# COASTAL CAROLINA
# U N I V E R S I T Y ®

# EMERGENCY OPERATIONS FRAMEWORK

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## RECORD OF DISTRIBUTION

The Coastal Carolina University Emergency Operations Framework (EOF) is digitally published in its entirety on the common internal drive of the University. The EOF Basic Plan is also published at the following website:

https://www.coastal.edu/emergency/
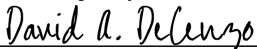
## LETTER OF PROMULGATION

The Coastal Carolina University Emergency Operations Framework is hereby approved and promulgated. As such, this framework is henceforth University practice and shall be observed by all University students, faculty, staff and all other affiliated members of the University community.

This framework establishes a comprehensive, all-hazards approach to the mobilization of resources and the coordination of actions that will be undertaken before, during and after a large-scale emergency or disaster that could impact the campus or region. As part of this strategy, the framework:

- Identifies authorities and assigns responsibilities for planning, response and recovery activities.
- Identifies the scope of potential hazards that provide the foundation for emergency planning.
- Establishes the emergency management organizational structure and processes that will manage response and recovery efforts.
- Identifies Coastal Carolina University departments tasked with specific responsibilities for carrying out operations defined within the annexes of this framework.
- Identifies other jurisdictions and agencies with whom planning and emergency response activities should be coordinated.
- Outlines the process of disseminating emergency information and instructions to the University community.

This publication, dated July 2019, supersedes all previous frameworks. This framework is a dynamic document and as such must be maintained on a regular schedule, which is detailed in the Maintenance section. I delegate authority to Carissa Medeiros, emergency management director, to make specific modifications to the framework without my signature.

The Coastal Carolina University Emergency Operations Framework is effective upon receipt and will be activated and implemented by the president. In the event the president is not available, the Public Safety director or emergency management director may order the activation and implantation of this framework.

DocuSigned by:

*David A. DeCenzo*          President

CDCD7090E61141B...President

June 24, 2019

Date

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## I.   INTRODUCTION

The Emergency Operations Framework (EOF) is a guide to how Coastal Carolina University responds to all types of large-scale emergencies and disasters. It should **not** be construed as a policy, plan or procedure that would subject the institution to strict liability. Pursuant to South Carolina law, Coastal Carolina University, a governmental entity, is not liable for a loss resulting from emergency management activities or the exercise of discretion or judgement by the governmental entity or employee, or the performance or failure to perform any act or service which is in the discretion or judgement of the governmental entity or employee.

The EOF is a key component of the University's comprehensive emergency management program and is a critical step in ensuring the safety of students, faculty, staff and visitors, as well as the resilience of the institution as a whole. The framework contains sections that describe in general how the University will prepare for, respond to and recover from large-scale emergencies and disasters; develops the emergency management organizational structure; and assigns roles and responsibilities for key positions.

The CCU Strategic Plan 2016-2021 provides a blueprint for the strategic enhancement of Coastal Carolina University. Goal 2.2 "Create a health- and safety-conscious living learning environment" demonstrates the University's commitment to creating a resilient community posture – a state of mind that is achieved from the top down to ensure our mission is continued, regardless of conditions.

## II.   PURPOSE, SCOPE, SITUATION AND PLANNING ASSUMPTIONS

### A.  Purpose

The Emergency Operations Framework serves as a guide for the Executive Group, Emergency Management Team (EMT) and Emergency Operations Center (EOC) staff to manage large-scale emergencies or disasters in order to save lives, protect property and ensure continued support of our students. This framework establishes a comprehensive, all-hazards approach to the integration and coordination of actions that will be undertaken before, during and after a large-scale emergency or disaster.

### B.  Scope

This framework addresses all aspects of the preparation for, response to and recovery from large-scale emergencies and disasters that may impact the students, faculty, staff and visitors to main campus, surrounding facilities, and satellite locations (see Page 2, Section C). This framework will be activated in advance of an imminent/legitimate threat; when the University is provided advance notice of a large-scale or complex incident, potential or actual, that may disrupt the overall operations of the University; or in response to a large-scale emergency or disaster that is occurring or has occurred.

The EOF identifies the various natural, technological, and man-made threats and hazards facing the University and describes how the University will coordinate resources to support efforts through preparedness, response and recovery. This framework is applicable to all CCU departments, contract personnel and vendors that may be requested to provide assistance or conduct operations in the context of actual or potential emergencies or disasters on campus. It references applicable University policies and describes strategies and general concept of operations that may be used to manage the emergency or disaster from its onset through the recovery phase.

This framework complies with the principles of the Department of Homeland Security (DHS) National Management System (NIMS) and the Incident Command System (ICS). It is intended to seamlessly work in conjunction with state and local emergency operations plans.

### C. Situation

Coastal Carolina University is vulnerable to a full spectrum of threats and hazards including natural, technological/accidental, and adversarial/human caused. CCU has an obligation to protect and provide for the safety and security of students, faculty, staff and visitors while on campus or while participating in University-related activities. The Emergency Operations Framework addresses these obligations and is organized in a manner that encompasses emergency preparedness, response and recovery actions.

The University comprises 115 main buildings on 621 acres in four distinct areas on campus: main campus, east campus (Atlantic Center on U.S. 501), University Place and the General James Hackler Golf Course. The University also provides academic instruction in Georgetown County at the Litchfield location and on Front Street in the City of Georgetown. A 1,105-acre tract that includes a portion of Waties Island provides a natural laboratory for extensive study in marine science and wetlands biology on an Atlantic coast barrier island.

1. Population

   The total enrollment in Fall 2018 was 10,641 students; more than 4,200 students live on campus in one of CCU's residential communities. As seen in Table 2.1, the CCU student body is made up of 51 percent S.C. residents and 49 percent of out-of-state and international students. CCU employs more than 1,200 faculty and staff and maintains a student to faculty ratio of 16:1.

| Table 2.1: CCU Student Demographics | | | | | | |
|---|---|---|---|---|---|---|
| **Class** | **Full-Time** | **Part-Time** | **Total** | **Ethnicity** | **Total** | **Percent** |
| Freshman | 2,765 | 44 | 2,809 | Hispanic | 518 | 4.9% |
| Sophomore | 2,189 | 67 | 2,256 | | | |
| Junior | 1,964 | 98 | 2,062 | **Race** | | |
| Senior | 1,996 | 351 | 2,347 | American Indian | 31 | 0.3% |
| Non-Degree Seeking | | | | Asian | 96 | 0.9% |
| -Undergraduate | 27 | 416 | 443 | Black/African Am. | 2,006 | 18.90% |
| -Graduate | 0 | 152 | 152 | Pacific Islander | 11 | 0.1% |
| Graduate | 194 | 378 | 572 | White | 7,146 | 67.2% |
| | | | | Two or More Races | 479 | 4.5% |
| **Gender** | | | | Nonresident Alien | 155 | 1.5% |
| Men | 4,227 | 593 | 4,820 | No Report | 199 | 1.9% |
| Women | 4,908 | 913 | 5,821 | **Total** | 10,641 | |
| **Total** | 9,135 | 1,506 | 10,641 | | | |
| **Residence** | **Number** | **Percent** | | **Age** | **Number** | **Percent** |
| Dillon County | 41 | 0.4% | | 17 and under | 259 | 2.4% |
| Georgetown County | 304 | 2.9% | | 18 | 1,620 | 15.2% |
| Horry County | 2,254 | 21.2% | | 19 | 2,062 | 19.4% |
| Marion County | 75 | 0.7% | | 20 | 1,828 | 17.2% |
| Williamsburg County | 59 | 0.6% | | 21 | 1,771 | 16.6% |
| **Total 5-County** | 2,733 | 25.7% | | 22-25 | 2,115 | 19.9% |
| | | | | 26-29 | 387 | 3.6% |
| Other S.C. | 2,661 | 25.0% | | 30-39 | 309 | 2.9% |
| **Total S.C.** | 5,394 | 50.7% | | 40-49 | 165 | 1.6% |
| | | | | 50-59 | 74 | 0.7% |
| Other States | 5,016 | 47.1% | | 60+ | 51 | 0.5% |
| Foreign Countries | 231 | 2.2% | | No Report | 0 | 0.00% |
| No Report | 0 | 0.00% | | | | |
| **Total** | 10,641 | 100.00% | | **Total** | 10,641 | 100.00% |

*Source: CCU Undergraduate and Graduate Demographic Report Fall 2018*

   Individuals with disabilities needs are important members of the campus community. The University has programs in place to ensure access, support and accommodations for students with disabilities. Accessibility and Disability Services (ADS) coordinates and implements appropriate accommodations and provides resources and services as they relate to academics, University housing, dining and campus activities in accordance with the American Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. In collaboration with campus partners, ADS can access University Housing and classroom locations for students identified with ADS. The ADS Director

is a member of the CCU Emergency Management Team and also serves as a liaison in the Emergency Operations Center (EOC). For more information on access and functional needs or emergency management accommodations, refer to the appropriate function and hazard annexes of this framework.

The LIFE program is a four-year, tuition-based, post-secondary education and transition program for young adults who have mild to moderate intellectual and/or developmental disabilities as defined by American Association on Intellectual and Developmental Disabilities (AAIDD). LIFE program staff and mentors facilitate and support each student's full integration within the campus community, both academically and socially, by utilizing natural campus and peer supports, for academic and social mentoring. The LIFE program enrolls 10-12 students each academic year.

2. Threat and Hazard Identification and Risk Assessment (THIRA) Summary
South Carolina and Horry County are vulnerable to a wide range of natural hazards such as hurricanes, flooding, winter storms and tornadoes. They are also vulnerable to manmade hazards, including hazardous materials incidents and active shooters. These hazards threaten the life and safety of individuals who visit, work and study on CCU's campuses. Additionally, these hazards have the potential to damage or destroy University facilities and infrastructure, as well as disrupt daily operations.

The Coastal Carolina University All-Hazards Mitigation Plan was adopted by the CCU Board of Trustees Feb. 24, 2017, and approved by FEMA on March 14, 2017. The plan assesses the full spectrum of threats and hazards, including natural, technological/accidental, and adversarial/human caused and provides an assessment of the University's critical facilities. As a part of the planning process, a Threat and Hazard Identification and Risk Assessment was performed. The Risk Assessment is presented in three sections: Section 4: *Hazard Identification*; Section 5: *Hazard Profiles*; and Section 6: *Vulnerability Assessment*. Together, these sections serve to identify, analyze and assess hazards that pose a threat to the CCU campus. The Risk Assessment also attempts to define any hazard risks that may uniquely or exclusively affect specific areas or critical buildings on the CCU campus.

The Risk Assessment begins by identifying hazards that threaten the CCU campus. The identification process is completed given the geographic location of the campus. Next, detailed profiles are established for each hazard, building on available historical data from past hazard occurrences, spatial extent and probability of future occurrence. This section culminates in a hazard risk ranking based on conclusions regarding the frequency of occurrence, spatial extent and potential impact highlighted in each of the hazard profiles. In the vulnerability assessment, FEMA's HAZUS$^{®MH}$ loss estimation methodology is used to evaluate known hazard risks by their relative long-term cost in expected damages.

The conclusions drawn from the qualitative hazard identification and analysis, including the Priority Risk Index results and input from the CCU All Hazards Mitigation Planning Team, resulted in the classification of hazard risk according to three categories for CCU: *High Risk*, *Moderate Risk* and *Low Risk* (Table 2.2). It should be noted that although some hazards are classified as posing low risk, their occurrence of varying or unprecedented magnitudes is still possible in some cases and will continue to be reevaluated during future updates of the Mitigation Plan. For more information, please refer to the CCU All-Hazards Mitigation Plan.

