

## Continuity of Operations Plan (COOP)

### Pandemic Conditions

#### Director's Interim Procedure, Revision: 03-18-2020

##### Introduction

With a declaration of a pandemic, additional precautions to avoid the spread of respiratory illness in the workplace will be taken. During a declared pandemic, employers can ask additional questions, require additional screenings, or enact protocols aimed at workplace safety and preventing the spread of the illness.

The primary goal during a pandemic is to stop the spread of the illness to others. Employers have a responsibility to keep their workforce safe. The Equal Employment Opportunity Commission's (EEOC) regulations during a pandemic identify four factors in determining whether an employee poses a direct threat: (1) duration of the risk; (2) nature and severity of the potential harm; (3) the likelihood that potential harm will occur; and (4) the imminence of the potential harm.<sup>1</sup> During a pandemic, employers can take the following actions that are not generally allowed under employment laws and Americans with Disabilities Act (ADA). These steps include<sup>2</sup>:

- Sending employees home who exhibit influenza-like symptoms at work
- Ask employees exhibiting influenza-like symptoms what symptoms the person is experiencing
- Take an employee's temperature
- Ask questions about travel, both personal and business, and have the person stay home for the period specified due to the type of illness
- Require a fitness to return to work appointment by a medical professional

Employers are required to provide reasonable accommodations to employees during a pandemic, unless it would cause an undue hardship. An undue hardship is defined as "significant difficulty or expenses for the employer taking all things into account including the nature of the employer's business."<sup>3</sup> The Centers for Disease Control (CDC) further recommends first responder agencies determine essential functions and work capabilities (including 911 Communications Centers) and using available and modified leave policies to help prevent the spread of respiratory infections in the workplace.<sup>4</sup>

This document outlines procedures in compliance with EEOC and CDC guidance, the primary mission of the department, and reasonable accommodations that can be made based on the work responsibilities of each employee group.

---

<sup>1</sup> [https://www.eeoc.gov/facts/pandemic\\_flu.html](https://www.eeoc.gov/facts/pandemic_flu.html)

<sup>2</sup> <https://www.scemployersblog.com/2020/03/covid-19-what-employers-need-to-know-about-permissible-medical-inquiries-and-osha-requirements/>

<sup>3</sup> [https://www.eeoc.gov/facts/pandemic\\_flu.html](https://www.eeoc.gov/facts/pandemic_flu.html)

<sup>4</sup> <https://www.cdc.gov/flu/pandemic-resources/pdf/lawenforcement.pdf>

## Charleston County Consolidated 9-1-1 Center

### 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.
  - o See Attachment E Charleston County 911 Succession Plan
- The Decision Process for COOP Implementation will be utilized in all stages of decision-making.
  - o See Attachment G Decision Process for COOP Implementation
- Activation of this plan is NOT dependent on a Pandemic declaration.
  - o *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:
  - o Process calls for service
  - o 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.*

### Employee Groups and Definitions

- The 9-1-1 Center employs people in different job classifications and schedules.
- In some circumstances, remote work opportunities exist, but not in all.
  - o See Attachment G Employee Classifications and Schedules

### The Plan

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

## Charleston County Consolidated 9-1-1 Center

- 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 (03-13-2020) 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.*
  - Survey staff to determine who may need leave if day care centers and schools close.
  - 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.
  - If day care centers and/or schools are closed, implement assistance (if possible to help 9-1-1 Center staff with childcare needs).
  - 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 members 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 (03-13-2020) Facemasks should be used by people who*

## Charleston County Consolidated 9-1-1 Center

*show symptoms of respiratory disease (i.e., COVID-19) to help prevent the spread of the disease to others.*

- If employee presents as ill, utilize MUSC Virtual Care to assess the staff member for COVID-19.
- If employee presents as ill, relieve that staff member. Staff member should be evaluated by a medical professional and cleared to return to work before being allowed into the main workplace.
  - Return to work clearance may only be authorized by Concentra (Charleston County's contracted medical service).
- 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 (03-13-2020) 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 (03-13-2020) 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

- Option #5 – Utilize Collier County Florida Mutual Aid
- Option #6 – Activate 9-1-1 Trainees
- Option #7 – Reassign Current County Employees to the Center
- 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**

- The Center has multiple sites to maintain COOP.
  - See Attachment D Sites/Locations to Perform Core Services.

