

Fayetteville Technical Community College CONTINUITY OF OPERATIONS PLAN (COOP)

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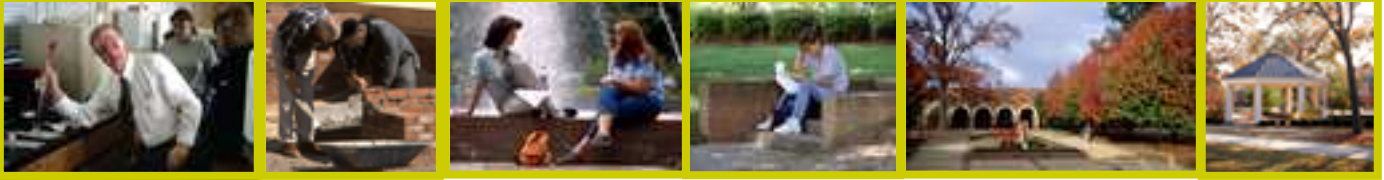
Fayetteville Technical Community College

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Continuity of Operations Plan (COOP)

Fayetteville Technical Community College

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Sections 1 through 4 - Updated 9/24/2009

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE
FTCC CONTINUITY OF OPERATIONS PLAN

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NOTE: Planning Unit/Functional Unit Mitigation Plans are maintained within each college planning unit and are not included in the electronic version of this manual

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE
FTCC CONTINUITY OF OPERATIONS PLAN

FTCC CONTINUITY OF OPERATIONS PLAN

FORWARD

“Serve our community as a learning-centered institution to build a globally competitive workforce supporting economic development”

FTCC must be postured to minimize the impact of a disaster by being prepared to continue its essential functions and services. This plan provides guidance to ensure essential services continue with the least possible interruptions.

The plan was developed in concert with local, state and federal entities which have overlapping and interconnecting responsibilities for emergency preparedness and response-related activities. It is intended to facilitate the staff and faculty’s ability to respond to a threat or an emergency situation and then quickly transition to restore the most time-sensitive or essential operations.

This plan is a living document that must be continually reviewed and updated as risks are identified and assessed and as we incorporate lessons learned. It will be reviewed periodically to validate the relevance of these procedures and to ensure that these procedures meet the current needs of the College. Continuity of Operations Planning (COOP) requires the cooperation of administrators, staff, faculty and students to be effective. Cooperation begins with each unit’s acknowledgement of responsibility for reviewing the provisions of the entire plan and willingness to become knowledgeable about the provisions that apply specifically to them. Requests for information or questions concerning this plan should be directed to:

The Office of the Vice President for Administrative Services
Fayetteville Technical Community College
P.O. Box 35236
Fayetteville, North Carolina 28303-0236
(910) 678 - 8212

1 INTRODUCTION

Recent natural and man made disasters have highlighted the need for contingency planning. Fayetteville Technical Community College (FTCC) is committed to ensuring the continuation of its mission by using a comprehensive, risk-based, emergency management plan for preparing, mitigating, responding, and recovering from disasters. This plan sets forth a strategy to prepare for and to respond to emergency situations which may endanger human health and safety, cause property damage and/or affect FTCC's ability to continue its College operations. It is designed to: delineate and assign areas of responsibility; establish basic procedures; encapsulate proactive and reactive planning measures; and describe how to operate under emergency conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning will minimize the impact on FTCC's mission, personnel, and facilities. Authorities and references used to create this plan are noted in Attachment A.

1.1 Purpose

The purpose of FTCC's Continuity of Operations Plan (COOP) is to establish procedures and organizational structure for responding to emergencies that are of sufficient magnitude to cause a significant disruption to some or all portions of the FTCC mission. This plan prescribes the roles and responsibilities of personnel within functional areas during emergency situations. This plan is designed to protect lives and property through effective use of College and community resources. Since emergencies can happen suddenly and without warning, this COOP is designed to be flexible enough to accommodate contingencies of various types and magnitudes.

The COOP complements FTCC's current Safety Plan and will not usurp established procedures for responding to certain events or emergencies; however, it will set forth comprehensive guidance that will focus on how to continue or resume key College operations and academic instruction. The plan will ensure the continuance of critical campus functions, systems, and services when a disruption to campus operations occurs for any reason, including a major or protracted infrastructure failure, or after a disaster or other emergency situation. Further, the plan's overall purpose is the commitment to reducing the impact of all natural and man made disasters on completion of FTCC's mission.

