



# **Town of St. James North Carolina**

## **Continuity of Operations Plan (COOP)**

**October 2022**

**Town of St. James**  
**Continuity of Operations Plan (COOP)**

- I. EXECUTIVE SUMMARY .....1**
- II. INTRODUCTION..... 1**
  - A. Purpose:..... 1**
  - B. Applicability and Scope: ..... 1**
  - C. Delegations of Authority: .....2**
  - D. Situation and Assumptions: .....2**
- III. AUTHORITIES & REFERENCES.....2**
  - A. Daily Operations: .....2**
  - B. Emergency Operations:.....3**
- IV. ORGANIZATION .....3**
  - A. Town Functions: .....3**
  - B. Essential Functions: .....5**
  - C. Non-Essential Functions: .....6**
- V. CONCEPT OF OPERATIONS .....7**
  - A. Phase 1: Activation, Mobilization, and Relocation: .....7**
  - B. Phase 2: Alternate Facility Operations: .....7**
  - C. Phase 3: Recovery/Reconstitution: .....7**
- VI. LOGISTICS.....7**
  - A. Alternate Locations: .....7**
- VII. PLAN MAINTENANCE .....8**

## I. EXECUTIVE SUMMARY

A Continuity of Operations Plan, or COOP, is an important part of emergency planning and provides a way for organizations to ensure that they are able to continue providing essential functions in the event of a variety of different emergencies that could interrupt the normal operating environment.

It is expected and necessary for the Town of St. James to respond quickly in the event of an emergency or threat resulting from a variety of causes such as those that are human, natural, or technological in nature in concert with other agencies. It is for these reasons that the Town of St. James has created and adopted this COOP. This plan not only identifies essential functions but also outlines what would need to be done in the three phases of operation—Activation and Relocation, Alternate Facilities Operations, and Reconstitution. This plan also incorporates the following elements that are associated with continuity planning:

- Delegations of authorities that would be needed in an emergency situation;
- Essential Functions and Non-Essential Functions;
- Vital equipment, systems, files, and records that would be needed in an emergency; and
- Any alternate facilities that could be used for operations.

The Primary and Secondary COOP Program Managers are listed in the table below. The Program Managers will coordinate continuity of operations and are responsible for managing all activities to continue essential functions during a situation that disrupts the normal operating environment.

COOP Program Manager Information		
	Name and Position	Contact Information
Primary COOP PM	Name: Jean Toner Position: Mayor	Home Address: 375 Selwyn Circle, Southport, NC 28461 Email: jtoner@stjames.town Cell: (412) 551-7718
Secondary COOP PM	Name: Jeff Repp Position: Town Manager	Home Address: 311 N Hills Dr, Southport, NC 28461 Email: jrepp@stjames.town Cell: (910) 880-5211

## II. INTRODUCTION

### A. Purpose:

A COOP has several general purposes. These include avoiding or minimizing disruptions to essential services, protecting essential records and equipment, and defining the resources and planning that are needed to achieve the minimum COOP capabilities. This plan was created to help establish guidelines that enable the organization to continue to carry out its essential functions in any and all circumstances that may arise. While the nature and severity of a disrupting event cannot be predicted, this plan will help ensure that the impact on operations, personnel, and facilities are minimized

### B. Applicability and Scope:

This plan is able to address all types of hazards and be effective regardless of the severity of the emergency. It was also created to allow for the continuation of essential functions despite the

interruptions that may affect the normal operating environment and to also enable the plan to be implemented with little to no warning. Finally, this plan can be used to help identify what resources are required for the COOP to be more effectively and quickly implemented when needed.

**C. Delegations of Authority:**

Delegations of authority outline, by position, the people who have the power to act on behalf of the Town during times of emergency. For the purposes of this plan, the Mayor is the main authority for the Town. In his/her absence, the persons listed in the table below are authorized to act in his/her place.

COOP Delegations of Authority		
Position	Name	Contact Information
Mayor Pro Tem	Name: Dave DeLong	Home Address:3020 Baycrest Ct, Southport, NC 28461 Email: ddelong@stjames.town Cell: (910) 777-3867
Town Manager	Name: Jeff Repp	Home Address: 311 N Hills Dr, Southport, NC 28461 Email: jrepp@stjames.town Cell: (910) 880-5211

**D. Situation and Assumptions:**

The Town is vulnerable to a number of different types of hazards. Any could cause a disruption in the normal operating environment which could trigger a COOP activation. Essentially, there are two situations that can result from any of hazard that would cause a COOP activation. The first includes a loss of critical infrastructure and/or the primary work location; the second includes the loss of staff necessary to carry out the organization’s essential functions.