In essence, the information generated through the risk assessment serves a critical function as the University seeks to determine the most appropriate mitigation actions to pursue and implement,

enabling it to prioritize and focus its efforts on those hazards of greatest concern and those structures or planning areas facing the greatest risk(s).

| Table 2.2: Conclusion on Hazard Risk for CCU | | |
|---|---|---|
| **Risk Classification** | **CCU Main Campus** | **CCU Georgetown Campus** |
| **HIGH RISK** | Active Shooter/Armed Aggressor<br>Infectious Disease Outbreak<br>Hurricane/Tropical Storm<br>Flood<br>Cyberattack<br>Tornado<br>Severe Thunderstorm | Flood<br>Hurricane/Tropical Storm<br>Fire<br>Cyberattack<br>Hazardous Materials Incident |
| **MODERATE RISK** | Fire<br>Extreme Heat/Heat Wave<br>Hazardous Materials Incident<br>Utility Failure (Power/Water)<br>Bomb Threat/Explosion<br>Severe Winter Storm | Tornado<br>Severe Thunderstorm<br>Earthquake<br>Utility Failure (Power/Water)<br>Bomb Threat/Explosion<br>Severe Winter Storm |
| **LOW RISK** | Earthquake<br>Chem/Bio/Rad Attack<br>Civil Unrest<br>Airplane Crash | Chem/Bio/Rad Attack<br>Infectious Disease Outbreak<br>Extreme Heat/Heat Wave<br>Active Shooter/Armed Aggressor<br>Civil Unrest<br>Airplane Crash |

*Source: CCU AHMP*

3. Capability Assessment
The National Preparedness Goal establishes Core Capabilities to successfully execute each of the five Department of Homeland Security Mission Areas: Prevention, Protection, Mitigation, Response and Recovery. The intent of the Core Capabilities is not to achieve them alone, but rather the combined efforts of local, state, and federal agencies, nonprofit organizations, the business community, and citizenry. As part of the THIRA process, during the development of the CCU All-Hazards Mitigation Plan, the University assessed each threat and hazard in context to develop a specific capability target for each Mitigation Mission Area Core Capability.

The Response Mission Area Core Capabilities are defined by the activities that must be accomplished during the response phase of an incident. The size, scope and severity of the incident will dictate which core capabilities are required for a successful operation. There are 15 Core Capabilities in the Response Mission Area.

As the emergency complexity and/or severity dictate, CCU will provide emergency/incident management utilizing internal and contractual resources and/or work with municipal, county, state and federal agencies to deliver the applicable response mission area Core Capabilities. CCU will establish capability targets and address applicable Response Core Capabilities within the hazard-

specific annexes of the EOF. Attachment A shows the 15 Response Core Capabilities and the inter-jurisdictional relationships that fulfill or aid in fulfilling the capabilities.

### D. Planning Assumptions
1. A disaster or large-scale emergency may occur with little or no warning and may escalate rapidly.
2. Critical supplies and commodities may be delayed or unavailable due to the impacts of a disaster on the road networks and infrastructure which would impact the University's operations.
3. Coastal Carolina University will maintain a current Emergency Operations Framework that is widely disseminated to stakeholders.
4. The Executive Group, Emergency Management Team (EMT) and EOC staff will be familiar with their responsibilities during an emergency through a continuing training and exercise program.
5. The University community will be prepared for large-scale emergencies and disasters and assume personal responsibility for their actions before, during and after a disaster or emergency.
6. Coastal Carolina University will execute and maintain contracts to provide additional resources that are outside the capabilities of the University.
7. Disaster response and recovery resources will be accessible through county EOCs, and the Public Assistance Program will be available once a Presidential Disaster Declaration is issued.

## III. CONCEPT OF OPERATIONS

### A. General
The primary purpose of all emergency-related actions is to protect the students, faculty, staff and visitors, and to mitigate and recover from the impact of emergencies and disasters on life and University property. This section provides a broad description of how Coastal Carolina University's leadership and departments intend to employ preventative measures, prepare for, respond to, and recover from large-scale emergencies and disasters. It describes what actions should be taken and how emergency-related goals, objectives and tasks will be accomplished.

### B. Framework Activation
The Emergency Operations Framework (EOF) provides the approach and organization to manage all-hazards large-scale emergencies and disasters at the University. The University president leads the University's emergency operations and provides strategic direction before, during, and after an emergency/incident or disaster that impacts University operations or physical plant. The University president may designate these responsibilities.

The following University positions have the authority to activate the framework:

1. President
2. Public safety director
3. Emergency management director

The emergency management director will make a recommendation to the president or designee regarding the activation/implementation of the EOF. In the event the president is not available, the public safety director and/or the emergency management director has the authority to activate the framework.

Activation of the EOF also correlates with the University Emergency Operating Levels. The framework may be activated at Levels 3, 2 and 1 when an emergency situation or disaster is imminent or is occurring. The emergency management director or designee will notify Horry County Emergency Management and

the Conway Fire Department of the University's intent to activate the EOF or of the actual activation of the EOF.

## C. Emergency Notification and Timely Warning

To ensure all students, faculty, staff and visitors are notified of emergency situations or conditions that could disrupt campus activities; the University employs an integrated solution referred to as the Emergency Notification System. The University maintains and utilizes multiple, redundant methods of communications in order to ensure that notifications and timely warnings are widely distributed before, during and after emergency situations and disasters. CCU police officers and security guards also patrol the campus 24 hours a day and are in communication with the Department of Public Safety communications center. The communications center is manned 24 hours a day, every day and serves as the 24-hour warning point for the campus community. Specific information regarding emergency notification and timely warning is contained in Annex 15 Emergency Communications and Public Information.

In the case of a rapidly developing emergency, the Department of Public Safety will follow departmental General Orders, Emergency Notification System. There are hazards that pose an immediate threat to the health or safety of students, faculty, staff and visitors in which warnings will be issued so preparedness actions can be taken before the University community is at risk. This situation may require the public safety director or designee to authorize an emergency notification for the safety of the University community. As soon as practical, the president or designee will be notified of the incident and the reasons for the timely warning or emergency notification to the University community.

When there is sufficient time to take a more deliberative approach, such as a forecasted tropical system, the emergency management director will convene the Executive Group and the Emergency Management Team (EMT) for potential hazards or emergencies that may affect the campus community or facilities. The president or designee, Executive Group, and Emergency Management Team will communicate in the most efficient means available to fully discuss the impending emergency (preparations, response and recovery), review recommendations for the closure and/or curtailment of various campus facilities, activities (including athletic activities) and operations, and decide on the timeline for alert and notification of students, faculty, staff and visitors.

In cases when University operations decisions must be made expeditiously due to hazardous conditions, notification decisions will be made by the president as quickly as possible, utilizing the situational information that is available. Members of the Executive Group and Emergency Management Team are then notified by phone, University email or CCU Alert, and directed to initiate actions to support the decision.

## D. Risk Management and Legal Issues

The University takes a proactive approach to protect and preserve the University's financial solvency and its human and physical resources, including the safety of our students, employees and visitors, through the development and administration of policies, procedures and standards.

The Office of Risk Management and Insurance Services facilitates the collaboration of professional expertise in identifying potential human, physical, financial, and natural losses and evaluating the best method for handling the risk whether it is risk avoidance, prevention, assumption or transfer. By preparing in advance for an emergency on campus and taking the appropriate actions to mitigate against these events, the University can achieve its mission with minimal disruption.

The Office of University Counsel provides timely, accurate legal counsel and advice on University-related matters to administrators, faculty and staff. University Counsel can resolve legal issues before they arise

when providing early, preventative and prospective advice on matters by identifying, managing, and avoiding risk and legal situations.

**E. Division of Local/State/Federal Responsibilities**

The emergency management director coordinates directly with both Horry County and Georgetown County Emergency Management during all phases of emergency management. In the response phase, the emergency management director will inform the counties of CCU's response actions and engage in county-level strategic planning through meetings and/or conference calls. All contact and coordination with federal disaster-related agencies, such as the Federal Emergency Management Agency (FEMA), during the response phase will be coordinated by the emergency management director through county emergency management or county Emergency Operations Centers (EOC).

The S.C. governor coordinates with the SC Emergency Management Division (SCEMD) to issue a "State of Emergency" which may require state agencies, such as CCU, to assign resources for response operations and/or suspend normal operations. As stated in the S.C. Emergency Operations Plan, the emergency management director will coordinate directly with SCEMD and FEMA for the Public Assistance Program and other post-disaster federal programs.

FEMA requests "emergency" and "disaster" federal declarations from the president of the United States to authorize the use of federal resources. Once a federal declaration is approved, FEMA receives and coordinates requests for federal assistance from eligible applicants.

**F. Direction, Control and Coordination**

    1. Continuity of Government

       The president is responsible for ensuring the ongoing mission of the University. To safeguard the continuity of government for the University, a line of succession is in place. The following University officials are designated to serve as the line of authority in the event the president is unable to direct the institution during an emergency.

       a. President
       b. University counsel
       c. Vice president of finance and administration

       In the event of a large-scale emergency or disaster, the president has executive responsibility for the University's response to the emergency, maintenance of operations, and protection of the physical and academic environment. During emergency operations, the president and the Executive Group work collectively to provide strategic direction and addresses any executive-level policies relating to the emergency or disaster.

    2. Academic Continuity

       The CCU Center for Teaching Excellence to Advance Learning (CeTEAL) provides workshops to train faculty on best pedagogical practice and the technological tools available for maintaining academic continuity in times where an emergency or disaster impacts the academic schedule.Workshops are held at the beginning of each academic semester, as well as in response to forecasted times of need. This workshop enables faculty to produce an Academic Continuity Plan for Contingency Instruction as an alternate method for course delivery. If an emergency or disaster impacts the academic calendar, the provost will work with the registrar to identify the instructional needs of the University and activate faculty contingency instruction when appropriate.

3. Emergency Management Executive Group

The University president leads the Executive Group, providing the overall response and recovery priorities and coordinates decisions directly with the emergency management director. The emergency management director will serve as the facilitator for the Executive Group and the primary liaison between the Executive Group and the Emergency Management Team and/or Emergency Operations Center. The public safety director/chief of police will serve as the facilitator for the Executive Group during incidents of a criminal nature.

Other local, state or federal officials may join the Executive Group to facilitate information sharing and coordination. Emergency Management Team members may periodically be requested to serve as advisers to the Executive Group but should not join the group as a permanent member. If there are circumstances in which an EMT member is not available, a designee with the appropriate authorizations shall be assigned. The Executive Group is composed of the following University positions:

a. President
b. Provost
c. University counsel
d. Vice president for executive initiatives/chief of staff
e. Vice president for marketing and university communication
f. Director of athletics
g. Chief financial officer and vice president for finance and administration
h. Vice president for campus life and student engagement
i. Vice president for auxiliary enterprises
j. Vice president for human resources
k. Chief information and technology officer
l. Associate vice president for marketing and university communication
m. Public safety director
n. Emergency management director (Facilitator)

4. Emergency Management Team (EMT)

CCU has a dedicated team of department/unit directors to provide a mechanism where information can be shared and resources can be organized to support the University's emergency response and recovery efforts. Emergency Management Team (EMT) members have the authority to make decisions, communicate with the University community and the public, and determine the scope of the University's response and involvement in any emergency. All EMT members have designated a backup; however, if there are circumstances in which an EMT member is not available, a designee with the appropriate authorizations shall be assigned. The members of the EMT include the following positions:

| Table 3.1 Emergency Management Team Members | |
|---|---|
| Associate provost for global initiatives | Director of procurement services |
| Associate vice president for human resources | Director of resident success |
| Coordinator of risk management and strategic planning | Director of student health services |
| Dean of students | Director of transportation services |
| Director of accessibility and disability services | Emergency management specialist(s) |

| | |
|---|---|
| Director of campus dining | Executive director of student life |
| Director of campus grounds | Fire marshal |
| Director of campus recreation | Major of operations (law enforcement) |
| Director of CHANT411 | Senior associate athletic director |
| Director of contractual and business services | Senior director of scheduling and event services |
| Director of counseling services | Senior director of university housing |
| Director of environmental health and safety | Sustainability coordinator |
| Director of facilities planning and management | University librarian |
| Director of financial services | Others as appropriate and determined by the president and/or the emergency management director |

5. Multijurisdictional Coordination

The Department of Public Safety maintains relationships and coordinates with local first response agencies and external stakeholders throughout the year. The director of public safety is responsible for the conduct of all law enforcement-related matters with local law enforcement agencies, the South Carolina Law Enforcement Division (SLED) and the Federal Bureau of Investigation (FBI), as required.

The emergency management director is the University's representative who will establish and maintain communications with both Georgetown County Emergency Management and Horry County Emergency Management, the South Carolina Emergency Management Division (SCEMD) and the National Weather Service (NWS) Wilmington, N.C. In an effort to establish continuity in emergency management within the county, the emergency management director maintains relationships with the Horry County Local Emergency Management Practitioners Group to coordinate local emergency management issues. Emergency management representatives from the following agencies are members of the group: Horry County Emergency Management, City of Conway Fire Department, City of Myrtle Beach Fire Department, City of North Myrtle Beach Fire Department, Town of Surfside Beach Department, Horry County School District, and CCU Emergency Management.

