Continuity of Operations Plan (COOP)

Pandemic Conditions

Director’s Interim Procedure, Revision: 03-05-2020

Activation

- Declaration of a Pandemic will be made at the direction of the Center for Disease Control and/or the South Carolina Emergency Management Agency.
- Activation of this plan will be made at the direction of the Charleston County Consolidated 9-1-1 Center (Center) Director, Deputy Director or designee.
  - See Attachment E Charleston County 911 Succession Plan
- The Decision Process for COOP Implementation will be utilized in all stages of decision-making.
  - See Attachment G Decision Process for COOP Implementation
- Activation of this plan is NOT dependent on a Pandemic declaration.
  - Justification
    - A declaration may come too late to implement protective measures.
    - First responders are transporting patients to hospitals that may be carrying the virus. It is critical to begin our measures before the virus has been identified so that we can limit the spread and protect responders.

Center Mission Primary Core Services

- The provision of our mission primary core services is the focus of this plan.
- Our mission primary core services are:
  - Process calls for service
  - Dispatch appropriate response
    - Justification
      - Although there are other words in the Center’s Mission Statement, these are the primary core services that must be maintained during throughout this Plan.

The Plan

- Stage #1 – Monitoring Situation
  - Consult with Medical Control regarding Center Operations for the specific crisis/disease (i.e., COVID-19)
    - Request any special instructions or directions
  - Normal operating conditions for Administrative, Support, IT and Training continue as scheduled.
  - Normal operating conditions for 9-1-1 Center shift rotations continue as scheduled.
  - Issue by email and post Attachment A Respiratory Disease Prevention
  - Order supplies as needed to ensure 30 days of inventory.
    - This includes facemasks, soap, hand sanitizer, paper, etc.
  - Activate additional public screening questions in ProQA
Under the Direction of Charleston County 9-1-1 Medical Control Physician

Notify Agencies served and surrounding support agencies the Center has activated additional public screening questions in ProQA and how they (the agencies) will be notified.

Justification
- The Center for Disease Control and Prevention (03-04-2020) says PSAPs or Emergency Medical Dispatch (EMD) centers (as appropriate) should question callers and determine the possibility that this call concerns a person who may have signs or symptoms and risk factors for respiratory disease (i.e., COVID-19). The query process should never supersede the provision of pre-arrival instructions to the caller when immediate lifesaving interventions (e.g., CPR or the Heimlich maneuver) are indicated.
  - Notify the appropriate personnel listed on the COOP Notification Checklist.
    - See Attachment H COOP Notification Checklist.

Stage #2 – Elevated Situational Conditions
- Consult with Medical Control regarding Center Operations for the specific crisis/disease (i.e., COVID-19).
  - Request any special instructions or directions.
- Activate Attachment B Work From Home Plan activated for Administrative, Support, IT and Training Functions.
  - Activation may be done incrementally or in total.
- All public events, meetings and in-person interviews will be cancelled or conducted by electronic means (i.e., conference call or video conference).
- Normal operating conditions for 9-1-1 Center shift rotations continue as scheduled.
- 9-1-1 Center staff are to be observant over the general health of other individual staff members.
  - If a co-worker’s health is of concern, notify the Floor and/or Shift Supervisor.
- If a staff member presents with flu-like symptoms, Floor and/or Shift Supervisors will consider the following options:
  - Discuss the staff member’s symptoms and health condition with the staff member using Attachment F Corona COVID-19 Virus Health Assessment Questions.
    - Consider that allergies and other illnesses can present flu-like symptoms.
    - Provide affected staff member with protective mask to wear while in the workplace.
  - Justification
    - Per the Center for Disease Control and Prevention (03-04-2020) Facemasks should be used by people who show symptoms of respiratory disease (i.e., COVID-19) to help prevent the spread of the disease to others.
Relieve staff member and send to Concentra (the County’s contracted health service) with return to work dependent on written Concentra approval.

Provide affected staff member with protective mask to wear while in the workplace.

- Justification
  - Per the Center for Disease Control and Prevention (03-04-2020) Facemasks should be used by people who show symptoms of respiratory disease (i.e., COVID-19) to help prevent the spread of the disease to others.