The plan was created with the assumption that situations may occasionally occur that interrupt the normal operating environment which would necessitate the need for this COOP. These situations could include, but are not limited to, hazards discussed in the Town’s Emergency Operations Plan (EOP), Brunswick County’s EOP, and the Regional Risk Mitigation Plan. As a result, this plan has been created using the all-hazards approach.

**III. AUTHORITIES & REFERENCES**

**A. Daily Operations:**

This section outlines or lists the different documents and policies that grant the Town the power to do what is expected on a day-to-day basis.

Documents:
NC General Statutes, Town Charter, Policies, Procedures, Ordinances, Resolutions, Minutes, and Contracts.

**Location(s):**

All documents are in multiple locations and in several formats.  
Town Hall – paper documents, electronic files  
Storage Shed – paper documents

**B. Emergency Operations:**

This outlines and lists, at minimum, the documents and/or policies that grant the power to do what it is expected and necessary/required to do during emergencies.

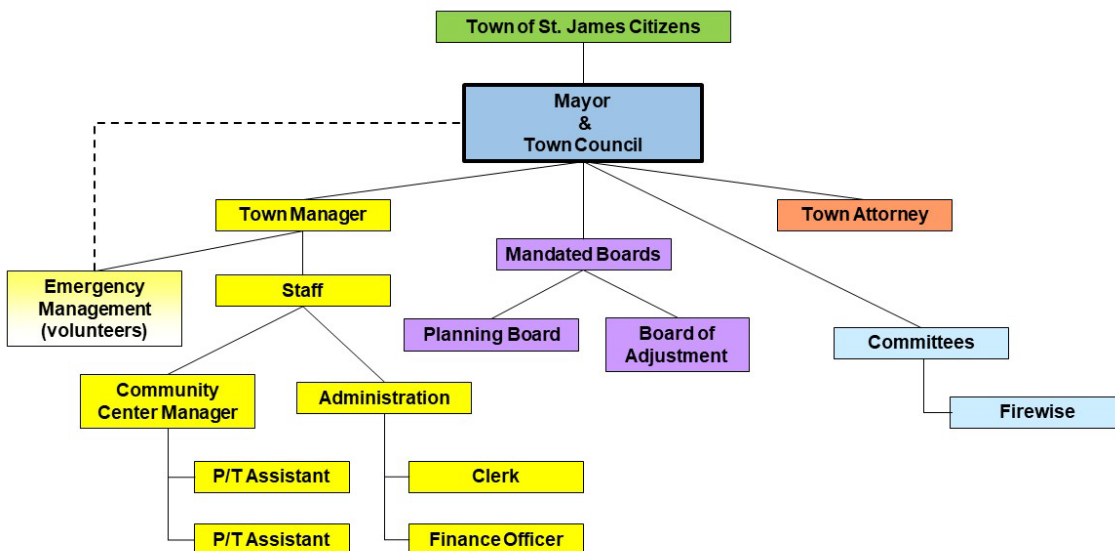
**Emergency Operations Documents and Policies**

The Town of St. James falls under Brunswick County’s Emergency Operations Plan and the Regional Risk Mitigation Plan.  
Aid and assistance is provided by Brunswick County Departments, including Emergency Services, Environmental Health, Floodplain Management, Health and Human Services, Public Utilities, and Brunswick County Sheriff’s Office  
In addition, the Town maintains its own Emergency Operations Plan (EOP).

**IV. ORGANIZATION**

**A. Town Functions:**

The Town of St. James is a limited-services local government, operating under the Council-Manager form of government. The organizational chart below illustrates the structure in terms of hiring or appointments.



The Town of St. James maintains relationships with major stakeholders possessing vested interests in the daily operations of the community:

- St. James Plantation Property Owners' Association (POA)

- St. James Fire Department (SJFD)
- The Clubs at St. James (Troon)
- St. James Marina

The Town's major positions and roles are outlined below.