The University has limited resources to implement all required actions outlined in the EOF and will require assistance from entities and agencies outside the University community. During a large-scale emergency or disaster, the University will maintain coordination with stakeholders through multiple methods as outlined in Section IV Disaster Intelligence and Communications. The framework has been fully coordinated with the City of Conway Fire Department, Georgetown County Emergency Management, Horry County Emergency Management, and the South Carolina Emergency Management Division.

## G. Essential Services and Direct Care Services

If a large-scale emergency or disaster affects the area or there are emergency conditions on campus, CCU will take precautionary measures to prepare and safeguard the University community. These precautionary measures may include campus services being modified, classes and administrative offices operating on an abbreviated schedule, the cancellation of classes, or closure of campus.

The University has identified essential services and direct care services that will be maintained throughout response and recovery operations by the University's Essential Personnel to ensure safety and the continued operations of the University. The essential and direct care services have been divided into general categories. Essential Services are those services that ensure the security, safety and critical operations of the University. Direct Care Services are those services that maintain the physical and emotional well-being of resident students.

All essential and direct care services may not be required for every large-scale emergency or disaster. In the event of a Suspension of Operations, the president (or designee), in consultation with the Executive Group, will determine which essential and direct care services are required based on the nature of the event.

| Table 3.2 Essential and Direct Care Services | |
|---|---|
| **Essential Services** | |
| **Category** | **Type of Service** |
| Security | Law Enforcement and Security |
| | Emergency Communications |
| Safety | Life Safety Programs |
| | Community Notification |
| Critical Operations | Utilities and Infrastructure |
| | Payroll |
| | Resource Support |
| **Direct Care Services** | |
| **Category** | **Type of Service** |
| Physical Well-being | Food Service |
| | Housing |
| | Medical Care |
| Emotional Well-being | Mental Health Support |
| | Essential Student Programs |

## H. Emergency Operating Levels

When a large-scale emergency or disaster adversely affects the area or there are emergency conditions on campus, CCU will take precautionary measures to prepare and safeguard the University community. These precautionary measures may include campus services being modified, classes and administrative offices operating on an abbreviated schedule, or the cancellation of classes and Suspension of Operations. The decision to suspend operations in whole or in part is made by the president, or designee, in close coordination with the Executive Group and the emergency management director.

To enhance coordination with local and state emergency operations, CCU utilizes Emergency Operating Levels that coordinate with the Operating Condition Levels (OPCON) in the Georgetown and Horry County Emergency Operations Plans and the SC Emergency Operations Plan. While the state and counties three OCPON levels reflect EOC activation levels specifically, the University utilizes four levels to enhance coordination and communication of emergency operations and how it impacts the University's operational and academic schedule. However, the EOC activation-related information aligns with state/counties EOC activation levels.

The Operating Levels categorize the severity of the emergency or disaster and its impact to the University's operating schedule. The Executive Group will assign the appropriate Emergency Operating Level based on

the predicted or actual emergency situation. Table 3.3 below shows the Emergency Operating Levels and general preparedness and/or response actions to increase the University's readiness.

| Table 3.3: Coastal Carolina University Emergency Operating Levels | | | |
|---|---|---|---|
| **Level** | **Situation** | **General Actions** | **Suspension of Operations** |
| **4** | Emergency situation/incident is forecast to impact the area | The emergency management director provides situation briefing to the Executive Group and the EMT. Preparedness actions are occurring for possible hazardous conditions on campus. Essential and direct care services are maintained. | Classes, administration and staff offices will operate on an abbreviated schedule. Essential Personnel report. |
| **3** | Emergency situation/incident is imminent or has occurred | The emergency management director provides periodic situation briefings to the Executive Group and EMT. Preparedness and/or response actions are taking place on campus. | Classes Canceled. Administration and staff offices remain open. Essential Personnel report. |
| **2** | Emergency Situation or disaster is imminent or is occurring | The emergency management director provides regular situation briefings to the Executive Group and EMT.  Activation of the EOF and/or EOC may be required. Preparedness and/or response actions are taking place. Essential and direct care services are maintained. | Classes Canceled, administration and staff offices are closed. Essential Personnel report. |
| **1** | A disaster is imminent or is occurring | Activation of the EOF and EOC is required. The emergency management director is in constant communication with the Executive Group and EMT. Emergency response and recovery activities are ongoing. Select essential services and off-site direct care services are maintained. | Campus is closed. Classes are canceled, administration and staff offices, and residential facilities are cleared and closed. Select Essential Personnel report. |

**This is to be used as a general guideline. The circumstances of each incident will vary, calling for various operational responses. Coastal Carolina University's operational responses to incidents are situationally dependent.**

## I. Incident Management

The CCU All-Hazards Mitigation Plan defines the threats and hazards to which both the Conway and Georgetown campuses are vulnerable. Some hazards and threats can be forecast while other hazards and threats may impact the campus with no advance warning. The severity and complexity of an incident determines the University's overall response.

1. Small-Scale Emergencies/Incidents
   Small-scale emergencies or incidents that do not affect the overall mission or operations of the University are managed at the incident site and resolved by CCU and local emergency response agencies. The initial response activities focus on minimizing the effects of the threat, hazard or emergency. The Incident Command System (ICS) is standard for on-scene operations by CCU and all other local jurisdictions in Georgetown and Horry County.

The highest ranking member of the Department of Public Safety on-scene will serve as the incident commander (IC) for law enforcement centric emergencies/incidents. Other types of incidents such as a medical emergency, fire or hazardous materials incident require the most qualified/highest ranking member of the standard lead agency on-scene to serve in the IC role. For specific emergency response agencies with responsibility to the University, see Section V Organization and Assignment of Responsibilities. Other agency personnel working in support of the incident will maintain their normal chain of command, but operate under the direction of the on-scene IC.

2. Extended Response Operations
   If the emergency/incident complexity and/or severity escalate and local mission specific resources are exhausted, activation of the Emergency Operations Framework (EOF) and the Emergency Operations Center (EOC) may be required. Extended response activities are normally conducted at the incident site with support from the University's EOC. Extended response activities involve the coordination and management of personnel and resources to mitigate a threat or hazard. Once the EOC is activated, the Emergency Operations Planning Process (EOPP) will commence to provide strategic direction and support to the response organization at the incident site.

3. Large-Scale or Complex Emergencies or Disasters
   For large-scale/complex emergencies or disasters that do not have an incident site but impacts the entire campus, the president, or designee, provides the overall leadership for incident response and recovery. When the University is provided advance notice of a large-scale or complex emergency/disaster, potential or actual, that may disrupt the overall operations of the University, the EOC may be activated and the Emergency Operations Planning Processes (EOPP) will be utilized to manage response and recovery operations. However, when an emergency or incident is imminent, the president and the public safety director or the emergency management director will collaborate to render a timely decision for the University's response to safeguard the University community. The Emergency Operating Level change and/or response decision is then shared with the Executive Group, Emergency Management Team, and EOC staff to perform appropriate response operations and deliver applicable Essential and Direct Care Services.

**J. Emergency Operations Planning Process**

The Emergency Operations Planning Process (EOPP) provides a mechanism in which the Executive Group and Emergency Management Team can collaborate to determine the University's Emergency Operating Level, establish resource support to maintain Essential Services and Direct Care Services as required, and identify resource requirements to manage the emergency/incident. The EOPP operates within the National Incident Management System (NIMS) principles to enhance situational awareness, streamline incident decision making processes, and provide strategic direction for response and recovery operations.

The EOPP produces Action Plans, verbal or written, to communicate response/recovery objectives, priorities, strategies and assignments. The emergency management director will initiate the EOPP for predicted/forecasted incidents and determine if a verbal or written Action Plan is required. Once the EOC is activated, the EOPP is required and becomes cyclical with each operational period for the duration of the activation. All communication to EMT members will also include EOC staff when activated.

The EOPP process is to be used as a general guideline. The circumstances of each incident will vary, calling for various operational responses.

1. Understand the Situation: The emergency management director will provide situational briefings to the Executive Group and the Emergency Management Team (EMT) as soon as a there is a perceived threat to the campus or surrounding area. This briefing can be provided through multiple methods depending on the situation. For incidents with multiple operational periods, the situational briefings will include an update on the progress from the last operational period and what is likely to occur in the next and future operational periods. The emergency management director will continue to provide situational briefings to the Executive Group, EMT and EOC, if activated, for the duration of the incident.

2. Establish Emergency Operations Direction: Once the situation dictates the University to act, the emergency management director facilitates a discussion with the Executive Group that will produce the Emergency Operating Level for the initial response or the next operational period. The Executive Group will also determine the essential and direct care services that will be maintained. Incident objectives and/or response/recovery priorities will be discussed and established as needed. Other EMT members or technical specialists can be included in the discussion as specific elements require. The discussion can occur via conference call or in person.

3. Develop the Strategy: The emergency management director or EOC manager will then hold a strategy meeting, via conference call or in person, with the Emergency Management Team or EOC staff if activated. The emergency management director or EOC manager will share the Executive Groups emergency operations direction and clarify any issues relative to the incident priorities or objectives. The EMT or EOC staff will then discuss the strategy and determine the resource requirements to maintain essential services and direct care services as required, and manage the incident. Applicable EMT members or EOC staff will communicate the strategy to their staff and assess their capability and resource availability. EMT members or EOC staff will also communicate with other departments whose operation impacts their own to ensure continuity in service before establishing their final plan.

4. Prepare and Finalize the Plan: Applicable EMT members will complete a planning briefing form and provide it to the emergency management director and the associate vice president of marketing and university communication at a specified time, before the final planning meeting. The emergency management director will facilitate the final planning meeting, via conference call or in person, with the Executive Group, the EMT and EOC staff if activated. A fixed agenda will be distributed before the meeting. Applicable EMT members or EOC ESF representatives will present their plan to support the Emergency Operating Level and incident objectives and/or priorities from the Executive Group. The president or designee will approve the plan or recommended changes.

5. Execute, Evaluate, and Revise the Plan: Once the president or designee approve the plan, Marketing and University Communication will send out an official statement regarding the University's Emergency Operating Level and appropriate response or recovery information. EMT members or EOC staff will communicate to their staff to execute the plan for the initial response or the next operational period. The effectiveness of the plan shall be continually assessed for effectiveness and evaluated based on a reasonable expectation of success. The plan may be revised during the operational period to ensure that objectives and priorities are met.

**K. Emergency Operations Center**

1. General
Complex incidents or large-scale emergencies and disasters requiring the coordination of resources over multiple operational periods may require the activation of the Emergency Operations Center (EOC). The EOC provides strategic direction and support to the response organization at the emergency or incident site.

2. Purpose
The EOC provides a centralized organization and location for participating department representatives with decision making authority to coordinate and manage personnel and resources, and facilitate decisions for the overall response or recovery effort. The EOC allows for face-to-face coordination among staff that must make emergency decisions and provides a central location from which:
   a. Centralized strategic management is performed.
   b. Internal and external resources are managed.
   c. Situational awareness is maintained and shared.
   d. Public information management/rumor control is performed.
   e. Documentation is properly maintained in accordance with state and federal requirements.

3. EOC Facilities
CCU has two predetermined locations for the CCU EOC:
   a. The primary location for the EOC is the Alford Ballroom, Room 105, Atheneum Hall, 104 Independence Drive, Conway, SC 29526.
   b. In the event the primary location becomes untenable, the EOC will function out of the Public Safety Building in breakroom 128 at 255 University Blvd., Conway, SC 29526.

Both EOC locations are considered "warm facilities" and require all equipment and systems to be setup and installed once activated. By necessity, the EOC technology and equipment has been designed to be mobile and flexible. The alternate EOC will become operational when the emergency management director determines that the primary facility is not functional or under circumstances when the facility must be vacated.

4. EOC Activation
The emergency management director will make a recommendation to the president regarding the activation of the EOC. In the event the president is not available; the public safety director and/or the emergency management director has the authority to activate the EOC.

Once the decision is made to activate the EOC, the emergency management director will notify emergency management staff, the EMT and/or EOC staff, Horry County Emergency Management and the Conway Fire Department. This notification will mobilize applicable staff to report to the EOC and serve in a pre-determined Emergency Support Function (ESF) position. The notification can be made through several different methods:
   a. University email.
   b. Phone call.
   c. CCU Alert.