Restrict access to the Center

- Only personnel who are assigned to work in the 9-1-1 Center will be allowed in the Center.
  - This includes public safety responders and staff family members.
- All other business will be conducted by electronic means (i.e., phone or email).
  - Justification
    - Per the Center for Disease Control and Prevention (03-04-2020) The best way to prevent illness is to avoid being exposed to this virus.

Food Deliveries

- All food ordered by staff and delivered to the Center will be paid for electronically so that no money (cash) exchanges hands.
- The Front Receptionist or a Runner will accept the food and deliver it to the 9-1-1 Center.
- At no time, will any personnel come in personal contact with the food delivery driver.
  - Justification
    - Per the Center for Disease Control and Prevention (03-04-2020) The best way to prevent illness is to avoid being exposed to this virus.

Training

- Classroom Training
  - Will continue at the Backup 9-1-1 Center.
- On the Job/CTO Training
  - Will continue as scheduled at the 9-1-1 Center.

Front Desk Receptionist

- This position will be staffed:
  - By a “runner”
    - This may be a trainee who is not actively training
  - 24 hours per day, seven days per week
- The Receptionist will have no in-person contact with anyone coming to the Emergency Services Building.
  - Justification
**Charleston County Consolidated 9-1-1 Center**

- Per the Center for Disease Control and Prevention (03-04-2020)
  
  *The best way to prevent Illness is to avoid being exposed to this virus.*

- All communication will occur through the microphone and transaction window.
- Access past the lobby area will be denied to anyone who is not authorized by the Consolidated 9-1-1 Center Director, Emergency Management Director or their designee.
  - This includes public safety responders and staff family members.
- The Receptionist will continue to:
  - Receive packages and mail
  - Receive delivered meals (food)
    - All transactions are required to be done electronically by staff so there will be no exchange of money.
- All subpoenas will be accepted by Floor/Shift Supervisor.
  - The person making the subpoena service will be instructed to use the pneumatic tube outside the front entrance.
  - **Justification**
    - Per the Center for Disease Control and Prevention (03-04-2020)
      *The best way to prevent Illness is to avoid being exposed to this virus.*
  - Paperwork will be sent to the Floor/Shift Supervisor for signature and returned via the pneumatic tube.
  - The Floor/Shift Supervisor will have no physical contact with the person serving the subpoena.
  - If the person delivering the subpoena does not agree to these conditions, we will not accept the subpoena.
- Notify the appropriate personnel listed on the COOP Notification Checklist.
  - See Attachment H COOP Notification Checklist.

**Stage #3 – Conditions Worsen**

- Other options will be considered if we experience a significant loss of staff due to illness.
  - Options must be determined based on information that is both current and reliable.
  - **Justification**
    - Without having current and reliable information available, it is impossible to specify what action will be taken at this time.
    - This Plan provides the options available and the loss of function associated with the option.
- Evaluate options using Attachment C Options to Provide Core Mission
  - Option #1 – Isolate 9-1-1 Center Staff
  - Option #2 – Move to “Clean” Backup 9-1-1 Center
  - Option #3 – Utilize Coastal Cooperative Mutual Aid
  - Option #4 – Utilize Telecommunicator Emergency Response Taskforce (TERT)
  - Option #5 – Utilize Collier County Florida Mutual Aid
See Attachment D Sites/Locations to Perform Core Services
- Notify the appropriate personnel listed on the COOP Notification Checklist.
  - Document located on PowerDMS in the Disaster Preparedness section.

**Sites/Locations to Perform Core Services**

- **Primary Site**
  - Emergency Services Building, 8500 Palmetto Commerce Parkway, North Charleston, South Carolina, 29456
  - Process Calls for Service
    - Full function computer aided dispatch (CAD)
    - Full function 9-1-1 lines
    - Full function non-emergency lines
  - Dispatch appropriate response
    - Full function computer aided dispatch (CAD)
    - Full function Station Alerting System

- **Backup Site**
  - Public Services Building, 4045 Bridge View Drive, North Charleston, South Carolina, 29405
  - Process Calls for Service
    - Full function computer aided dispatch (CAD)
    - Full function 9-1-1 lines
    - Full function non-emergency lines
  - Dispatch appropriate response
    - Full function computer aided dispatch (CAD)
    - Full function Station Alerting System
    - Full Function radio