Service	Position and Role
<b>Governance</b>	<b>Mayor and Town Council:</b> Elected by the citizens, they are responsible for the legislative functions and are tasked with providing leadership and setting policy. In concert with the Town Manager and staff, legislative duties include the implementation of policies, procedures, ordinances, and resolutions that direct the business of government. In the event the Mayor is temporarily incapacitated or unavailable, the Mayor Pro Tem is tasked with assuming the duties of the Mayor, which include signatory authority for Town documents.
<b>Management</b>	<b>Town Manager:</b> Under supervision of the Town of St. James Town Council, carries the full responsibility as the administrative head of the Town government. The Manager performs a complex variety of professional administrative work including implementing directives of the Council, appointing, and directing any and all officers and employees of the Town, but excluding the Town Attorney.
<b>Administration</b>	<b>Town Clerk:</b> Under supervision of the Manager, performs a complex variety of professional administrative work assisting the Town Manager, Council, and Mayor in handling multiple duties; maintains the official municipal records of the Town; performs all duties as required by law; performs related work as required.
<b>Finance &amp; Budget</b>	<b>Finance Officer:</b> Under supervision of the Manager, is responsible for financial, accounting, administrative, and personnel services in order to meet legislative requirements included in the NC General Statutes, Local Government Budget and Fiscal Control Act, Town Charter, and Town Policies and Procedures, and supports municipal operations. Responsibilities include preparing financial statements, maintaining cash controls, preparing payroll and personnel administration, maintaining accounts payable and receivable, and assisting with budget preparation.
<b>Facilities</b>	<b>Community Center Manager:</b> Under supervision of the Manager, performs professional programming, maintenance, and supervision related to the Town of St. James Community Center. Requires supervisory and administrative leadership in planning, organizing, and directing services provided. The position is both hands-on/physical and administrative with broad and diverse duties. Involves the development, administration, and execution of a comprehensive maintenance and facility operations plan. The ability to deal professionally and effectively with citizens, community groups, volunteers, and agencies is necessary.

**B. Essential Functions:**

This section includes a list of essential functions, which are all the activities that need to be continued at all times, regardless of the situation. As the Town of St. James operates as a limited services government, many services are provided by other organizations. Below is a list of essential functions and/ or service providers.

Service	Position and Role
<p><b>Emergency Management</b></p>	<p>Brunswick County Department of Emergency Services Department, acts as the designated coordinating agency to prepare for, respond to, recover from, and mitigate potential emergencies and disasters in Brunswick County, under the general supervision of the County Manager and the Director of Emergency Services.</p> <p>Brunswick County Emergency Services            Address: 3325 Old Ocean Highway (Building C)            Phone: (910) 253-5383            Email: emergency.services@brunswickcountync.gov</p> <p>The Town of St. James has established a volunteer emergency management organization, whose primary missions are to (1) be knowledgeable of emergency management policies and procedures, and (2) collect, collate and disseminate information to the community at the direction of the Mayor.</p>
<p><b>Emergency Shelter</b></p>	<p>The American Red Cross, Brunswick County Emergency Services, and Brunswick County Board of Commissioners Chair have authorization to declare states of emergency and open shelters. Brunswick County has two primary shelter locations for potential use. In the event of a hurricane, Brunswick County will direct most individuals who need a shelter option to these locations.</p> <p>Cedar Grove Middle School            Address: 750 Grove Trail, SW, Supply, NC 28462</p> <p>Town Creek Middle School            Address: 6370 Lake Park Drive SE, Winnabow, NC 28479</p> <p>Brunswick County’s hurricane preparation plans include secondary or alternative shelters in the event of overflow at its primary shelters or to accommodate additional sheltering needs. Brunswick County will communicate additional shelter locations available to the public on their webpage, through its communications channels, and its online shelter map if necessary.</p> <p>The Town of St. James does not manage emergency shelters and relies on County planning.</p>
<p><b>Emergency Communications</b></p>	<p>Activated by Brunswick County Emergency Management, Brunswick County Amateur Radio Services (ARES) provides communication when traditional modes of communication such as telephone systems are not operational.</p>

	The Town of St. James maintains basic emergency communication capability at the Town’s Emergency Operations Center (EOC) located at SJFD Station #2 – 3627 Oceanic Drive.
<b>Law Enforcement</b>	Brunswick County Sheriff’s Department Address: 70 Stamp Act Drive, Bolivia, NC 28422 Phone: 910-253-2777 Emergency: 911
<b>Fire Services</b>	St. James Fire Department SJFD Station #1 – 3628 St. James Drive SJFD Station #2 – 3627 Oceanic Drive Phone: 910-253-9990 Emergency: 911 Email: sjfd@atmc.net
<b>Utilities</b>	Duke Energy: www.duke-energy.com, (800) 452-2777 Brunswick Electric Membership Corporation: www.bemc.org, (910) 457-9808 GFL: www.gflenv.com, (910) 253-4177 FOCUS Broadband: www.focusbroadband.com, (910) 754-4311 Spectrum: www.spectrum.com, (855) 273-6619 Brunswick County Public Utilities: www.www.brunswickcountync.gov/utilities, (910) 253-2655

**C. Non-Essential Functions:**

In addition to the organization’s essential functions described above, the organization also has different functions that it does which are not essential and can be interrupted or delayed without adversely affecting the safety and welfare of the community. In a situation where the COOP is activated, these functions and any others not deemed “mission essential” should be deferred until a later time when additional personnel and resources are available.