Upon activation, EOC staff are expected to assist with the EOC setup as needed. In the event of wide-scale damage to the local and/or University communications infrastructure, all Executive

Group and Emergency Management Team members are to report to the University EOC as conditions permit and after ensuring the safety of their family.

The level of EOC support may vary based on the scope of the emergency or incident. In some situations, the level of EOC activation will progress while an immediate full activation may be required in other situations.

   a. A Partial Activation occurs for emergencies or incidents that require minimal support of ESFs and/or EOC staff. The emergency management director will determine which ESFs are required and the hours of operation.

   b. A Full Activation occurs for emergencies/incidents or disasters that require the support of all ESFs and EOC staff for multiple operational periods.

5. EOC Operations
   Once the EOC is activated, the emergency management director will determine the operational period. Extended operations may require multiple shifts and the activation of ESF position alternates. The EOC will enact an operational schedule that provides a timeline for regular situation reports and briefings. This will ensure situational awareness for the Executive Group, EMT and EOC staff. The Emergency Operations Planning Process (EOPP) is mandatory during an EOC activation and will be part of the operational schedule.

   EOC staff will document all communications, expenditures and resources. EOC/FEMA forms will be utilized to support the FEMA Public Assistance Program application process and the AAR/IP process. The emergency management director will make the decision to deactivate the EOC, in consultation with the Executive Group, when the situation has stabilized and resource requirements for recovery operations can be managed departmentally.

## L.  External Support and Requesting Aid
The University has limited internal capabilities for emergency response and recovery and may seek external support and aid. The University has pre-existing mutual aid agreements and is a signatory of the State of South Carolina Statewide Mutual Aid Agreement for Emergency and Disaster Response/Recovery. The University will exhaust all internal resources, current contracts and mutual aid before formally requesting aid through Horry County Emergency Management.

The emergency management director will coordinate all requests to Horry County Emergency Management or the Horry County EOC when activated. When the CCU Emergency Operations Center is activated, requests for external support and aid will be coordinated though the EOC. Outside governmental agencies and nongovernmental organizations (NGOs) will be coordinated through the appropriate Emergency Support Function (ESF) in the Emergency Operations Center (EOC) for extended operations or a large scale emergency/incident.

## M.  National Incident Management System
Coastal Carolina University utilizes the doctrine, principles and organization elaborated in the National Incident Management System (NIMS) during incidents and emergencies. The Department of Homeland Security (DHS) describes the National Incident Management System (NIMS) as:

1. A comprehensive, nationwide systematic approach to incident management that contains a core set of doctrine, concepts, principles, terminology and organizational processes for all hazards.

2. Applicable to all incidents and all levels of stakeholders, including levels of government, private sector organizations, critical infrastructure owners and operators, nongovernmental organizations and all other organizations who assume a role in emergency management.
3. Scalable and flexible framework that is applicable for all incidents.
4. Promotes all-hazards preparedness.
5. Provides essential principles for a common operating picture and interoperability of communications and information management.

Within NIMS a key management component is the Incident Management System (ICS). ICS is "designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure." It is a system designed to be used or applied from the time an incident occurs until the requirement for management and operations no longer exists.

## IV. DISASTER INTELLIGENCE AND COMMUNICATIONS

### A. Information Planning

The Threat and Hazard Identification and Risk Assessment (THIRA) is the foundation for all CCU's emergency management planning efforts. The THIRA defines the University's risk and vulnerability which provides critical information in determining core capabilities and resource requirements for each hazard. The University considers the following when developing response and recovery frameworks/plans:

1. Type of disaster or hazard.
2. Severity of the disaster or hazard.
3. Potential impacts to the University community, properties and surrounding areas.
4. Availability of resources required to respond and recover.

This information can be gathered from multiple sources. Some examples of sources that can provide important information for planning purposes are Clery Act crime statistics and logs, Hazus, and the National Weather Service. More information regarding specific hazard-related planning sources can be found in the CCU All-Hazards Mitigation Plan.

### B. Information Collection and Dissemination

Emergency Management staff collects and disseminates information to the Executive Group, Emergency Management Team (EMT) and Emergency Operations Center (EOC) staff, as appropriate, for a complex perceived/actual threat or large-scale emergency/disaster. The sharing of information will enhance situational awareness, aid in the decision making process, and support the successful implementation activities before, during and after a large-scale emergency or disaster.

There are essential elements of information (EEIs) that the Executive Group requires to aid in the decision making process and establishing priorities. These EEIs are directly related to the University's ability to provide essential services and direct care services. Nine out of 12 of the University's essential services and direct care services align with the National Response Framework (NRF) lifelines and are supported by select Emergency Support Functions (ESFs) in the EOC. According to the NRF, a lifeline provides indispensable service that enables the continuous operation of critical business and government functions, and is critical to human health and safety, or economic security.

During an EOC activation, the ESFs listed in Table 3.4 below are responsible for providing information for their respective area concerning the University's ability to provide/coordinate/sustain these services in order to stabilize the large-scale emergency or disaster and support the well-being of the University community.

| Table 3.4: Lifelines | | |
|---|---|---|
| **NRF Lifelines** | **CCU Essential/Direct Care Service** | **ESF** |
| Communication | Maintain emergency communication capability and provide community notification and timely warning. | ESF 13/15 |
| Food, water, shelter | Provide food service and safe housing for resident students. | ESF 11/6 |
| Energy (power and fuel) | Maintain utilities and infrastructure that support lifelines. | ESF 3 |
| Hazardous material | Maintain life safety programs to support a healthy and safe environment. | ESF 10 |
| Health and medical | Provide on-campus medical care and mental health support. | ESF 8 |
| Safety and security | Provide life safety programs such as fire safety and EHS and law enforcement/security. | ESF 4/10/13 |
| Transportation | Provide transportation services for students to support lifelines. | ESF 1 |

Disaster intelligence and information is collected through a number of sources that provide regular intelligence or specific incident or disaster-related information. The sources include but are not limited to:

| Table 3.5: Information Collection | |
|---|---|
| **Intelligence/Information Source** | **Format** |
| CCU Emergency Operations Center Situation Report | Various |
| CCU Public Safety Interwatch Incident Report | Email |
| Emergency Management and Response Information Sharing and Analysis Center (EMR-ISAC) | Email PDF |
| Federal cyberintelligence reports | Email PDF |
| FEMA Daily Operations Briefing | Email PDF |
| Georgetown County Emergency Operations Center Incident Action Plan | Email PDF |
| Horry County Emergency Operations Center Sitrep | Email PDF |
| HurrEvac | Software |
| iRISS – Horry County's Integrated Regional Information Sharing System | Website |
| National Weather Service threat assessments/briefings | Email PDF |
| Palmetto | Website |
| S.C. Department of Natural Resources, State Climate Office hazard assessments | Email |
| S.C. Emergency Management Division Risk Management Area, Structures, Capabilities, Organizations, People and Environment (ASCOPE) Summary | Email PDF |
| S.C. Information and Intelligence Center (SCIIC) bulletin | Email PDF |

## C. Information Flow

The Department of Public Safety staff receives intelligence reports and hazard briefings from federal, state and local agencies on a regular basis. The law enforcement division command staff receives classified/secure and FOUO information on potential/actual manmade hazards and threats. Emergency management staff receives nonclassified/FOUO information on potential/actual manmade hazards and threats as well as natural hazards briefings/summaries for potential hazardous weather impacts.

When the EOC is not activated, both the law enforcement division and emergency management office have mechanisms in place to share appropriate information with University stakeholders. If there is the potential for a threat or hazard to impact campus operations, information is then shared with the Executive Group and Emergency Management Team (EMT) as appropriate. Information that is shared is for decision-making purposes only and is not to be disseminated.

In the event the EOC is activated, ESF representatives will share information via the EOC Situation Report (SITREP) and directly with EOC management as the situation dictates. Emergency management staff will receive information through the sources listed in Table 3.5 as well as coordinated conference calls with the Executive Group, the EMT, Horry and Georgetown counties, SCEMD, and others as the situation dictates. Emergency management staff will then share information with the Executive Group, EMT and EOC staff. Emergency management staff is also responsible for sharing information with University stakeholders such as the City of Conway Fire Department, Georgetown County Emergency Management and Horry County Emergency Management.

## V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

**A. Emergency Operations Organization**

The University's emergency operations organization is comprised of the Executive Group, the Emergency Management Team (EMT), EOC staff, and local and state stakeholders. Emergency operations that do not require the activation of the EOC will utilize the Executive Group and EMT for communications, operational coordination, and to organize resources. Once the EOC is activated, CCU will initiate the Emergency Support Function (ESF) emergency operations organization.

Many departments and units within CCU have emergency functions to perform in addition to their normal duties. Each department/unit is responsible for developing and maintaining emergency guidelines/procedures and checklists in accordance with this framework. Specific responsibilities are outlined in separate annexes in the framework; however, each department is responsible for determining any implied obligations it may have.

1. EOC Operational Organization
   The EOC utilizes the principals of the Incident Command System (ICS). ICS provides a flexible management system where an organizational structure can be rapidly activated around the functions that need to be performed, in order to efficiently and effectively mitigate the emergency.

   Consistent with ICS, the EOC organizational structure develops in a modular fashion, based upon the nature and size of the incident, the availability of EOC staff, and maintenance of an appropriate span of control. The EOC staff builds from the top down; as the need arises, sections/ ESFs/positions can be activated as needed; and, the specific organizational structure established for any given emergency/incident will be based on the management and resource needs of the incident.

2. Organizational Structure
   There are three major functional areas of the EOC: management, essential services, and direct care services. The EOC Organizational Chart, Attachment B, reflects the structure of the EOC and indicates the Sections and ESFs that support emergency operations.
   a. The management area provides strategic direction and addresses any executive level policies relating to the emergency/disaster, continuity of operations and academic continuity.
      - President and Executive Group

- Emergency Management Team
- Emergency management director
- EOC manager

b. The essential services section of the EOC organization contains ESFs/units that support field response by coordinating resources to reduce the immediate hazards, save lives, protect property, and maintain/restore the University's critical operations and services.

- ESF-2 IT and Communications
- ESF-3 Facilities Management
- ESF-4/9 Fire Safety
- ESF-10 Hazardous Materials
- ESF-13 Law Enforcement and Security
- ESF-15 Public Information
- Financial Services
- Human Resources

c. The direct care services section contains ESFs that support the continued delivery of human services to the University Community by coordinating resources to ensure the physical and emotional wellbeing of students during response and recovery operations.

- ESF-1 Transportation
- ESF-6 Mass Care
- ESF-8 Health & Medical
- ESF-11 Food Services

3. Emergency Support Functions

The Response Mission Area Core Capabilities are put into action by organizing response resources and capabilities into Emergency Support Functions (ESFs). The ESF concept is utilized by FEMA, SCEMD, and Georgetown and Horry County Emergency Management for emergency operations. This provides continuity for emergency planning and emergency operations.

ESFs are functional groups that have a specific focus in fulfilling applicable Response Core Capabilities. Each ESF is comprised of departments/units and stakeholders that provide similar services or support in their normal day-to-day duties. ESF positions are filled by department/unit staff from the Emergency Management Team and outside agencies. The emergency management director will determine which ESFs must be activated to meet the applicable Response Core Capabilities and maintain the essential and direct care services as designated by the Executive Group. Essential and direct care services can also be maintained/supported for potential or actual emergency situations that do not require an EOC activation. Coordination with the applicable essential and direct care services for non-EOC emergency situations will occur through the applicable Emergency Management Team members by phone or email.

ESF representatives have significant authorities, resources and capabilities for a particular function within an ESF. Some departments/units are responsible for serving in more than one ESF. ESFs will be activated within the EOC as needed and not all ESF department representatives will be required to respond to the EOC for every emergency, as response may expand and contract as the emergency/incident progresses. All ESFs should have, where possible, primary and secondary personnel assigned to ensure coverage for multiple operational periods. Organizational responsibility assignments (ESF primary and support agencies) covered in this Framework are found in Attachment C Emergency Support Functions Responsibilities.

**B. Roles and Responsibilities**

It is incumbent on all University personnel who are listed in the EOF distribution list to gain a thorough understanding of the EOF Basic Plan and Annexes.