1.2 Plan Organization

The COOP contains the College's overall response to a natural or man made disaster at the *macro level*, in that it addresses a broader but inclusive range of responses that affect the administration, staff, faculty, students and facilities; the dynamics between these entities; and the cross communications required to maintain services at a degraded level until full reparation of services can be achieved. College unit plans, maintained within the Planning units, are written at the *micro level*, and they address what each planning unit will do to mitigate the effects of a threat or disaster. Each functional unit within the College will create supporting mitigation plans to further detail responses at the services and program levels where appropriate. Each supporting response plan complements and supports the next higher level plan(s). Functional unit plans will be updated during the Fall Semester to ensure those plans continue to support the COOP. The Director of Public Safety and Security will coordinate with the planning unit supervisor to ensure annual updates are accomplished.

Section 1 outlines the basic procedures and assumptions that form the framework for the COOP. Section 2 introduces concepts relevant to the development and execution of the COOP. Section 3 assigns responsibilities to the respective FTCC departments tasked with maintenance updating of the plan. Section 4 presents the FTCC Safety Plan.

Attachments A through Y serve to amplify or expand upon information discussed in the plan and may prove useful in understanding new concepts introduced in the body of the plan. Attachment A contains a list of Authorities and References relevant to Continuity of Operations Planning and Emergency response activities. Attachment B and C are the glossary and Index respectively. Attachment D provides maps of the main campus and satellite instructional locations and provides primary evacuation routes from the main campus. Attachment E includes multiple Incident Response Checklists to ensure that initial responders are available to react comprehensively to an incident while maintaining a standard protocol to insure their own safety and the safety of others. Attachment F is a collection of hazard analyses based on historical data and their effects and impact on Cumberland County. Attachment G includes forms which track training and assist in creating training scenarios. Attachment H is a listing of Planning Units that are required to maintain a separate Functional Unit Response Plan and ensure it is updated annually by June 30.

1.3 Objectives

The primary objective of this plan is to establish a framework to respond to an emergency situation in a safe, effective and timely manner; establish procedures to be used in the event of an interruption of College operations; to ensure continued capacity to operate and eventually fulfill restoration within a pre-established time period. The College's employees and equipment will be utilized to ensure restoration of essential functions and services while maintaining the following priorities:

Priority I:	Protection of Human Life
Priority II:	Protection of Critical Facilities
Priority III:	Protection of College Assets
Priority IV:	Maintenance of College Services

Key elements of the COOP include pre-established contingency plans that will enable FTCC or individual College units within FTCC to respond to an event in such a manner that critical functions continue as planned when faced with predetermined levels of interruption. The intent of the COOP is to facilitate the staff and faculty's ability to respond and react to an emergency and subsequently restore the most time-sensitive or essential operations. The plan should:

- Minimize the number of decisions that must be made during a contingency.
- Identify the resources needed to execute the actions defined by this plan.
- Specify the command and control structure of the Incident Command System.
- Identify actions to be undertaken by pre-designated teams.
- Identify critical data that will be recovered during recovery options.
- Define the process for testing and maintaining this plan to enhance the training of internal contingency teams.

1.4 Approach

The plan contains a strategy and program management concept that will improve the organization's ability to continue its operations during, and subsequent to, a disaster and presents a methodology to sustain it indefinitely. Planning for natural and man made disasters requires thorough examination of the College's operations. The planning process originally began with identifying potential hazards (paragraph 2.3.5.4 - 5); assessing the effect those hazards have on service(s) and determining a comprehensive response to those hazards.

Essential services are those functions vital to the continuance of College operations and academic instructions. The essential services are prioritized based on FTCC's mission and purpose statements. These essential services were analyzed under a variety of scenarios from minimal disruption of College operations to a worst-case scenario of campus closure. The difficult decision of campus closure is based on the answer to a single overarching question: "Can the campus safely maintain its essential services under the current event driven conditions?" The procedures specified in the COOP were developed in coordination with FTCC's existing administrative procedures and plans and provide a solid foundation that provides the best opportunity to continue essential services at FTCC.

