD Staff will contact appropriate agencies or personnel with expertise and capability to carry out the Incident Action Plan (IAP) and staff ICS Command positions.

## **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. For more information regarding Preparedness please see the Preparedness section of the CEMP. 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.
- g. Annual Horry County Hurricane Preparedness Conference and Expo.
- h. Community Emergency Response Team (CERT) training and promotion.

## 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 and/or the Public Safety Director 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. 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.
- b. 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.
- c. 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.

- d. The Public Information Office will include the County PIO and will be supplemented with additional administrative staff. This additional staff will be from Horry County Fire Rescue and the Horry County Police Department, and the Horry County Department of Airports.
2. Coordination
- a. During an emergency or disaster, the Horry County PIO will be the official spokesperson for the county. To effectively accomplish this, 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. The Horry County Police Training Room is the designated area.
  - 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.

5. Special Needs Populations

The Horry County Public Information Office has a MOU with the SC School for the Deaf and Blind (SCSBD) and the Coastal Regional Outreach Center (CROC) that details special services and the exchange of updated information on an annual basis.

Within the MOU the PIO agrees to provide updated emergency information to the contact list of deaf and blind citizens in Horry County. The SCSDB Division of Outreach Services agrees to provide an American Sign Language interpreter to the EOC. A standing list of volunteer Spanish interpreters is kept in the Emergency Management Department.

## **K. ALERT AND NOTIFICATION**

1. Local

- a. All 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. Back-up methods include home phone, 800 MHZ radio, and satellite phone.
- b. Local responders can request assistance by contacting the local warning point, E-911. The E-911 dispatcher will then notify or alert the Emergency Management Director or the Deputy Director. EMD Staff will then call the local Incident Commander for a report and resource requests.

- c. E-911 also has the ability and discretion to call the Administrator and/or the Division Directors for pre-determined situations according to each division.
  - d. E-911 will notify or alert EMD Staff 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 (bomb calls).
    - vi. Severe weather events resulting in damage to persons and/or property.
    - vii. Any incident which has the potential for generating a significant public interest.
    - viii. 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 responder EMD Staff is responsible for contacting coordinating agencies using the Horry County Alert Roster.
2. 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 by calling 803-737-8500. However, backup methods include 800 MHZ radio, LGR radio or Satellite radio.
  - 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?
3. Alert and notification for the EOC is included in Section F, #4 EOC Activation.

## 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, #4 Conway, SC.
  - c. If the situation occurs where all 911 communications go down, Florence County E-911 has the ability to accept Horry County's 911 calls once transferred.
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 is the county's representative 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. Geo Call
  - a. Geo Call is a public safety notification system based on geographic boundaries using the county's geographical information system. The system uses a database of published and non-published numbers, for the purpose of providing public safety information.
  - b. Geo Call is not an immediate emergency notification system (not reverse 911). Once the request is made and approved through EMD, the set-up process takes 30 to 45 minutes which includes identifying the affected area, geocoding the information, developing a message and then activating the Geo Call system.
  - c. All Geo Call requests are processed through the EMD Department. The process and procedures are detailed in the Geo Call SOP.
5. 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.
6. 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 Emergency Management Department also maintains a list of Spanish interpreters that report to the EOC when activated.
7. Radio Amateur Civil Emergency Services (RACES)
- a. The local RACES group provides amateur radio communications between the EOC, 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 used in a disaster.
2. The Equipment/Supplies Coordinator (AKA Horry County Procurement) in 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, donated resources before a request is made to the state. Once all local resources have been exhausted, the Equipment/Supplies Coordinator shall request State resources.
4. There are many methods of resource requests that can be utilized. The primary method is WebEOC using the Resource Manager function. WebEOC Resource Manager will also be used to request resources from other counties. 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 the guidance when local jurisdictions request resources from the county during times of crisis. This agreement is kept at the Emergency Management Office. The following municipalities have signed an MOA for 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 damage reports as provided by first responders, E-911 Dispatch, the local media, and the general public. These initial reports form the basis for the county's requests for assistance from the state and federal government. 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. Planned Local Assessments**

- 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 or the. 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 Horry DAT will perform two different assessments: Windshield Assessment and Detailed Assessment.
- c. The Windshield Assessment will be done by teams driving through all affected areas visually gathering data on the number of dwellings, businesses, public buildings and infrastructure that have been damaged or destroyed. This assessment will give the county a better idea of the estimated cost of damage to report to the state and FEMA.
- d. 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.