1. Executive Group
   a. President – The president is responsible for the University's overall leadership of response to the emergency, maintenance of operations, and protection of the physical and academic environment. The President leads the Executive Group, providing response and recovery priorities, communicates to the Board of Trustees regarding the emergency/disaster situation, and coordinates decisions directly with the emergency management director.
   b. Provost – The provides information of the impact of decisions on the academic mission, research, and academic continuity; provides direction and coordination of all faculty and student matters and instructional facilities including recommendations concerning the canceling and resumption of classes and communicates with deans.
   c. University counsel – University counsel is responsible for providing timely, accurate legal counsel and advice on emergency/incident-related matters to the president, Executive Group, public safety director and emergency management director. University counsel may review relevant local ordinances, and state and federal laws concerning all phases of emergency management to identify, manage, and/or avoid risk and legal situations for the University.
   d. Vice president for executive initiatives/chief of staff – The vice president for executive initiatives/chief of staff is responsible for fostering responsiveness and positive development of the University environment. He/she provides information regarding student conduct and cases in which the CHANT Intervention Team or Threat Assessment Team has been employed.
   e. Vice president for marketing and university communication – The vice president for marketing and university communication approves all emergency or disaster information to be released, and mitigates rumors or negative publicity that may impact the University's reputation. He/she also activates the Joint Information Center when needed.
   f. Director of athletics – The director of athletics is responsible for informing the Executive Group of the impacts the emergency/incident or disaster is having on the student-athletes, athletic programs and athletic competition schedules. He/she is also responsible for communicating with the Executive Group and emergency management director regarding the accountability and safety of student-athletes.
   g. Chief financial officer and vice president for finance and administration – The chief financial officer and vice president for finance and administration is responsible for providing information on the impact of decisions on the institutions' finances. The CFO also ensures compliance for all disaster-related expenses and assigns staff to support emergency operations and the FEMA Public Assistance Process.
   h. Vice president for campus life and student engagement – The vice president for campus life and student engagement is responsible for providing information regarding the impact of the emergency/incident or disaster on student services and programs. He/she also serves as a liaison between the University, students and their families, and provides parent notifications as needed and communicates student concerns to the Executive Group.
   i. Vice president for human resources – The vice president for human resources provides information regarding the impact of the emergency/incident or disaster on the faculty and staff. He/she also provides information regarding emergency leave compensation issues and updates from the State regarding the governor's decision for emergency/disaster-related authorized leave with pay.

j. Vice president for auxiliary enterprises – The vice president for auxiliary enterprises is responsible for providing information regarding the status of contracted services and other support services on campus to sustain the University community during emergency operations and recovery.

k. Chief information and technology officer – The CITO is responsible for providing the operational status of computing infrastructure and directing the restoration of central computing and network infrastructure. The CITO also establishes alternate means of computing services to support the priorities of the Executive Group, and secures phone and internet service to support emergency operations.

l. Associate vice president for marketing and university communication – The associate vice president for marketing and university communication is responsible for preparing all official statements regarding the emergency/incident or disaster to the University community and the media. He/she also coordinates all media access and leads the Joint Information Center when activated.

m. Public safety director – The public safety director is responsible for the tactical and operational management of law enforcement centric incidents on campus, serving as the incident commander. The public safety director also advises the president and Executive Group on the nature of the emergency and conducts liaison activities with appropriate outside response organizations.

n. Emergency management director (facilitator) –The emergency management director facilitates the Emergency Operations Planning Process (EOPP) with the Executive Group and provides EEIs on the potential hazards and risks, and provides response recommendations. He/she communicates the Executive Group's decision on essential and direct care services, priorities and objectives to the EOC manager. The emergency management director also notifies the president and the public safety director of any emergency/incident, potential or actual, that may impact the University.

2. Emergency Management Team (EMT) – Emergency Management Team members are responsible for coordinating with the emergency management director and Executive Group to provide situational awareness and execute the decisions of the Executive Group. The EMT is also responsible for participating in the EOPP and staffing applicable ESFs in the EOC when activated.

3. EOC manager – The EOC manger is responsible for managing Emergency Operations Center (EOC) operations when activated and facilitating the Emergency Operations Planning Process (EOPP) in the EOC. He/she provides direction necessary to conduct emergency operations and manage resources for emergency response and recovery operations.

4. EOC Staff/Emergency Support Function (ESF) Representatives – Organizational responsibility assignments (ESF Primary and Support agencies) covered in this framework are found in Attachment C Emergency Support Functions Responsibilities. Specific ESF responsibilities, including organizations or agencies not a part of CCU, are outlined in the ESF annexes of the EOF.

## C. County/Municipal Roles and Responsibilities

Emergency response services are provided by CCU, municipal and county agencies. CCU operates its own police department yet does not have the capability to provide fire suppression services or emergency medical services. CCU departments and stakeholders' responsibility assignments for the Response Mission Area Core Capabilities are found in Attachment A Response Mission Area Core Capabilities Responsibilities Assignments. The following table outlines the responsible emergency response agencies for CCU campuses:

| Table 5.1: Emergency Services | | | |
|---|---|---|---|
| **Response** | **Conway Campus** | **Georgetown Campus** | **Waties Island** |
| **Police** | CCU | CCU | CCU |
| **Fire** | Conway Fire | Georgetown City Fire | North Myrtle Beach Fire |
| **EMS** | Horry County Fire Rescue | Georgetown County Fire/EMS | Horry County Fire Rescue |
| **911** | CCU/Horry County | Georgetown County | Horry County |
| **EM** | CCU | CCU | CCU |

## VI. ADMINISTRATION, FINANCE AND LOGISTICS

**B. General**

1. Personnel
   a. The president, or designee, in consultation with the Executive Group, will determine which services are essential based on the nature of the event. Essential services and direct care services that are required will vary depending on the severity and duration of the emergency or disaster. During a Suspension of Operations, essential services and direct care services will be maintained by the University's essential personnel.
   b. University employees that have the Essential Personnel designation of "as needed" may be assigned to work outside of their normal department/area of responsibility to assist with response or recovery operations. Additional guidelines for essential personnel are contained in the CCU Essential Personnel Policy FAST-HREO 482.

2. After Action Report and Improvement Plan (AAR-IP)

   The Emergency Management Office will conduct a Universitywide After-Action Report and Improvement Plan (AAR-IP) process if a Universitywide formal AAR-IP is required for other large-scale emergencies and disasters based as determined by the Emergency Management Director. CCU utilizes the Department of Homeland Security (DHS) After-Action Report and Improvement Plan process to assist with capturing and organizing the detailed observations from the incident, formulating recommendations and corrective actions, and assembling an improvement plan. This method recognizes strengths and areas requiring improvement, categorizes and organizes observations, creates recommendations and corrective actions, assigns responsibility for those corrective actions, and proposes both start and completion dates for those actions. The creation of the Improvement Plan (IP) ensures that details of submitted corrective actions are adequately addressed and resolved in order to improve our preparations for and response to future large-scale incidents and disasters.

   The Emergency Management Office will coordinate and guide stakeholders through the steps below.
   a. Emergency Management provides an After-Action Process guide, Participant Feedback form, and an AAR template to members of the Emergency Management Executive Group, EMT and EOC staff.
   b. The emergency management director will meet with the University leadership and document their recommendations.

c.  Each department that had a role in response and recovery operations performs an After-Action Review by collecting feedback from staff within their department and completes a departmental AAR.

d.  Emergency Management will collate, analyze and create a draft Universitywide After-Action Report and Improvement Plan.

e.  A University After-Action Conference will be conducted once the draft University AAR-IP is complete. At the conference, University stakeholders will discuss, at the University level, the aspects of the draft AAR and will also finalize the elements and prioritization of the actions listed in the IP.

f.  Emergency Management staff will monitor and track the progress of the IP actions and provide periodic updates to the University leadership.

**C. Finance**

1.  Critical Financial Services

    The University will coordinate and support critical financial processes in preparation for and response to large-scale emergencies and disasters to ensure the financial stability of the University. Specific procedures related to critical financial services in the response and recovery phases are contained in the Finance Annex of this framework.

2.  Incident-Related Expenses

    Incident-related expenditures will be conducted in accordance with applicable University policies and procedures. Each Emergency Support Function (ESF) Annex of this framework contains information on tracking and documenting expenditures, equipment, labor, and contract work specific to the function.

    As a public institution, the University is an eligible applicant of FEMA's Public Assistance (PA) Program. If a natural hazard, large-scale emergency or disaster results in a Presidential Disaster Declaration, federal funds will become available through the PA Program where FEMA reimburses 75 percent of the eligible response and recovery expenses related to the approved categories of work. The emergency management office is responsible to guide the University through the Public Assistance Program and will provide the following guidance at the beginning of the incident period as applicable:

    a.  Public Assistance Procedures Guidance.
    b.  Public Assistance Debris Removal Guidance.
    c.  Public Assistance Evacuation and Sheltering Guidance.

    Emergency Management staff will attend the FEMA Public Assistance Applicants Briefing and communicate applicable information to department representatives. Once the University has resumed normal operations, Emergency Management staff will have regular meetings with department representatives to gather required information and backup documentation. Emergency Management will coordinate the PA process with the assigned financial services representative and applicable department representatives for the duration of the project. Emergency management staff will serve as the point of contact with SCEMD and FEMA until all project worksheets are closed out.

**D. Logistics**

1. Procurement of Resources

   During emergencies and disasters all University departments will continue to utilize normal, SC procurement procedures for resource support whether through existing contracts or through use of an issued University Procurement Card. If additional resources are required that are not currently under contract, University Procurement and Contractual and Business Services will assist in providing those additional resources. If additional resource requirements remain unmet, the South Carolina Emergency Operations Plan dictates that the University will coordinate with the appropriate county emergency management department/EOC for those additional resources. The University is also a signatory of the S.C. Statewide Mutual Aid Agreement for Emergency and Disaster Response/Recovery and can request aid as needed. See Section III. Concept of Operations for information on requesting external support and mutual aid.

   In the event of an emergency, emergency purchases exceeding $10,000 may be accomplished through one of the following methods:

   a. Purchase Requisition – An appropriate departmental representative should initiate a call or email to the director of procurement services as soon as feasible detailing the circumstances and requirements of the emergency purchase. When telephone communication and timing is feasible, the departmental representative should seek competitive price quotes. A properly executed Purchase Requisition must then be submitted to Procurement Services by the most expeditious means available (hand delivery or email). Upon receipt of the requisition, procurement services will process it and issue a Purchase Order as expeditiously as possible.

   b. Purchasing Card – Based on the extent of the anticipated or actual emergency, the director of procurement services may alter purchasing card cardholder spending limits and blocked merchant categories which are generally in place for normal business transactions. At the director's discretion, such temporary changes may be implemented for all cardholders or for certain departmental cardholders based on perceived need. If feasible, an email will be sent in advance by the purchasing card administrator to departments requesting budget officer approval for card limits to be temporarily increased. Should the expense exceed $10,000, cardholders should initiate a call or email the director of procurement services as soon as feasible detailing the circumstances and requirements of the emergency purchase.

2. Emergency Procurement
   As required by the University's Procurement Policy (UNIV-BUFA-441), as derived from Section 11-35-1570 of the South Carolina Code of Laws, the determination for an emergency procurement is authorized by the president of the University or his designee (which is generally delegated to the vice president of finance and administration or the director or procurement services).

   An emergency procurement is permitted only when there is a situation which creates a threat to public health, welfare, or safety such as may arise by reason of floods, epidemics, riots, equipment failures, fire loss or such other reason as may be proclaimed by the president of the University or designee. The existence of such conditions must create an immediate and serious need for supplies, services, information technology or construction that cannot be met through normal procurement methods and the lack of which would seriously threaten: the preservation or protection of property, or the health or safety of any person.

An emergency procurement must be made with as much competition as practical under the circumstances and shall be limited to those supplies, services, information technology or construction items necessary to meet the emergency. For all emergency procurements that exceed $10,000, determinations of justification must be documented in writing by the director of procurement services, attached to the purchase file, and subsequently reported to the South Carolina Division of Procurement Services.

3. Resource Management
Each ESF/department/unit involved in emergency and recovery operations is responsible for identifying resource shortfalls and requesting additional resources. Available resources during emergency operations may be limited so coordinate with other ESFs and departments to share and acquire existing University resources before requesting external resources and support. Departments are responsible for maintaining equipment usage and labor records, and tracking all associated materials and supplies. Emergency Management staff will work with designated department liaisons to ensure that expenses incurred in response and recovery is accurately documented.