The guidelines and steps in the COOP will assist FTCC leaders to be better prepared to continue essential College processes should an emergency occur. The plan also provides guidance for mitigation of risks associated with natural and man made disasters and makes it possible for FTCC to overcome situations that impact routine operations.

1.5 Assumptions

The COOP is based on the following assumptions:

- FTCC will have to respond to unpredictable natural and man made disasters with little or no warning.
- The College will have to respond to natural disasters with little or no outside assistance for the first 72 hours.
- Required resources will be procured to support all aspects of the plan.

- Disasters may be community-wide and it may be necessary for FTCC to plan for and carry out disaster response and short-term recovery operations in coordination with local emergency management agencies in Fayetteville and Cumberland County.

1.6 Applicability & Scope

This plan applies to the functions, operations, and resources necessary to ensure the continuation of FTCC academic and College operations if a crisis, attack, or a catastrophic event occurs. This plan applies to students, faculty and staff along with all associated College satellite activities. FTCC employees must be familiar with the COOP procedures and their respective roles and responsibilities.

The COOP is the overarching plan that guides the emergency response of FTCC's personnel and resources during an emergency situation. It is FTCC's official business continuity and emergency response plan and precludes actions not in concert with the intent of the plan. However, there is nothing in the plan that limits the use of good judgment and common sense in situations not foreseen or covered by the elements of the plan. It addresses the protection of personnel, critical facilities, processes and procedures necessary to minimize losses and brings about the continuance of essential College operations. It ensures the ability for end users to manage risk, respond to potential disruptions and continue College transactions while protecting historical transactions.

The College shall be subject to Federal, State or Local plans during a disaster declaration by those authorities. This COOP is consistent with established practices for emergency response coordination. Accordingly, it incorporates the use of the Incident Command System to facilitate interagency coordination, promotes the use of common emergency response terminology and command structure, and facilitates the flow of information between responding agencies. FTCC will cooperate with the Offices of Emergency Management at the State, County and City levels, City Police and other first responders in the development of emergency response plans. The College will assist/support/participate in multi-jurisdictional emergency planning exercises coordinated by these agencies at all levels.

1.7 Roles & Responsibilities

The roles and responsibilities for planning, preparing and executing the COOP are discussed in context throughout the plans.

1.8 Essential Functions

The success of the plan is dependent upon identifying those essential functions that must be continued regardless of the circumstance(s) in order for FTCC to accomplish its mission. Essential functions are derived from the College's institutional goals listed in FTCC's Strategic Plan. Essential functions by definition are those tasks and responsibilities that must be performed to facilitate continued operations. In the event of a disaster, FTCC has identified functions, tasks and services, by departments that are considered essential to continuing its mission of providing low cost vocational/technical, general education, College transfers, and continuing education programs which meet the needs and desires of its students and the community.(NOT CURRENT MISSION) Institutional goals identified in Table 1 are the underpinnings for essential functions which are considered necessary to accomplishing the College's mission.(Outdated Table #1)

Target	Essential Functions
Students	Provide educational and support programs with an open-door context. Actively recruit, serve, and retain students from all academic levels, including non-traditional ages, all socioeconomic backgrounds, and those deficient in basic skills. To provide educational and support programs within an open-door context. To actively recruit, serve, and retain students from all academic levels, including non-traditional ages, all socioeconomic backgrounds, and those deficient in basic skills.
Educational Programs	Provide a comprehensive educational program committed to quality instruction and learning focused on student success. To provide a comprehensive educational program committed to quality instruction and learning focused on student success.
Faculty and Staff	Recruit and provide professional development opportunities and retain high quality faculty and staff. To recruit and retain high quality faculty and staff who reflect the diversity of the community, and to provide faculty and staff with a wide variety of professional development opportunities.
Administration and Finance	Provide a management and planning system which ensures productivity, fiscal responsibility and accountability. To provide a management and planning system which ensures productivity, fiscal responsibility, and accountability.

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Facilities	Plan, provide, and maintain educational facilities which will enhance student learning, achievement, and development. To plan, provide, and maintain educational facilities which will enhance student learning, achievement, and development
Institutional Advancement	Provide a positive image through marketing and public relations and to provide institutional advancement activities which will support the College's goals and educational programs. To provide a positive image through marketing and public relations and to provide institutional advancement activities which will support the College's goals and educational programs.
Institutional Effectiveness and Assessment	Continuously improve through a comprehensive system of information management and assessment. To facilitate continuous quality improvements, supporting the Commission on Colleges' Principles of Accreditation Standards, through a comprehensive system of data collection, assessments, and action planning for institutional planning units.
Safety is missing	To maintain high quality information, physical, technological, and personal security with contingency planning that provides a safe and secure learning and working environment.