- **Ancillary Site**
  - Berkeley County 9-1-1, Drive, Moncks Corner, South Carolina 29461
  - Process Calls for Service
    - Partial function computer aided dispatch (CAD)
      - With technical modifications, our Center could work remotely from this location using our CAD.
    - Partial function 9-1-1 lines
      - 9-1-1 calls redirected to Berkeley County 9-1-1 from Charleston County 9-1-1 would provide automatic number identification (ANI) and automatic location information (ALI) from Charleston.
    - Partial function non-emergency lines
  - Dispatch appropriate response
    - Partial function computer aided dispatch (CAD)
      - With technical modifications, our Center could work remotely from this location using our CAD.
    - Full function Station Alerting System
• As long as the Center’s CAD is functional from this location.
  ▪ Partial Function radio
  ▪ Charleston County radio to make system adjustments.
  ▪ Use of Charleston County portables should be available.

**Consolidated Dispatch Center Board Meetings**

- Consolidated Dispatch Center Board (Board)
  o All in-person meetings are to be cancelled.
  ▪ Emergency meetings by electronic means (phone or video conference) are allowed.
- Board Committees
  o All in-person meetings are to be cancelled.
- Board Workgroups
  o All in-person meetings are to be cancelled.
Attachment A

Respiratory Disease Prevention

Everyday preventive actions to help prevent the spread of respiratory diseases include:

- Avoid close contact with people who are sick.
- Avoid touching your eyes, nose, and mouth.
- Stay home when you are sick.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces using a regular household cleaning spray or wipe.
- Follow CDC’s recommendations for using a facemask.
  - CDC does not recommend that people who are well wear a facemask to protect themselves from respiratory diseases, including COVID-19.
  - Facemasks should be used by people who show symptoms of COVID-19 to help prevent the spread of the disease to others. The use of facemasks is also crucial for health workers and people who are taking care of someone in close settings (at home or in a health care facility).
- Wash your hands often with soap and water for at least 20 seconds, especially after going to the bathroom; before eating; and after blowing your nose, coughing, or sneezing.
  - If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol. Always wash hands with soap and water if hands are visibly dirty.
Attachment B

Work from Home Plan

For Administrative, Support, IT and Training Functions

- **Quality Assurance (QA)**
  - All in-person “consultations” with Telecommunicators to be cancelled.
  - Meetings by electronic means (phone or video conference) are allowed.
  - QA Supervisor and Specialists to work remotely (i.e., from home).

- **Payroll**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - Payroll (green) sheets will be scanned and sent to the Administrative Services Coordinator via electronic means.
  - Administrative Services Coordinator to work remotely (i.e., from home).

- **Finance**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - Accountant to work remotely (i.e., from home).

- **Terminal Agency Coordinator (TAC)**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - TAC to work remotely (i.e., from home) as able to do so.
    - NCIC access requires the TAC to be on site.

- **CDC Human Resources (HR) Manager**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - HR Manager to work remotely (i.e., from home).

- **Scheduler**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - HR Manager to work remotely (i.e., from home).

- **CDC IT**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - The CDC IT Manager will maintain two CDC IT professionals on site at all times.
    - These people may be rotated out depending on the duration of the event.
  - The remaining CDC IT personnel to work remotely (i.e., from home).

- **Project Coordinator(s)**
  - All in-person meetings to be cancelled.
    - Meetings by electronic means (phone or video conference) are allowed.
  - Project Coordinator(s) to work remotely (i.e., from home).
Attachment C

Options for Continuing Primary Core Mission

- Option #1 – Isolate 9-1-1 Center Staff
  - If we experience a significant loss of staff due to illness, isolation of healthy appearing personnel may be necessary.
    - 9-1-1 Center Staff would remain on site for a period of time (i.e., 3 days)
  - Continue to reduce non-critical personnel (i.e., NCIC, Stats, etc.)
  - This option would require disaster plan implementation to provide logistics and food.
  - Disinfect building

- Option #2 – Move to “Clean” Backup 9-1-1 Center
  - Disinfect Backup 9-1-1 Center prior to move.
  - Implement COOP for relocation to Backup 9-1-1 Center.
  - Normal operating conditions for 9-1-1 Center shift rotations continue as scheduled.