<b>Service</b>	<b>Position and Role</b>
<b>Governing/Administrative</b>	Functions not listed as essential in Table B above.
<b>Animal Control</b>	Brunswick County Animal Services Address: 429 Green Swamp Road NW, Supply, NC 28462 Phone: (910) 754-8204
<b>Tax Collection</b>	Brunswick County Tax Administration Address: 30 Government Center Drive NE, Bolivia, NC 28422 Phone: (910) 253-2829



## **V. CONCEPT OF OPERATIONS**

### **A. Phase 1: Activation, Mobilization, and Relocation:**

- Decision Process

In an event which renders Town Hall inoperable or inaccessible, this COOP would be activated by the Mayor or subsequent person listed in Section II. C. Delegations of Authority.

- Alert, Notification, and Implementation Process

Following the COOP activation, the Mayor or his/her delegate would notify persons listed in Section II. C. Delegations of Authority, any other Town staff and Town Council members, and major community stakeholders.

### **B. Phase 2: Alternate Facility Operations:**

- Vital Equipment and Systems

Vital equipment and systems include computers, telephone system, and various printers, copiers, and scanners. In the event that the Town Hall is inaccessible, or severely damaged, operations could continue at the EOC which possesses computers and telephone system.

- Vital Files, Records, and Databases

The vital files and records of the Town of St. James and their locations are listed in Section III. A. Daily Operations. The Town utilizes Microsoft 365 for office productivity and regularly backs up files and databases.

### **C. Phase 3: Recovery/Reconstitution:**

When the primary facility is deemed available for regular operations, the Primary COOP Program Manager will notify all staff that support both essential and nonessential functions that the COOP will be deactivated, and normal operations will resume.

## **VI. LOGISTICS**

### **A. Alternate Locations:**

In the event that Town Hall is unavailable or not suitable as a work location, an alternate facility would be needed to conduct the business of the Town. Laptop computers could be used to access Town records and databases.

If relocation is necessary, the Town of St. James maintains two facilities capable of hosting town decision makers. The first, is the EOC located at SJFD Station #2 – 3627 Oceanic Drive, St. James, NC 28461. The second is the arts and crafts room/administrative offices located at the Town of St. James Community Center, 4136 Southport-Supply Rd SE, St. James, NC 28461

## **VII. COMPUTER/IT/PHONE OPERATIONS**

The Town owns over 15 laptop and personal computers, one server and a VOIP phone system with 17 phone sets in the community center, POA offices and Town Hall. None of the systems are connected as such as the failure of one computer or laptop would affect other systems. They are all stand-alone.

All town related software is hosted by third parties and files are hosted by those parties and backed up on the town's server located at Town Hall. There is no software located on Town premises, so the threat of a ransom-wear event is very small.

All computer access does require Internet access and currently is supplied by FOCUS Broadband for both phones and computer access. In the event of a disruption of service phone service can

be redirected to employee's personal cellular phones and limited computer access for a short duration could also be achieved by personal devices. In the event of a longer disruption, employees could relocate to their private residences or SJFD Station #2 to achieve Internet access to continue essential operations (payroll, issuance of permits, website access, etc.).

The Town should explore the installation of a redundant cellular based Internet service (Verizon, AT&T, etc.) to provide backup in the event a disruption of service from FOCUS Broadband.

## **VIII. STATE OF EMERGENCY DECLARATION**

Under North Carolina law, a state of emergency declaration may be issued when state or local officials make a determination that an emergency situation exists. A state of emergency can be declared by the Mayor or in the absence of the Mayor the Mayor Pro Tem. (GS 166A-19.3(19)). An emergency exists when there is “an occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man- made accidental, military, paramilitary, terrorism, weather- related, public health, explosion- related, riot- related cause, or technological failure or accident, including, but not limited to, a cyber incident, an explosion, a transportation accident, a radiological accident, or a chemical or other hazardous material incident” (GS 166A-19.3(6), amended by SL 2016-87, s. 5).

The local declaration is the legal vehicle by which emergency restrictions and prohibitions, such as curfews and evacuations, are imposed for all or a portion of the Town as the situation warrants. In the event of an order for mandatory evacuation for the Town, Section 23 – Adverse Weather/Mandatory Evacuation of the Town of St. James Personnel Policy will be activated and applicable for all Town employees.

## **IX. PLAN MAINTENANCE**

The plan will be reviewed, and revisions made on an as-needed basis.