## VII. FRAMEWORK DEVELOPMENT AND MAINTENANCE

The Coastal Carolina University Emergency Operations Framework (EOF) was initially developed and written by the Office of Emergency Management, in consultation with a planning team that was established for the express purpose of creating, coordinating and validating the framework and its annexes and consisted of University stakeholders. The Executive Group and the Emergency Management Team (EMT) also reviewed the draft basic plan and provided input.

This framework supports and complements the published Emergency Operations Plans of the State of South Carolina, Horry County, Georgetown County, and the City of Conway and complies with the Department of Homeland Security (DHS) concepts and principles of the National Incident Management System (NIMS) and the Incident Command System (ICS).

Planning is a continuous process that does not end with the publication of the framework. The EOF will evolve as lessons are learned; new information and insights are obtained; new threats or hazards emerge; and priorities are updated. Periodic revisions and updates are required to ensure that the framework is in full compliance with applicable federal and state regulations. Periodic evaluation of the EOF will also reflect changing conditions and needs for CCU.

### A. Strategic Planning

The Emergency Management Office has overall responsibility for the maintenance and revision of the Emergency Operations Framework:

1. Informal reviews of the basic plan will be performed annually and the framework will be formally reviewed and republished every five years unless significant changes occur that dictate earlier republication.
2. The framework will be reviewed post disaster and adopt applicable lessons learned from the After Action Report – Improvement Plan (AAR-IP) to ensure the EOF is operationally sound.
3. The Office of Emergency Management is responsible for reviewing and updating the Basic Plan.
4. Stakeholders, departments and agencies are responsible for the review and updates of those Annexes for which they are primary subject matter experts and/or have statutory or legal jurisdiction or responsibility.

5. All annexes and implementation appendices will be maintained according to the schedule incorporated within those documents.

6. Prior to republication, the revised framework will be staffed with stakeholders for review and concurrence. The framework will then be approved for publication by the president.

7. As changes occur, they will be properly recorded in Section I, Record of Changes, and a notification of change will be provided to all who have copies of the framework, as detailed in Section I, Record of Distribution.

## B. Training and Exercises

The Emergency Management Office has designed a training and exercise program to support and validate the Emergency Operations Framework (EOF). The training and exercise program addresses the potential hazards that may affect the University community and provides a means of attaining, practicing, validating, and improving existing and new capabilities.

1. National Incident Management System (NIMS)

   The National Incident Management System (NIMS) defines preparedness as "a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response."

   CCU complies with and employs NIMS to prepare for, respond to and recover from all major incidents and disasters. Employees who occupy certain emergency planning and response positions are required to complete designated NIMS related training courses. The National Incident Management System (NIMS) Policy UNIV-SAFE 489 identifies key personnel that are required to complete NIMS related training.

2. Emergency Operations Center

   a. Initial Training Program – The initial training program will be offered annually as new EOC staff are assigned. The goal of the initial training is to create a core staff that possesses a fundamental understanding of EOC and ESF operations. The Initial Training Program is organized and conducted in three phases:
      - Phase I – Independent Study
        Independent Study Courses from the FEMA Emergency Management Institute. These courses will provide a broad overview of the National Incident Management System and the Incident Command System and provide a fundamental comprehension of the organizations and operations employed in emergency situations.
      - Phase II – Classroom Training
        Classroom sessions build upon the independent study courses and are designed to familiarize EOC personnel with emergency management principals, the EOF, University operations during emergencies, interface and coordination with internal and external partners, and Emergency Operations Center structure, organization, technology and functions.
      - Phase III – Exercises
        Exercise are designed to apply knowledge learned in previous sessions and test individuals capability to perform their assigned function, as stated in the ESF Annexes, in realistic scenarios.

   b. Quarterly Training Program – The goal of the quarterly training program is to ensure EOC staffs readiness for emergency operations. This is achieved by:

- Providing greater depth into key concepts and functions.
- Introducing new processes, plans and procedures.
- Ensuring operational status of the EOC technology and the equipment.

c. Exercises – The Emergency Management Office is responsible for planning and executing an annual EOC functional exercise to test the University's EOF, ESF Annexes, EOC procedures and EOC staff that are activated during a large-scale emergency or disaster. This functional exercise will be conducted in conjunction with the final exercise in Phase III of the Initial Training Program as needed.

- The University utilizes The Homeland Security Exercise and Evaluation Program (HSEEP) for the conduct of exercises where it is practical and appropriate.
- The Office of Emergency Management will lead the EOC Exercise Planning Team in the development of the annual functional EOC exercise.
- At the completion of the functional exercise, Emergency Management staff will facilitate a Hotwash and distribute participant feedback forms to collect observations and recommendations for improvement.

## VIII. AUTHORITIES AND REFERENCES

### A. Coastal Carolina University
1. CCU All-Hazards Mitigation Plan.
2. CCU Board of Trustees Bylaws.
3. CCU Clery Report 2018.
4. CCU Policies, as amended.
5. CCU Strategic Plan, 2016-2021.
6. CCU Undergraduate and Graduate Demographic Report, Fall 2018.

### B. County
1. Georgetown County Emergency Operations Plan.
2. Horry County Emergency Operations Plan.

### C. State
1. South Carolina Catastrophic Plan
2. South Carolina Code of Laws, 25-1-420 through 25-1-460.
3. South Carolina Code of Laws, 4-9-610 through 4-9-630.
4. South Carolina Code of Laws, 6-11-1410 through 6-11-1450.
5. South Carolina Code of Laws, Title 59, Chapter 136 Coastal Carolina University.
6. South Carolina Code of Regulations, Chapter 58, Office of the Governor, Article 1 Division of Public Safety Programs, 58-101 State Emergency Preparedness Standards, D State Agency Emergency Preparedness Responsibilities.
7. South Carolina Constitution.
8. South Carolina Drought Response Plan.
9. South Carolina Earthquake Plan, with current changes.
10. South Carolina Emergency Operations Plan, with current changes.
11. South Carolina Emergency Recovery Plan, with current changes.
12. South Carolina Hazard Mitigation Plan, with current changes.
13. South Carolina Hurricane Plan, with current changes.

14. South Carolina Logistics Plan, with current changes.
15. South Carolina Mass Casualty Plan.
16. South Carolina Statewide Mutual Aid Agreement for Emergency and Disaster Response/Recovery.

**D. Federal**
1. Code of Federal Regulations (34 CFR), Title 34, as amended (Education).
2. Code of Federal Regulations (44 CFR), Title 44, as amended (Emergency Management and Assistance).
3. Guide for Developing and Maintaining Emergency Operations Plans, Version 2.0, November 2010.
4. Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, June 2013.
5. Homeland Security Act of 2002, Public Law 107-296.
6. Homeland Security Presidential Directive 3 (HSPD-3), Homeland Security Advisory System, March 2002.
7. Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, February 2003.
8. Homeland Security Presidential Directive 7 (HSPD-7), Critical Infrastructure Identification, Prioritization, and Protection, December 2003.
9. Homeland Security Presidential Directive 8 (HSPD-8), National Preparedness, December 2003.
10. Homeland Security Sector Risk Snapshots, May 2014.
11. National Disaster Recovery Framework, June 2016.
12. National Incident Management System, October 2017.
13. National Mitigation Framework, June 2016.
14. National Preparedness Goal, September 2015.
15. National Preparedness System, November 2011.
16. National Prevention Framework, June 2016.
17. National Protection Framework, June 2016.
18. National Response Framework, June 2016.
19. Presidential Executive Order 12148 – Federal Emergency Management.
20. Public Assistance Program and Policy Guide, April 2018.
21. Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288, Title VI, as amended.
22. Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide, May 2018.
23. U.S. Public Law 110-315, Higher Education Opportunity Act (HEOA).

## ATTACHMENT A: RESPONSE MISSION AREA CORE CAPABILITIES RESPONSIBILITIES ASSIGNMENTS

| Responsible Department/ Unit or Agency | Planning | Public Information and Warning | Operational Coordination | Infrastructure Systems | Critical Transportation | Environmental Response/Health & Safety | Fatality Management Services | Fire Management and Suppression | Logistics and Supply Chain Management | Mass Care Services | Mass Search and Rescue Operations | On-scene Security, Protection, and Law Enforcement | Operational Communications | Public Health, Healthcare, and EMS | Situational Assessment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CCU Athletics | X | | X | X | | | | | | X | | | | | |
| CCU Campus Dining | X | | X | | | | | | | X | | | | | |
| CCU CHANT 411 | X | X | X | | | | | | | | | | | | |
| CCU Contractual and Business Services | X | | X | X | | | | | | X | | | | | |
| CCU Counseling Services | X | | X | | | | | | | | | | | X | |
| CCU Custodial Services | X | | X | | | | | | | | | | | | |
| CCU Emergency Management | X | X | X | | | | | | | | | | X | | X |
| CCU Environmental Health and Safety | X | | X | | | X | | | | | | | | | |
| CCU Facilities Planning and Management | X | | X | X | | | | | | | | | | | |
| CCU Financial Services | X | | X | | | | | | X | | | | | | |
| CCU Fire Safety | X | | X | X | | | | X | | | | | | | |
| CCU Grounds Services | X | | X | | | | | | | | | | | | |
| CCU Hackler Golf Course | X | | X | X | | | | | | | | | | | |

## ATTACHMENT A: RESPONSE MISSION AREA CORE CAPABILITIES RESPONSIBILITIES ASSIGNMENTS

| Responsible Department/ Unit or Agency | Planning | Public Information and Warning | Operational Coordination | Infrastructure Systems | Critical Transportation | Environmental Response/Health & Safety | Fatality Management Services | Fire Management and Suppression | Logistics and Supply Chain Management | Mass Care Services | Mass Search and Rescue Operations | On-scene Security, Protection, and Law Enforcement | Operational Communications | Public Health, Healthcare, and EMS | Situational Assessment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CCU Human Resources | X | | X | | | | | | X | | | | | | |
| CCU Information Technology Services | X | | X | X | | | | | | | | | X | | |
| CCU Kimbel Library | X | | X | | | | | | | X | | | | | |
| CCU Procurement Services | X | | X | | | | | | X | | | | | | |
| CCU Public Safety | X | X | X | | | | | | | | X | X | X | | X |
| CCU Risk Management and Insurance Services | X | | X | X | | | | | | | | | | | |
| CCU Student Health Services | X | | X | | | | | | | | | | | X | |
| CCU Student Life | X | | X | | | | | | | X | | | | | |
| CCU Transportation Services | X | | X | | X | | | | | | | | | | |
| CCU University Housing | X | | X | X | | | | | | X | | | | | |
| CCU University Marketing and Communication | X | X | X | | | | | | | | | | | | |
| CCU University Recreation | X | | X | | | | | | | X | | | | | |
| City of Conway | X | | X | X | | | | | | | | | | | |