Table 1 – FTCC's Essential Functions

An analysis of the institutional goals was conducted to establish and prioritize a list of essential functions. The prioritized essential functions are listed below:

- Provide academic services to the student body including teaching and registrar services.
- Protect Information Technology infrastructure, systems, equipment, and student and employee records.
- Maintain integrity of distance and E-learning platforms.
- Maintain FTCC's financial operations including accounts receivable, accounts payable and payroll services.

Additional analysis was conducted within each functional area and College, planning units to determine their internal essential function(s) and to identify resources required in case of an emergency. Great care was taken to identify critical interdependencies between College planning units and operational functions, both internally and externally.

2 CONCEPT OF THE OPERATIONS

2.1 Overview

Fayetteville Technical Community College's COOP is designed to be flexible and scalable to address a wide spectrum of events that could disrupt operations on the Fayetteville, North Carolina, campus or at any of its satellite locations. The focus of the plan revolves around two main themes: (1) safely and quickly respond to resolve the crisis situation; and (2) manage the consequences of the crisis to minimize its impact on the personnel, facilities and infrastructure and the capability to provide essential services. Plan execution, in conjunction with Federal, State and Local emergency relief efforts, will ensure the ability to respond to a wide variety of potentially disruptive scenarios.

The plan is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Section 3 identifies potential disruptions to the College's operations; the anticipated impact on essential services and presents a comprehensive plan to prepare and respond to emergency conditions.

2.1.1 Organization

2.1.1.1 Incident Command System (ICS)

The Incident Command System (ICS) is used by FEMA and is the nation's standard for emergency response management. This system defines an organizational management structure that provides the College with a common emergency response framework and allows the College to communicate and coordinate actions with other jurisdictions and external emergency agencies.

CHART 1: Incident Command System Relationships and Primary Responsibilities

2.1.1.2 Leadership

The College's ICS organizational management structure consists of four major elements:

- Executive Council
- College Emergency Coordinator
- Emergency Response Team
- Functional Planning Units

Coordination of various campus departments' Functional Unit Response Plans will occur through the ICS described above.

2.1.1.3 The Executive Council (EC)

The Executive Council is organized in a "cabinet-type" structure chaired by the President of the College. The EC is responsible for the total operation of the COOP. It controls all incident-related activities. The College Emergency Coordinator (CEC) oversees the technical aspects of the response. The EC will support the CEC by allocating resources and by interfacing with the community, the media, outside response organizations and regulatory agencies. The EC evaluates information from various sources during the progress of the event and provides recommendations on actions requiring a Presidential decision. The EC is also responsible for the review and approval of the Emergency Management Plan. The Director of Public Safety and Security will maintain a list of the Executive Council members and telephone contact information.

Executive Council
President
Vice President for Administrative Services
Vice President for Academic and Student Services
Vice President for Business and Finance
Vice President for Human Resources
Vice President for Institutional Advancement
Vice President for Legal Services and Risk Management
Vice President for Learning Technologies

Table 2 – Executive Council Members

2.1.1.4 College Emergency Coordinator (CEC)

Effective emergency response requires the designation of a single College Emergency Coordinator (CEC). The CEC should be knowledgeable of emergency management professional practices. The CEC must be empowered to bring whatever assets are required to mitigate the effects of the incident. The CEC will be responsible for the command and control of all aspects of the emergency response. The CEC position will be held by the Vice President for Administrative Services, who will communicate directly with the President and Executive Council. The CEC is responsible for the maintenance of the COOP and will be responsible for scheduling meetings of the EC. During an emergency, the CEC consults directly with the EC committee and ensures the documentation of the College's response to an event. As necessary, the CEC will relinquish Incident Command to Civil Authorities.