- e. Horry County Government has a pre-existing contract for post-event flights with digital imagery to assess the extent of damage. This information can be turned around in about 20 hours after the flights.
3. 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 “State of Emergency” exists 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 emergencies 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 par 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 County Administrator, or his designee, through the Emergency Management Director, is responsible for the direction, control, and coordination of emergency management activities in Horry County. The execution of these operations will be conducted out of 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 for the EOC Action Plan 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. County Division Directors
- e. County Attorney
- f. County Public Information Officer (PIO)
- g. Emergency Management Director
- h. Municipal Liaison Officers

## **R. CONTINUITY OF GOVERNMENT (COG)**

### 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 is pre-delegated to fill the position.
  - i. Director of the Executive Group
    - 1st. County Administrator
    - 2nd. Public Safety Division Director
    - 3rd. Infrastructure & Regulation Division Director
    - 4th. Administration Division Director
  - ii. Emergency Operations Center Manager
    - 1st. Emergency Management Director
    - 2nd. Emergency Management Deputy Director
    - 3rd. Natural Hazards Emergency Planner
    - 4th. WMD/HazMat Emergency Planner
- b. Lines of succession to each department head will be determined by the departments' SOPs.

### 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.

## **S. CONTINUITY OF OPERATIONS PLAN (COOP)**

COOP is an effort within individual departments to ensure the continued performance of minimum essential functions during a wide range of potential emergencies. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records and databases. Horry County Emergency Management is currently developing the planning process for a COOP for county operations and is expected to be published February 2010.

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

##### **A. EMERGENCY MANAGEMENT ORGANIZATION**

1. This plan establishes the emergency management organization within the county. The emergency organization is comprised of all departments, agencies, and organizations that have Emergency Support Function (ESF) 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 types of assistance activities that the community is likely to need in times of emergency or disaster. During emergencies, the Emergency Management Director will determine which ESFs are needed to meet the disaster response.
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 EOP Attachment A reflects the corresponding state and federal ESFs and the local lead agency.
4. Although the ESF concept is used, Horry County also applies the principals of incident management by utilizing the ICS organizational structure within the EOC.
5. The EOC Organizational Chart, EOP Attachment B, reflects the structure of the EOC and indicates the sections and ESFs that support emergency operations. This structure is in compliance with the NRF and NIMS guidelines and principals.

##### **B. ROLES AND RESPONSIBILITIES**

Specific responsibilities for each ESF are included in the ESF Annexes. 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 actions 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. County Division Directors
- 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. Sets the EOC Action Plan goals and objectives.

2. EOC Manager & Assistant Manager

The EOC Manager and Assistant Manger are responsible for the overall functioning of the EOC, coordinates with other emergency management planning levels and agencies, and serves as an advisor to the Executive Group on emergency operations. They also provide direction and control necessary to conduct emergency operations and manager resources to respond the effects of 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. Development and implementation of 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 medial and the public concerning an emergency situation and respond with official information or relay calls to the EOC staff, or the EOC Manager.
- b. Prepare news releases.
- c. Conduct situation briefings for visitors, media, etc.
- d. Designate an on-scene information officer.
- e. Arrange interviews with key personnel, when requested by the media, EOC Manger, 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 has two functional branches; Emergency Operations Branch and the Service Operations Branch. The Operations Section consists of the following ESFs:

##### Emergency Operations Branch

- a. ESF 4 Firefighting
- b. ESF 9 Search and Rescue
- c. ESF 10 Hazardous Materials
- d. ESF 13 Law Enforcement
- e. ESF 16 Evacuation Traffic Management
- f. ESF 17 Animal Emergency Response
- g. E-911 Communications Center

##### Service Operations Branch

- a. ESF 1 Transportation
- b. ESF 3 Public Works and Engineering
- c. ESF 12 Energy
- d. ESF 22 Air Operations

#### 5. Planning Section

The Planning Sections primary responsibility is to collect, evaluate, display, and disseminate incident information. They provide anticipatory appraisals and develop plans necessary to cope with changing field events. The Planning Section also ensures that damage assessment is completed and the information is compiled, assembled, and reported to the EOC Manager. This section also coordinates information with the business and insurance industries regarding the emergency or disaster. The Planning Section Liaison conducts planning meetings and is responsible for producing a written EOC Action Plan. The Planning Section consists of the following ESFs:

- a. ESF 5 Information and Planning
- b. ESF 23 Damage Assessment
- c. ESF 24 Business and Industry

#### 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 support 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. There are two functional branches in the Logistics Section; Logistics Services and Logistics Support. The Logistics Section consists of the following ESFs:

##### Logistics Services

- a. ESF 6 Mass Care
- b. ESF 8 Public Health

- c. ESF 11 Food and Agriculture
- d. ESF 18 Donated Goods and Services

Logistics Support

- a. ESF 2 Information Technology and Communications
- b. ESF 7 Resource Support
- c. ESF 19 Military Support

7. Finance Section

The Finance Section is responsible for tracking all incident costs, providing related administrative functions and providing guidance to the Executive Group of financial issues that may have an impact on incident operations.