- Option #3 – Utilize Coastal Cooperative Mutual Aid
  - Utilize Coastal Cooperative agreement to:
    - Share call and dispatch workload
  - Some of loss of capability would be experienced based on technology.

- Option #4 – Utilize Telecommunicator Emergency Response Taskforce (TERT)
  - Request South Carolina TERT or a National TERT response
    - Consideration must be given to the needs of other PSAPs as this would be a Statewide or National incident.

- Option #5 – Utilize Collier County Florida Mutual Aid
  - Utilize Mutual Aid agreement to:
    - Share call and dispatch workload
  - Some of loss of capability would be experienced based on technology.
Attachment D

Sites/Locations to Perform Core Services

- **Primary Site**
  - Emergency Services Building, 8500 Palmetto Commerce Parkway, North Charleston, South Carolina, 29456
  - Process Calls for Service
    - Full function computer aided dispatch (CAD)
    - Full function 9-1-1 lines
    - Full function non-emergency lines
  - Dispatch appropriate response
    - Full function computer aided dispatch (CAD)
    - Full function Station Alerting System

- **Backup Site**
  - Public Services Building, 4045 Bridge View Drive, North Charleston, South Carolina, 29405
  - Process Calls for Service
    - Full function computer aided dispatch (CAD)
    - Full function 9-1-1 lines
    - Full function non-emergency lines
  - Dispatch appropriate response
    - Full function computer aided dispatch (CAD)
    - Full function Station Alerting System
    - Full Function radio

- **Mutual Aid Site – Berkeley County 9-1-1**
  - Berkeley County 9-1-1, 223 North Live Oak Drive, Moncks Corner, South Carolina, 29461
  - Process Calls for Service
    - Partial function computer aided dispatch (CAD)
      - With technical modifications, our Center could work remotely from this location using our CAD.
    - Partial function 9-1-1 lines
      - 9-1-1 calls redirected to Berkeley County 9-1-1 from Charleston County 9-1-1 would provide automatic number identification (ANI) and automatic location information (ALI) from Charleston.
    - Partial function non-emergency lines
  - Dispatch appropriate response
    - Partial function computer aided dispatch (CAD)
      - With technical modifications, our Center could work remotely from this location using our CAD.
    - Full function Station Alerting System
      - As long as the Center’s CAD is functional from this location.
    - Partial Function radio
      - Charleston County radio to make system adjustments.
- Use of Charleston County portables should be available.

- Mutual Aid Site – Horry County 9-1-1
  - (Address)
  - Process Calls for Service
    - No common computer aided dispatch (CAD)
    - Partial function 9-1-1 lines
      - 9-1-1 calls redirected to Horry County 9-1-1 from Charleston County 9-1-1 would **NOT** provide automatic number identification (ANI) and automatic location information (ALI) from Charleston.
    - Partial function non-emergency lines
      - Dispatch appropriate response
        - No common computer aided dispatch (CAD)
        - No Station Alerting System
        - Partial Function radio
          - Charleston County radio to make system adjustments.
          - Use of Charleston County portables should be available.
Attachment E

Charleston County 911 Succession Plan

Each position has a secondary and tertiary person to fill critical roles in the event that the primary person is not available.

<table>
<thead>
<tr>
<th>Charleston County 911 Succession Plan (03-05-2020)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Director</strong></td>
</tr>
<tr>
<td>Primary</td>
</tr>
<tr>
<td>Secondary</td>
</tr>
<tr>
<td>Tertiary</td>
</tr>
</tbody>
</table>
Attachment F

Corona COVID-19 Virus Health Assessment Questions

Note: Consider that allergies and other illnesses can present flu-like symptoms.

Note: Questions will be asked in a private setting.