CEC Order of Succession

If the CEC is not available, Security will initiate contact attempts according to the CEC Order of Succession until an alternate CEC

is contacted. The orders of succession will be in the order specified below:

Title	Contact Number
Vice President for Administrative Service	(910) 678-8327
Vice President for Academic and Student Services	(910) 678-8307
Vice President for Learning Technologies	(910) 678 8442
Vice President for Business and Finance	(910) 678-8250
Vice President for Human Resources	(910) 678-8373
Vice President for Institutional Advancement	(910) 678-8209

Table 3 – College Emergency Coordinator Succession

2.1.1.5 The Emergency Response Team (ERT)

At the direction of the CEC, the Emergency Response Team (ERT) is responsible for the COOP and Functional Unit Response plan executions during an emergency situation. The Emergency Response Team reports directly to the CEC.

The ERT includes both primary and alternate members representing the Planning (Functional) Units at the College. Primary members are College leaders who are familiar with their unit's capabilities and planning responsibilities. Alternate members are senior staff subject matter experts who are fully empowered to speak for and commit the resources of their

functional area. Alternate members will direct and execute their Unit Plan responsibilities in the absence of the primary member.

All primary and alternate members must be knowledgeable of overall COOP operations and remain available during a crisis situation. Primaries and alternates must coordinate to ensure that at least one of them remains available at all times. ERT members and alternate members are identified in Table 4 and are required to attend annual plan exercises organized by the CEC.

The ERT is comprised of management personnel representing areas of the College that have critical COOP execution responsibilities as follows:

AREA	PRIMARY	ALTERNATE
<i>Public Relations</i>	Public Relations Marketing Assistant	Accounts Technician (Institutional Advancement)
<i>Security</i>	Director of Public Safety & Security	Security Operations Captain
<i>Facilities</i>	Director of Facility Services	Plant Operations Facilitator
<i>OSHA Representative</i>	Auxiliary Services Coordinator	Director of Public Safety & Security
<i>Academic Affairs</i>	AVP for Curriculum Programs	AVP for Continuing Education
<i>Student- Services</i>	AVP for Student Services	Director of Counseling Services
<i>Information Technologies</i>	Director MIS	Systems Administrator / Network Manager
<i>Financial Services</i>	Financial Systems & Disbursement Manager	Accounting Manager
<i>Human Resources</i>	Human Resources Analyst	Executive Secretary (VP for Human Resources)
<i>Off Campus Programs</i>	AVP for Off Campus Programs	Director, Ft Bragg Center
<i>Institutional Effectiveness</i>	<i>Director of IEA</i>	<i>Data Management Tech</i>

Table 4 - Emergency Response Team Members - Areas of Responsibility

2.1.1.6 Functional Units

Individual planning (functional) units of the College will develop Functional Unit Response Plans to identify key personnel and define specific responsibilities. Response Plans will be prepared at the discretion of the planning unit to address specific situations.

2.1.1.7 Essential Unit Plans

All organizational units which have essential functions critical to College operations are Essential Units. Each essential unit as identified by the EC is required to develop a Functional Unit Plan. As necessary, Unit Plans will be augmented by Response Plans to address specific situations. Although non-essential units will not be the focus during a business operations interruption, these units will still have to resume their own operations and should therefore maintain a functional unit plan to provide internal response guidance and recovery procedures. Appropriate Vice Presidents will identify which critical functions are essential for the unit plans.

2.2 FTCC Emergency Operations Control Facilities

2.2.1 Entry Control Point (ECP)

The Entry Control Point (ECP) is a designated area near the site of the emergency but located a safe distance from and generally upwind of the emergency site. Because of the nature of the ECP to be isolated from the emergency site, the ECP will be identified on a case-by-case basis. During an isolated emergency (typically a Level 1 Emergency), the CEC and all summoned ERT Members will report directly to the ECP. The CEC will direct response activities and work assignments from the ECP. EC members will be contacted in the event of a level 2 or 3 emergency and should report to the ECP or EOC as appropriate.

2.2.2 Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) serves as the command and control center and supports all members of the ICS. The primary EOC will be continuously maintained in a state of readiness and provides an environment that facilitates planning, coordination and synchronization of response activities. The primary EOC of FTCC is the Executive Conference Room of the Thomas R. McLean Administration Building. Should the primary EOC be unavailable or untenable, the CEC may designate an alternate EOC location in accordance with Table 5 below. In a campus-wide emergency (typically a Level 2 or 3 Emergency), the CEC and all summoned ERT members will report to the EOC.