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.
- 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 Orientation, ESF and Section Training annually.
- i. Ensure new employees complete on-line NIMS training.
- j. Develop site-specific plans for department facilities as necessary.
- k. Provide for the protection of departmental records.
- 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. 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 Heads 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. Ensure staff members, tasked to work in the EOC, have the authority to commit resources and set procedures
- k. Coordinate with the EOC to establish protocols for interfacing with state and federal responders.
- l. 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.
- m. Ensure Position Logs or Activity Logs are initiated as a matter of record upon the announcement of a “Watch” or following a major disaster.

## **V. 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. Human Resources maintain 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. Citizens Emergency Response Teams (CERT)
  - h. All-Hazards Incident Management Teams
  - i. 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. All 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 EMD Director and the County Internal Auditor will provide specific documentation guidance to Division Directors and Department Heads on an annual basis and upon EOC Activation.

## **VI. PLAN DEVELOPMENT AND MAINTENANCE**

## **A. GENERAL**

1. This plan is the principal source document concerning Horry County's emergency management 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 EOP Attachment A and referenced in the ESF Annexes). The Horry County Emergency Management Director or Deputy 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 participation in state-level training events on-going. 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.

## **VII. AUTHORITIES AND REFERENCES**

### **A. 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, June 2005
  - d. Horry County Council Resolution R 163-07, October 2007

## **B. REFERENCE DOCUMENTS**

- 1. FEMA Producing Emergency Plans, A Guide for All-Hazard Emergency Operations Planning for State, Territorial, Local, and Tribal Governments, August 2008
- 2. National Response Framework, 2008
- 3. National Incident Management System, March 2004
- 4. South Carolina Emergency Operations Plan, with current changes
- 5. South Carolina Hurricane Plan, with current changes
- 6. South Carolina Earthquake Plan, with current changes
- 7. South Carolina Radiological Response Plan, with current changes
- 8. South Carolina Emergency Recovery Plan, with current changes
- 9. South Carolina Emergency Management Division COBRA Response Team Standard Operating Procedures



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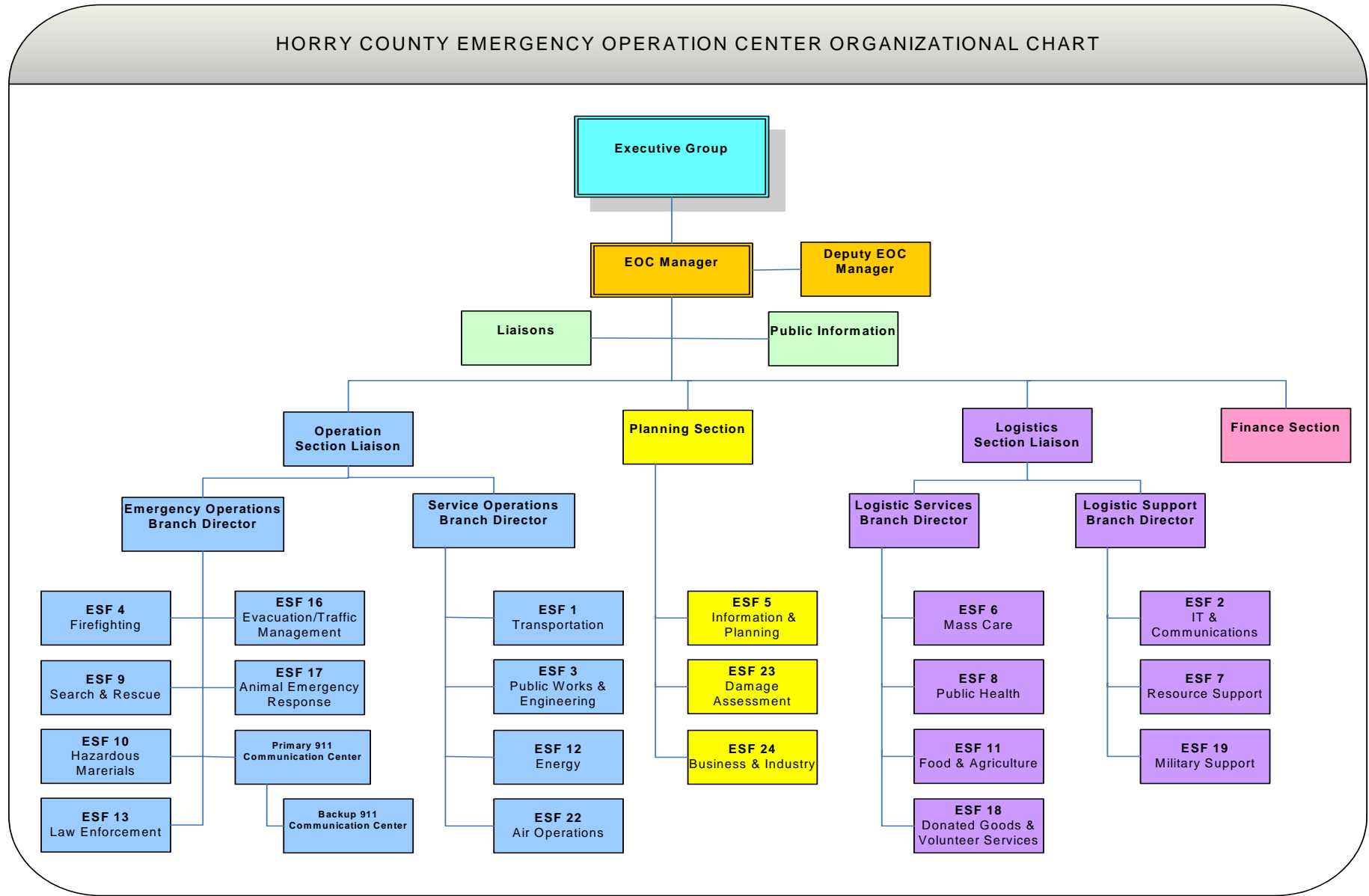
**EOP ATTACHMENT A  
HORRY COUNTY ESF CORRELATION TO STATE AND FEDERAL ESFs**