1. Are you having breathing problems?
2. Are you feeling ill?
3. Do you have a fever?
   a. Floor/Shift Supervisor to use forehead temperature device to assess body temperature.
      i. Utilize protective gloves when assessing forehead temperature.
4. Have you traveled outside of the US in the last 30 days?
5. Have you had contact with a person who has traveled from a known infected area within the past 30 days?
   a. Corona COVID-19 Virus infected area

Positive indicator = Breathing Problems + Fever + Yes to screening question #4 or #5
Positive indicator = Breathing Problems + Yes to screening question #4 or #5
Positive indicator = Sick (ill) Person + Fever + Yes to screening question #4 or #5
Positive indicator = Sick (ill) Person + Yes to screening question #4 or #5
Attachment G
Decision Process for COOP Implementation

DECISION PROCESS for COOP IMPLEMENTATION

EVENT WITH WARNING

Work Hours
- Is the threat aimed at the facility or surrounding area?
- Is the threat aimed at Center personnel?
- Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?
- Assess and evaluate potential backup communications site(s)
- Will relocation to an alternate location put them in more imminent danger than remaining at the primary Center?
- Road/weather conditions getting from primary to the backup communications site?
- Are employees unsafe remaining in the facility and/or area?
- Who should be notified of the threat?
- Do we need to augment staff?
- Is it safe for the next shift of employees to report to work?

Non-Work Hours
- Is the threat aimed at the facility or surrounding area?
- Is the threat aimed at Center personnel?
- Are employees unsafe remaining in the facility and/or area?
- Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?
- Assess and evaluate potential backup communications site(s)
- Will relocation to the alternate location put them in more imminent danger than remaining at the primary Center?
- Road/weather conditions getting from primary to the backup communications site?
- Who should be notified of the threat?
- Is it safe for employees to return to work the next day?
- Do we need to augment staff?

EVENT WITHOUT WARNING

Work Hours
- Is the facility affected?
- Are personnel affected?
- Have personnel safely evacuated or are they sheltering-in-place?
- Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?
- Assess and evaluate potential backup communications site(s)
- Road/weather conditions getting from primary to the backup communications site?
- Will relocation to the alternate location put them in more imminent danger than remaining at the primary Center?
- What are instructions for first responders?
- What must be done to maintain the operation?
- Who should be notified?

Non-Work Hours
- Is the facility affected?
- Are personnel affected?
- Have personnel safely evacuated or are they sheltering-in-place?
- Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?
- Assess and evaluate potential backup communications site(s)
- Road/weather conditions getting from primary to the backup communications site?
- Will relocation to the alternate location put them in more imminent danger than remaining at the primary Center?
- What are instructions for first responders?
- What must be done to maintain the operation?
- Who should be notified?
Attachment H

COOP Notification Checklist

During Non-Work Hours or Dispatch Floor Event:

<table>
<thead>
<tr>
<th>SUPERVISORY STAFF</th>
<th>OPERATIONS MANAGER</th>
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<tbody>
<tr>
<td>• Operations Manager - [redacted]</td>
<td>[redacted]</td>
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<table>
<thead>
<tr>
<th>DEPUTY DIRECTOR</th>
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</thead>
<tbody>
<tr>
<td>• Director - [redacted]</td>
</tr>
<tr>
<td>• Support Services Manager - [redacted]</td>
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<tr>
<td>• Administrative Services Manager - [redacted]</td>
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<tr>
<td>• In the event the Director is unavailable - notify the following:</td>
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<table>
<thead>
<tr>
<th>DIRECTOR</th>
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<tbody>
<tr>
<td>• Technology Manager - [redacted]</td>
</tr>
<tr>
<td>• Deputy County Administrator for Dispatch and Medical Services - [redacted]</td>
</tr>
<tr>
<td>• County Administrator - [redacted]</td>
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<tr>
<td>• Facilities - [redacted]</td>
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<tr>
<td>• Project Manager - [redacted]</td>
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Sudden Center-wide Event:

<table>
<thead>
<tr>
<th>DIRECTOR</th>
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<tbody>
<tr>
<td>• Deputy Director - [redacted]</td>
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<tr>
<td>• Technology Manager - [redacted]</td>
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<tr>
<td>• Deputy County Administrator for Dispatch and Medical Services - [redacted]</td>
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<tbody>
<tr>
<td>• In the Director's absence, notify the above</td>
</tr>
<tr>
<td>• Operations Manager - [redacted]</td>
</tr>
<tr>
<td>• Support Services Manager - [redacted]</td>
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<tr>
<td>• Administrative Services Manager - [redacted]</td>
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<table>
<thead>
<tr>
<th>OPERATIONS MANAGER</th>
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</thead>
<tbody>
<tr>
<td>• Supervisory and floor staff</td>
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<tr>
<td>• Scheduler</td>
</tr>
</tbody>
</table>