## ATTACHMENT A: RESPONSE MISSION AREA CORE CAPABILITIES RESPONSIBILITIES ASSIGNMENTS

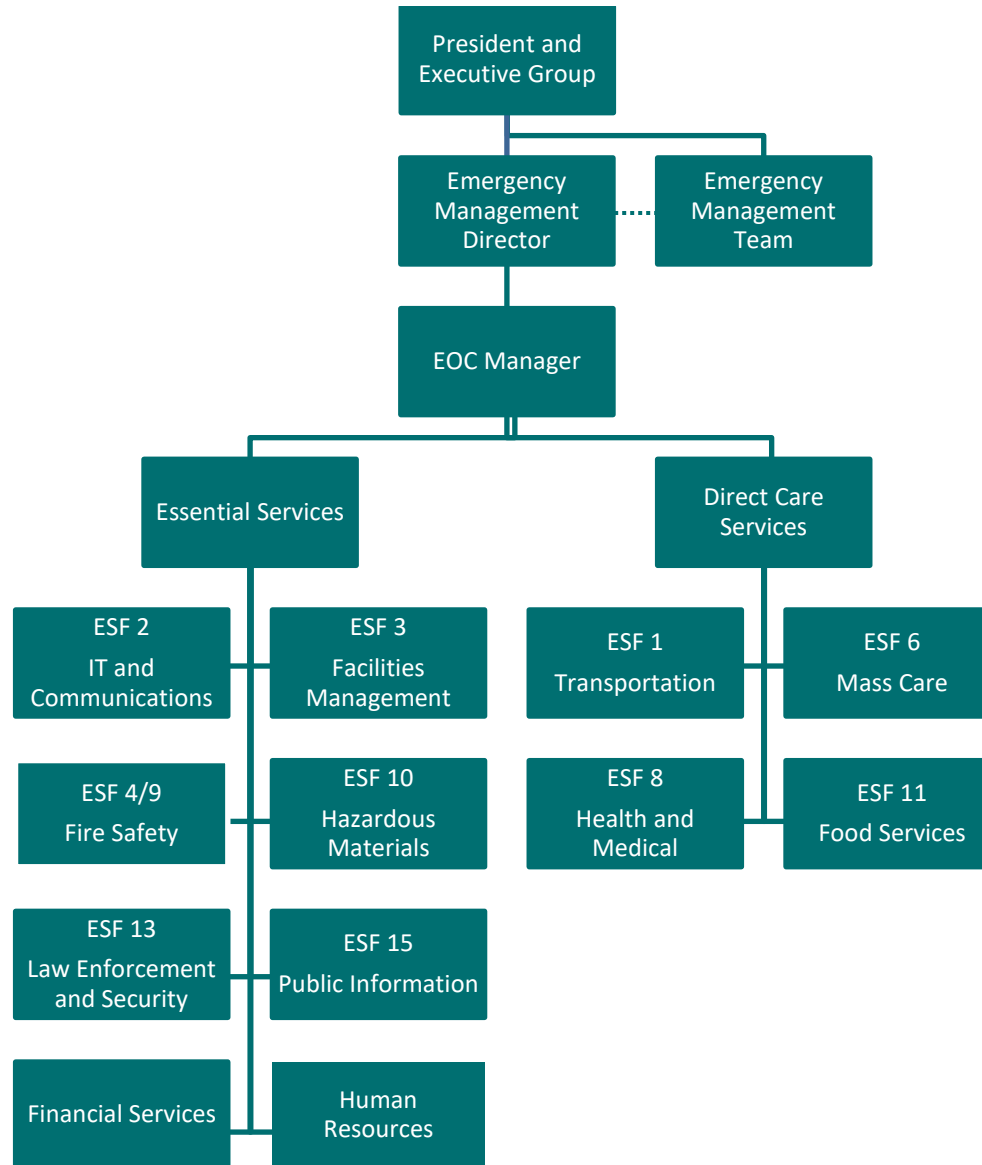| Responsible Department/ Unit or Agency | Planning | Public Information and Warning | Operational Coordination | Infrastructure Systems | Critical Transportation | Environmental Response/Health & Safety | Fatality Management Services | Fire Management and Suppression | Logistics and Supply Chain Management | Mass Care Services | Mass Search and Rescue Operations | On-scene Security, Protection, and Law Enforcement | Operational Communications | Public Health, Healthcare, and EMS | Situational Assessment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Conway Fire Department | X | | X | | | | | X | | | X | | | | |
| Conway Medical Center | X | | X | | | | X | | | | | | | X | |
| Conway Police Dept. | X | | X | | | | | | | | X | X | X | | |
| Georgetown City Fire | X | | X | | | X | | X | | | X | | X | X | |
| Georgetown City Police | X | | X | | | | | | | | X | X | X | | |
| Georgetown County Emergency Management | X | | X | | | | | | | | X | | X | | |
| Georgetown County Sheriff | X | | X | | | | | | | | X | X | X | | |
| Grand Strand Medical Center | X | | X | | | | X | | | | | | | X | |
| Grand Strand Water and Sewer | X | | X | X | | | | | | | | | | | |
| Horry County Coroner | X | | X | | | | X | | | | | | | | |
| Horry County Emergency Management | X | | X | | | | | | | | | | | | X |
| Horry County Fire Rescue | X | | X | | | X | | X | | | X | | | X | |
| Horry County Police | X | | X | | | | | | | | X | X | | | |

## ATTACHMENT A: RESPONSE MISSION AREA CORE CAPABILITIES RESPONSIBILITIES ASSIGNMENTS

| Responsible Department/ Unit or Agency | Planning | Public Information and Warning | Operational Coordination | Infrastructure Systems | Critical Transportation | Environmental Response/Health & Safety | Fatality Management Services | Fire Management and Suppression | Logistics and Supply Chain Management | Mass Care Services | Mass Search and Rescue Operations | On-scene Security, Protection, and Law Enforcement | Operational Communications | Public Health, Healthcare, and EMS | Situational Assessment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Horry County Sheriff's Office | X | | X | | | | | | | | X | X | | | |
| Horry Electric Co-op | X | | X | X | | | | | | | | | | | |
| Horry Telephone Co-op | X | | X | X | | | | | | | | | | | |
| Midway Fire Rescue | X | | X | | | X | | X | | | X | | | X | |
| Myrtle Beach Communications | X | | X | | | | | | | | | | X | | |
| Myrtle Beach Fire Department | X | | X | | | X | | X | | | X | | | | |
| North Myrtle Beach Fire | X | | X | | | X | | X | | | X | | | X | |
| Santee Cooper | X | | X | X | | | | | | | | | | | |
| SCDHEC | X | | X | | | X | X | | | | | | | X | |
| SCE&G | X | | X | X | | | | | | | | | | | |
| SCEMD | X | | X | | | | | | | | | | | | X |
| SLED | X | | X | | | | | | | | X | X | | | |

**ATTACHMENT B: EOC ORGANIZATIONAL CHART**

```
                    ┌─────────────────────┐
                    │  President and      │
                    │  Executive Group    │
                    └──────────┬──────────┘
                               │
         ┌─────────────────────┐     ┌─────────────────────┐
         │  Emergency          │.....│  Emergency          │
         │  Management         │     │  Management         │
         │  Director           │     │  Team               │
         └──────────┬──────────┘     └─────────────────────┘
                    │
         ┌─────────────────────┐
         │  EOC Manager        │
         └──────────┬──────────┘
          ┌─────────┴──────────────────────┐
┌─────────────────────┐          ┌─────────────────────┐
│  Essential Services │          │  Direct Care        │
│                     │          │  Services           │
└─────────────────────┘          └─────────────────────┘
```

| Essential Services | | Direct Care Services | |
|---|---|---|---|
| ESF 2 — IT and Communications | ESF 3 — Facilities Management | ESF 1 — Transportation | ESF 6 — Mass Care |
| ESF 4/9 — Fire Safety | ESF 10 — Hazardous Materials | ESF 8 — Health and Medical | ESF 11 — Food Services |
| ESF 13 — Law Enforcement and Security | ESF 15 — Public Information | | |
| Financial Services | Human Resources | | |

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**ATTACHMENT C: EMERGENCY SUPPORT FUNCTION (ESF) RESPONSIBILITIES**
**P – PRIMARY    S - SUPPORT**

| Department/Unit/Agency | Basic Plan | ESF 1 | ESF 2 | ESF 3 | ESF 4/9 | ESF 6 | ESF 8 | ESF 10 | ESF 11 | ESF 13 | ESF 15 | FN | HR |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CCU Athletics | S | | | S | | | | | | | | | |
| CCU Campus Dining | S | | | | | | | | P | | | | |
| CCU CHANT 411 | S | | | | | | | | | | S | | |
| CCU Contractual and Business Services | S | | | S | | | | | P | | | | |
| CCU Counseling Services | S | | | | | | S | | | | | | |
| CCU Custodial Services | S | | | S | | | | | | | | | |
| CCU Environmental Health and Safety | S | | | | | | | P | | | | | |
| CCU Facilities Planning and Management | S | S | | P | | | | | | | | | |
| CCU Financial Services | S | | | | | | | | | | | P | |
| CCU Fire Safety | S | | | S | P | | | | | | | | |
| CCU Grounds Services | S | | | S | | | | | | | | | |
| CCU Hackler Golf Course | S | | | S | | | | | | | | | |
| CCU Human Resources | S | | | | | | | | | | | | P |
| CCU Information Technology Services | S | | P | | | | | | | | | | |
| CCU Kimbel Library | S | | | | | S | | | | | | | |
| CCU Procurement Services | S | | | | | | | | | | | S | |
| CCU Public Safety | S | S | | | | | | | | P | | | |
| CCU Risk Management and Insurance Services | S | | | S | | | | | | | | | |
| CCU Student Health Services | S | | | | | | P | | | | | | |
| CCU Student Life | S | | | | | S | | | | | | | |
| CCU Transportation Services | S | P | | | | | | | | | | | |
| CCU University Marketing and Communication | S | | | | | | | | | | P | | |
| CCU University Housing | S | | | S | | P | | | | | | | |

| ATTACHMENT C: EMERGENCY SUPPORT FUNCTION (ESF) RESPONSIBILITIES P – PRIMARY   S - SUPPORT | | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Department/Unit/Agency | Basic Plan | ESF 1 | ESF 2 | ESF 3 | ESF 4/9 | ESF 6 | ESF 8 | ESF 10 | ESF 11 | ESF 13 | ESF 15 | FN | HR |
| CCU University Recreation | S | | | | | S | | | | | | | |
| City of Conway | S | | | S | | | | | | | | | |
| City of Georgetown | S | | | S | | | | S | | | | | |
| City of Georgetown Fire Dept. | S | | | | S | | | | | | | | |
| City of Georgetown Police Dept. | S | | | | | | | | | S | | | |
| City of Conway Fire Department | S | | | S | | | | S | | | | | |
| Conway Medical Center | S | | | | | | S | | | | | | |
| City of Conway Police Dept. | S | | | | | | | | | S | | | |
| City of Myrtle Beach Fire Dept. | S | | | S | | | | S | | | | | |
| City of Myrtle Beach Police Dept. | S | | | | | | | | | S | | | |
| City of North Myrtle Beach Public Safety | S | | | S | | | | | | S | | | |
| Georgetown County Sheriff's Office | S | | | | | | | | | S | | | |
| Grand Strand Medical Center | S | | | | | | S | | | | | | |
| Grand Strand Water and Sewer | S | | | S | | | | | | | | | |
| Horry County Communications | S | | S | | | | | | | | | | |
| Horry County Coroner | S | | | | | | S | | | | | | |
| Horry County Fire Rescue | S | | | | S | | S | S | | | | | |
| Horry County Police | S | | | | | | | | | S | | | |
| Horry County Sheriff's Office | S | | | | | | | | | S | | | |
| Horry Electric Co-op | S | | | S | | | | | | | | | |
| Horry Telephone Co-op | S | | | S | | | | | | | | | |
| Lighthouse Care Center | S | | | | | | S | | | | | | |
| Myrtle Beach Communications | S | | S | | | | | | | | | | |
| Santee Cooper | S | | | S | | | | | | | | | |

| ATTACHMENT C: EMERGENCY SUPPORT FUNCTION (ESF) RESPONSIBILITIES P – PRIMARY   S - SUPPORT | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Department/Unit/Agency | Basic Plan | ESF 1 | ESF 2 | ESF 3 | ESF 4/9 | ESF 6 | ESF 8 | ESF 10 | ESF 11 | ESF 13 | ESF 15 | FN | HR |
| SC Dept. of Health and Environmental Control | S | | | | | | S | | | | | | |
| SC Dept. of Natural Resources | S | | | | | | | | | S | | | |
| SC Electric and Gas | S | | | S | | | | | | | | | |
| SC Office of State Fire Marshall | S | | | | S | | | | | | | | |
| State Law Enforcement Division | S | | | | | | | | | S | | | |
| Spirit Telecommunications | S | | S | | | | | | | | | | |
| Waccamaw Center for Mental Health | S | | | | | | S | | | | | | |

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## ATTACHMENT D: GLOSSARY

**Academic Continuity**: The process of maintaining continuity of learning in the event of a large-scale emergency or disaster or the capability to quickly resume teaching given such an event. It is the extent to which operations can be sustained which enable affected students and faculty to continue academic activities during the response and recovery phases despite the disruption caused by the emergency or disaster.