<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	American Red Cross
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	Regional USAR Team
ESF 10-Oil & HazMat	ESF 10-Hazardous Materials	ESF 10-Hazardous Materials	Regional COBRA Team
ESF 11-Agriculture & Natural Resources	ESF 11-Food Services	ESF 11-Food & Agriculture	TBD
ESF 12-Energy	ESF 12-Energy	ESF 12-Energy	TBD
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	TBD
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	Police Department
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

*Note: ESF 20 & 21 are reserved for future use by Horry County and the State. ESF 15 is reserved in Horry County because this function is included in the Executive Group. TBD lead agencies will be determined once that ESF is activated. Most TBD positions will be staffed with state or federal representatives.*

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**EOP ATTACHMENT B**



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**EOP ATTACHMENT C**  
**ACRONYMS AND ABBREVIATIONS**

ARES	Amateur Radio Emergency Services
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CEMP	Comprehensive Emergency Management Plan
CERTIFIED MAIL	Citizens Emergency Response Team
COBRA	<u>C</u> hemical, <u>O</u> rdinance, <u>B</u> iological, <u>R</u> adiological
COG	Continuity of Government
COOP	Continuity of Operations Plan
CP	Command Post
DAT	Damage Assessment Team
DHEC	Department of Health and Environmental Control (state)
DHS	Department of Homeland Security (federal)
DSS	Department of Social Services (state)
DFO	Disaster Field Office (federal)
DOT	Department of Transportation (state)
DNR	Department of Natural Resources (state)
DRC	Disaster Recovery Center
DTN	Data Transmission Network
E-911	Emergency 911
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Department
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation (federal)
FEMA	Federal Emergency Management Agency (federal)
FEOC	Forward Emergency Operations Center
FOSOP	Field Operations Standard Operating Procedures
HazMat	Hazardous Materials
HEIC	Hospital Emergency Incident Command system
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MOA	Memorandum of Understanding
NAWAS	National Warning System
NCDC	National Climactic Data Center
NG	National Guard (state)
NHC	National Hurricane Center
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
ODP	Office of Domestic Preparedness (federal/DHS)
OPCON	Operating Condition
OTAG	Office of the Adjutant General (state)
PPE	Personal Protective Equipment

PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
SCEOP	South Carolina Emergency Operations Plan
SCEMD	South Carolina Emergency Management Division
SCHP	South Carolina Highway Patrol
SEOC	State Emergency Operations Center
SLED	State Law Enforcement Division
SNS	Strategic National Stockpile
SOP	Standard Operating Procedures
TDD	Telecommunications Device for the Deaf
TRI	Toxic Release Inventory
USACE	US Army Corp of Engineers (federal)
USAR	Urban Search and Rescue
WMD	Weapon(s) of Mass Destruction

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