### **Consolidated Dispatch Center Board Meetings**

- Consolidated Dispatch Center Board (Board)
  - All in-person meetings are to be cancelled.
    - Emergency meetings by electronic means (phone or video conference) are allowed.
- Board Committees
  - All in-person meetings are to be cancelled.
- Board Workgroups
  - 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).
- 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.
- Option #6 – Activate 9-1-1 Trainees
  - Current trainees (as of 03-13-2020) have sufficient training to the Administrative Telecommunicator (ATC) level.
  - These Trainees would be used to answer emergency and non-emergency calls using the appropriate Emergency Rule
- Option #7 – Reassign Current County Employees to the Center
  - Identify County Employees who have ability to work for the Center.
    - These employees would be utilized as Call Takers and Dispatchers

## Attachment D

### Sites/Locations to Perform Core Services

- Primary Site
  - Emergency Services Building, [REDACTED] Parkway, North Charleston, South Carolina, [REDACTED]
  - 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, [REDACTED] Drive , North Charleston, South Carolina, [REDACTED]
  - 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, [REDACTED] Drive, Moncks Corner, South Carolina [REDACTED]
    - 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.

## Charleston County Consolidated 9-1-1 Center

- Use of Charleston County portables should be available.
- Mutual Aid Site – Horry County 9-1-1
  - Horry County 911, [REDACTED] Street, Conway, SC [REDACTED]
    - 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.

Charleston County 911 Succession Plan (03-05-2020)						
	Director	Deputy Director	Support Services	IT	Administrative Services	Operations
Primary	Jim [REDACTED]	Allyson [REDACTED]	Sharon [REDACTED]	Mike [REDACTED]	Suzanne [REDACTED]	Aaron [REDACTED]
Secondary	Allyson [REDACTED]	Sharon [REDACTED]	Veronica [REDACTED]	Matt [REDACTED]	Amy [REDACTED]	Jenie [REDACTED]
Tertiary	Sharon [REDACTED]	Aaron [REDACTED]	Jason [REDACTED]	Billy [REDACTED]	Michelle [REDACTED]	Craig [REDACTED]

## 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. Do you have a cough?
5. Have you had exposure to someone suspected of having Coronavirus?
6. If the employee has positive indicators for COVID-19 based on the screening questions
  - a. Have employee don an N-95 mask
  - b. Utilize MUSC Virtual Care to assess the staff member for COVID-19.
  - c. Send the employee home or for testing based on MUSC Virtual Care direction

Positive indicator = Breathing Problems + Fever and/or Cough + Yes to screening question #5

Positive indicator = Breathing Problems + Yes to screening question #5

Positive indicator = Sick (ill) Person + Fever and/or Cough + Yes to screening question #5