**After Action Report/Improvement Plan** (AAR/IP): An After Action Report/Improvement Plan (AAR/IP) is the final product of an exercise and should be disseminated to participants no more than 60 days after exercise conduct. The AAR/IP has two components:

- After Action Report (AAR) captures observations and recommendations based on the exercise objectives as associated with the capabilities and tasks. The AAR summarizes and analyzes performance in both exercises and actual events. The reports for exercises may also evaluate achievement of the selected exercise objectives and demonstration of the overall capabilities being exercised.
- Improvement Plan (IP) identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion. The IP converts lessons learned from the exercise or incident response into concrete, measurable steps that result in improved response capabilities.

**All Hazards**: The spectrum of all types of hazards including natural, technological, and man-made.

**Capability Assessment**: After conducting a Hazards Analysis, the next step for the jurisdiction is to assess its current capability for dealing with the hazards that have been identified. Current capability is determined against standards and criteria FEMA has established as necessary to perform basic emergency management functions, e.g., alerting and warning, evacuation, emergency communications. The resulting information provides a summary of the capabilities that exist and upon which current plans should be prepared and leads to the identification of the jurisdiction's weaknesses.

**Command**: Command comprises the IC (incident commander) and the command staff. Command staff positions are established to assign responsibility for key activities not specifically identified in the general staff functional elements. These positions may include the public information officer (PIO), safety officer (SO) and liaison officer (LNO), in addition to various others, as required and assigned by the IC.

**Common Operating Picture**: Offers an overview of an incident thereby providing incident information enabling the IC/UC and any supporting agencies and organizations to make effective, consistent and timely decisions.

**Continuity of Government** (COG): All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line of succession for key decision-makers.

**Damage Assessment**: The process used to appraise or determine the damage to property, and the status of key facilities and services, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a man-made or natural disaster.

**Drill**: A drill is a coordinated, supervised activity usually employed to validate a specific operation or function in a single agency or organization. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Drills are narrow in scope and typically focus on a specific aspect of an operation. Drills can be used to determine if plans can be

executed as designed, to assess whether more training is required, or to reinforce best practices. In addition to being a valuable stand-alone tool, a series of individual drills can also be useful in preparation for a larger exercise.

**Emergency Management**: The coordination and integration of all activities necessary to build, sustain and improve the capabilities to prepare for, respond to, recover from, or mitigate against threatened or actual disasters or emergencies, regardless of cause. Emergency management activities in response to an incident are a component of overall incident management and are aligned with parallel response processes associated with prevention and protection. Emergency management programs are comprised of functional areas including operations and procedures, hazard and risk identification, plans and procedures (strategic plans, operational plans, recovery plans), hazard mitigation, public information and public education, and finance and administration.

**Emergency Operating Levels**: A system of levels that relate to the severity of the emergency or disaster, its impact to the University's operating schedule, and the level emergency operations readiness. These levels increase on a scale from 4 to 1. Each Emergency Operating Level is declared when a pre-determined set of criteria has been met. Levels will not necessarily progress sequentially from 4 to 1. The level placed in effect at any given time will be the appropriate one for existing conditions at the time.

**Emergency Operations Center** (EOC): The pre-designated facility at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. EOCs are established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency. EOCs have three significant aspects: the physical location (facility); equipment and technology to support EOC operations; and trained personnel. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., federal, state, tribal, regional, city, county), or by some combination thereof.

**Emergency Operations Plan or Framework** (EOP/EOF): An all-hazards document that specifies actions to be taken in the event of an emergency or disaster event; identifies authorities, relationships, and the actions to be taken by whom, what, when, and where, based on predetermined assumptions, objectives, and existing capabilities.

**Emergency Operations Planning Process** (EOPP): An ordered sequence of planning phases, collaboration sessions, and actions to manage operations for large-scale emergencies and disasters. The University uses this process to determine the University's Emergency Operating Level, establish resource support to maintain essential services and direct care services as required, and identify resource requirements to manage the emergency/incident.

**Emergency Support Function** (ESF): From the National Response Framework (NRF), a grouping of government and certain private-sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following emergencies or disasters.

**Exercise**: An exercise is an instrument to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement. Types of exercises include drill, tabletop, functional and full-scale.

**Full-scale Exercise** (FSE): A multi-agency, multi-jurisdictional, multi-organizational activity that tests many facets of preparedness. They focus on implementing and analyzing the plans, policies, procedures and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving and effective responses by trained personnel. During FSEs, events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. FSEs are conducted in a real-time, stressful environment that closely mirrors real events.

**Functional Exercise** (FE): An activity designed to test and evaluate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Events are projected through an exercise scenario with event updates that drive activity at the management level. An FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment.

**Hazardous Material** (HAZMAT): Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive (or any combination), and requires special care in handling because of the hazards posed to public health, safety and/or the environment.

**Homeland Security Exercise and Evaluation Program** (HSEEP): A capabilities-based and performance-based program that furnishes standardized policies, doctrines and terminologies for the design, development, performance and evaluation of homeland security exercises. The National Exercise Program (NEP) uses the HSEEP as a common methodology for exercises. The HSEEP also provides tools and resources to facilitate the management of self-sustaining homeland security exercise programs.

**Incident Action Plan** (IAP): A document outlining the control objectives, operational period objectives, and response strategy defined by incident command during response planning.

**Incident Command**: The Incident Command System organizational element responsible for overall management of the incident and consists of the incident commander, either single or unified command, and any assigned supporting staff.

**Incident Command Post** (ICP): The location at which direct, on-scene control of tactical operations occurs. The incident commander and management organization are located at an incident command post, which is typically comprised of local and mutual aid responders. When multiple command authorities are involved, the ICP may be led by a unified command comprised of officials who have jurisdictional authority or functional responsibility for the incident under an appropriate law, ordinance or agreement.

**Incident Command System** (ICS) (from the National Incident Management System): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure, designed to aid in the management of resources during incidents and large-scale events. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander** (IC): The individual who has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site, including the development of strategies and tactics and the ordering and release of resources.

**Incident Management Team** (IMT): An incident command organization made up of trained command and general staff members and other appropriate personnel in an ICS organization and can be deployed or activated, as needed, to provide on-scene support during incidents that exceed the capability or capacity of the jurisdiction.

**Interoperability**: The communication between disciplines and jurisdictions that permits real time exchanges of information on demand, with whomever needs it, when properly authorized, in conformance with the incident command system. It is the ability of systems, personnel or agencies to provide services to and accept services from other systems, personnel or agencies, and to use the services so exchanged so that these organizations can operate together effectively.

**Joint Information Center** (JIC): A physical location where public affairs professionals from organizations involved in incident management activities can co-locate to perform critical emergency information, crisis communications and public affairs functions. It is important for the center to have the most current and accurate information regarding incident management activities at all times. The center provides the organizational structure for coordinating and disseminating official information. Centers should be established at each level of incident management, as required.

**Joint Information System** (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Mass Care** (ESF 6): Actions taken to protect evacuees and other disaster victims from the effects of the disaster. Activities may include providing temporary shelter, food, clothing and other essential life support needs to people who have been displaced/impacted by a disaster or threatened disaster.

**Mitigate**: To lessen in force or intensity. This definition does not preclude "lessening to zero" when mitigation or to mitigate are used in relation to hazards that could cause or contribute to a peacetime civil emergency.

**Mitigation**: Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during or after an incident. Mitigation involves ongoing actions to reduce exposure to, probability of or potential loss from hazards.

**Mutual Aid Agreement** (MAA): A written agreement between agencies, organizations and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment and/or expertise in a specified manner.

**National Incident Management System** (NIMS): A set of principles that provide a systematic, proactive approach guiding agencies at all levels to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location or complexity, in order to reduce the loss of life or property and harm the environment.

**National Response Framework** (NRF): The National Response Framework is a guide to how the nation responds to all types of disasters and emergencies. It is built on scalable, flexible and adaptable concepts

identified in the National Incident Management System to align key roles and responsibilities across the nation.

**Operational Period**: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

**Preliminary Damage Assessment** (PDA): A process used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected as a result of the PDA process is used by the state as a basis for the governor's request for federal assistance under the Stafford Act, and by FEMA to document the recommendation made to the president in response to the governor's request. In a particularly fast-moving or clearly devastating disaster, the PDA process may be deferred until after the declaration.

**Preparation**: Activities undertaken in advance of an emergency, including developing operational capabilities, training, preparing plans, and improving public information and communications systems.

**Preparedness**: The range of deliberate critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required activities and resources to mitigate risk.

**Prevention**: Actions taken and measures put in place for the continual assessment and readiness of necessary actions to reduce risk of threats and vulnerabilities, to intervene and stop an occurrence, or to mitigate effects. It involves prescribed actions and measures put in place to impede the success of a natural or man-made disaster from adversely affecting the safety, security, or continuity of the nation; critical infrastructures its citizens; and citizens' civil rights or civil liberties.

**Protection**: Actions to reduce the vulnerability of critical infrastructure or key resources in order to deter, mitigate or neutralize terrorist attacks, major disasters and other emergencies. It requires coordinated action on the part of federal, state, and local governments, the private sector, and concerned citizens across the country. Protection also includes continuity of government and operations planning; awareness elevation and understanding of threats and vulnerabilities to their critical facilities, systems and functions; identification and promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing among private entities within the sector as well as between government and private entities.

**Public Education**: Public education is the process of making the public aware of risks and how they can prepare for all hazards in advance. Public education may be accomplished through events (safety fairs) or products such as media releases or packets and the distribution of brochures.

**Public Information Officer** (PIO): The PIO is responsible for communicating with the public, media and/or coordinating with other agencies, as necessary, with incident-related information requirements. The PIO is responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

**Readiness**: The ability of an organization to respond to an incident.

**Recovery**: The implementation of prioritized actions required to restore essential services, direct care services and processes to operational stability following an interruption or disaster.

**Resilience**: Resilience refers to the capability to prevent or protect against significant multi-hazard threats and incidents and to expeditiously recover and reconstitute critical services with minimum damage to public safety and health, the economy, and national security.

**Response**: Actions that address the short-term, direct effects of an incident, including immediate actions to save lives, protect property and meet basic human needs. Response also includes the execution of emergency operations plans and incident mitigation activities designed to limit the loss of life, personal injury, property damage and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing surveillance and testing processes; immunizations, isolation or quarantine; and specific law enforcement operations aimed at preempting, interdicting or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Shelter**: Pre-identified sites in existing structures or temporary facilities used to temporarily house people displaced as a result of an emergency evacuation or the effects of a natural or man-made disaster.

**Situational Awareness**: The continuing process of perceiving the various elements of information that are impacting, or will impact, on the current incident and environment (knowing what's going on around you); comprehending and interpreting the relevance of that information; and analyzing and anticipating the impacts on near future operations. Situational awareness forms the basis for incident management decision making.

**Span of Control**: Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span-of-control considerations.

**Staging Area**: Area where arriving personnel and resources report to and remain pending assignment to an operational site within the affected area.

**Stakeholder**: Person or group having an interest in the performance or success of an organization. Any person, group or organization affected by and having a vested interest in the incident and/or the response operation.

**Standard Operating Procedure** (SOP): A set of detailed instructions to translate organizational tasks into specific action-oriented procedures that are useful during emergency operations. They tell how each tasked organization or agency will accomplish its assigned tasks.

**State Emergency Operations Center** (SEOC): A designated location that serves as a focal point of disaster information and coordination of state-level disaster planning and response, and facilitate coordination of state-level response activities.

**Tabletop Exercise (TTX)**: An activity that involves key personnel discussing simulated scenarios in an informal setting. This type of exercise can be used to assess plans, policies, and procedures or to assess the systems needed to guide the prevention of, response to and recovery from a defined incident. TTXs typically are aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and achieving changes in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions.

**Target Capabilities**: A list and description of capabilities designed to assist in understanding and defining respective roles in a major incident/disaster.

**Traffic Control Points** (TCPs): Specific locations where law enforcement officials facilitate the movement of vehicle traffic along specific routes.

**Unified Area Command** (UAC): A unified area command is established when incidents under an area command are multi-jurisdictional.

**Unified Command** (UC): A standard method to coordinate command of an incident where multiple agencies have jurisdiction, or functional responsibilities, that contribute to the determination of overall objectives for the incident and selection of strategies to achieve the objectives.

**Urban Search and Rescue** (US&R): Involves the location, rescue (extrication), and initial medical stabilization of victims trapped in confined spaces. Structural collapse is most often the cause of victims being trapped, but victims may also be trapped in transportation accidents, mines and collapsed trenches.

**USACE**: United States Army Corps of Engineers.

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