Positive indicator = Sick (ill) Person + Yes to screening question #5

## Attachment G

### Decision Process for COOP Implementation

#### EVENT WITH WARNING

<b>Work Hours</b>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at Center personnel?</li> <li>• Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?</li> <li>• Assess and evaluate potential backup communications site(s)</li> <li>• Will relocation to an alternate location put them in more imminent danger than remaining at the primary Center?</li> <li>• Road/weather conditions getting from primary to the backup communications site?</li> <li>• Are employees unsafe remaining in the facility and/or area?</li> <li>• Who should be notified of the threat?</li> <li>• Do we need to augment staff?</li> <li>• Is it safe for the next shift of employees to report to work?</li> </ul>
<b>Non-Work Hours</b>	<ul style="list-style-type: none"> <li>• Is the threat aimed at the facility or surrounding area?</li> <li>• Is the threat aimed at Center personnel?</li> <li>• Are employees unsafe remaining in the facility and/or area?</li> <li>• Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?</li> <li>• Assess and evaluate potential backup communications site(s)</li> <li>• Will relocation to the alternate location put them in more imminent danger than remaining at the primary Center?</li> <li>• Road/weather conditions getting from primary to the backup communications site?</li> <li>• Who should be notified of the threat?</li> <li>• Is it safe for employees to return to work the next day?</li> <li>• Do we need to augment staff</li> </ul>

#### EVENT WITHOUT WARNING

<b>Work Hours</b>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• Are personnel affected?</li> <li>• Have personnel safely evacuated or are they sheltering-in-place?</li> <li>• Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?</li> <li>• Assess and evaluate potential backup communications site(s)</li> <li>• Road/weather conditions getting from primary to the backup communications site?</li> <li>• Will relocation to the alternate location put them in more imminent danger than remaining at the primary Center?</li> <li>• What are instructions for first responders?</li> <li>• What must be done to maintain the operation?</li> <li>• Who should be notified?</li> </ul>
<b>Non-Work Hours</b>	<ul style="list-style-type: none"> <li>• Is the facility affected?</li> <li>• Are personnel affected?</li> <li>• Have personnel safely evacuated or are they sheltering-in-place?</li> <li>• Do the conditions present a clear danger to the life or health of employees and/or visitors in the Center?</li> <li>• Assess and evaluate potential backup communications site(s)</li> <li>• Road/weather conditions getting from primary to the backup communications site?</li> <li>• Will relocation to the alternate location put them in more imminent danger than remaining at the primary Center?</li> <li>• What are instructions for first responders?</li> <li>• What must be done to maintain the operation?</li> <li>• Who should be notified?</li> </ul>

**Attachment H**  
**COOP Notification Checklist**

**During Non-Work Hours or Dispatch Floor Event:**

**Sudden Center-wide Event:**

**Attachment G**

**Employee Classifications and Schedules**

<b>Employee Group</b>	<b>Job Classifications</b>	<b>Remote Work Available</b>	<b>Notes</b>
Administrative staff in traditional work week schedules (exempt)	Director Deputy Director Technology Manager Operations Manager Administrative Project Coordinator Support Services Manager Administrative Services Manager CDC HR Manager CAD Supervisor IT Supervisor Support Services Supervisor QA Supervisor CDC Analyst (FOIA) CDC Analyst (Accreditation) RMS Administrator Project Officer II	Yes	Managers and supervisors may have oversight of employees both working remotely and in the office.
Administrative staff in traditional work week schedules (non-exempt)	Administrative Assistant III Public Education Specialist QA Specialists CDC Recruiter Computer Support Specialist 911 Systems Specialist Network Administrator CAD Analyst Mobile Data Technician GIS Technician Administrative Services Coordinator CDC Scheduler	Yes	Employees will have to track their hours and work with their supervisors on tracking time and assignments.  Some employees in this group may also assist with 24/7 work functions that cannot be done remotely.
Administrative staff in traditional work week schedules (non-exempt)	Training Coordinator NCIC TAC Coordinator	Yes/No	Some functions can be completed remotely, and these employees will have remote access for those job responsibilities that can be done remotely. At this time training and NCIC access cannot be done remotely.
24/7 Personnel with remote work opportunities	Floor Supervisors	Yes	Floor supervisors can remotely work for administrative tasks and assistance with supervision of the 24/7 staff in the building

Charleston County Consolidated 9-1-1 Center

24/7 Personnel without remote work opportunities	Shift Supervisors Telecommunicators Administrative Telecommunicators	No	Current work responsibilities cannot be handled remotely at this time.
--	--	----	--