Primary EOC
FTCC Main Campus, Executive Conference Room of the Thomas R. McLean Administration Building
Alternate EOC
FTCC Main Campus, Tony Rand Student Center Board Room
Off-Campus EOC
FTCC Spring Lake Campus, Conference Room

Table 5 - EOC Locations

The EOC provides the following:

- A dedicated facility from which FTCC can effectively respond to any business interruption.
- A single place of contact for gathering and disseminating information relating to business interruption.
- An area to set-up visual displays of all information relating to the business interruption and subsequent responses.
- A place for all key personnel and executives to meet and develop strategy.
- An area for coordinating disaster recovery efforts.
- A back-up office space and administrative support facility for employees and workers.
- A facility that is available, if necessary, 24 hours a day and 7 days a week.

As a multi-purpose facility used for planning and coordination of emergency response efforts, it is critical that all equipment and communications links are functioning properly. The EOC will be exercised in accordance with the training and testing plan of the COOP to validate the EOC's functionality.

2.2.2.1 Emergency Operations Center Equipment

In order for the EOC to operate as a control facility of emergency response activities, it must be furnished with pre-designated, pre-staged equipment. The following list identifies baseline requirements for the EOC.

- Landline and wireless communication with access to both internal and external networks
- Fax/Scanning machines
- IT network points with access to both internal and external networks
- Computer equipment and peripherals
- Television and video recorders
- Whiteboards
- Office furniture
- Disaster/Emergency Supplies
- Stationery
- Copier Machines

2.3 Alert Notification, And Activation

2.3.1 Monitoring

The primary responsibility for monitoring emergency threats and events resides with the Security Office. Security personnel monitors early warning networks on a 24/7/365 basis. The early warning networks include:

- National Warning System
- National Weather Service (NWS)
- Emergency Broadcast System (EBS)

- State Police
- Local Police, Fire and Emergency Medical Services
- College communication systems
- Emergency telephone calls
- Cumberland County Emergency Services

Though the Security office is primarily responsible for monitoring potential emergency situations, it does not relieve the other departments from monitoring and reporting situations that will potentially impact College operations. The Director of Facilities has significant system monitoring requirements, and either the Director of Facilities or his designee will report to the CEC through Security as required. Security serves as the central communications point for all campus threats including weather related emergencies or system outages that impact on the College's ability to maintain essential functions.

2.3.2 Warning and Notification

The Director of Public Safety and Security monitors predictable events, such as certain meteorological storms, on a 24/7/365 basis. Upon notification of an impending threat or emergency situation, Security will contact the CEC and recommend the issuance of a warning.

Based on the Security report, or information obtained from other reporting agencies, the CEC will coordinate with the College President to declare the level of the emergency and activate the COOP to the extent necessary to control the situation. The CEC, in consultation with the EC, will direct the Director of Public Safety and Security to activate the EOC and give him authority to issue a warning and begin the alert process to assemble members of the ERT. If either an emergency or a disaster (Level 2 or 3) is declared, the entire ERT will be notified and will report immediately to the designated EOC location. EC Members will also be notified; they should report as needed and as available.

FTCC Campus Security has overall responsibility for alerting all elements of the ICS. Accordingly, initial responders should always contact Security immediately. Initial responders may also contact other appropriate entities – such as the Fire Department if a fire breaks out. For those buildings with alarm systems not directly connected to the Fire Department, Security should be notified immediately. Security will contact the Fire Department and the campus Safety plan will be followed.

In case of any type of emergency, the Security Shift Leader (supervisor in charge) should follow the College's Safety Plan. If the emergency warrants, he/she should communicate immediately with the Director of Public Safety and Security, who should communicate with the CEC. No one else should attempt to contact the CEC for purposes of notification. If there is doubt that the CEC has been contacted, then Security should be contacted for clarification.

Security will maintain an up to date list of the EC members and telephone contact information. If the CEC is not available, Security will initiate contact attempts according to the CEC orders of succession until an alternate is contacted.

2.3.2.1 External Notification

In coordination with the President, the CEC and the Office of Institutional Advancement (Public Relations) will draft and communicate any necessary messages to students, family members or the public as required. Mechanisms for communication include the College's telephone notification procedures, email, web-site, TV, and radio public service announcements.

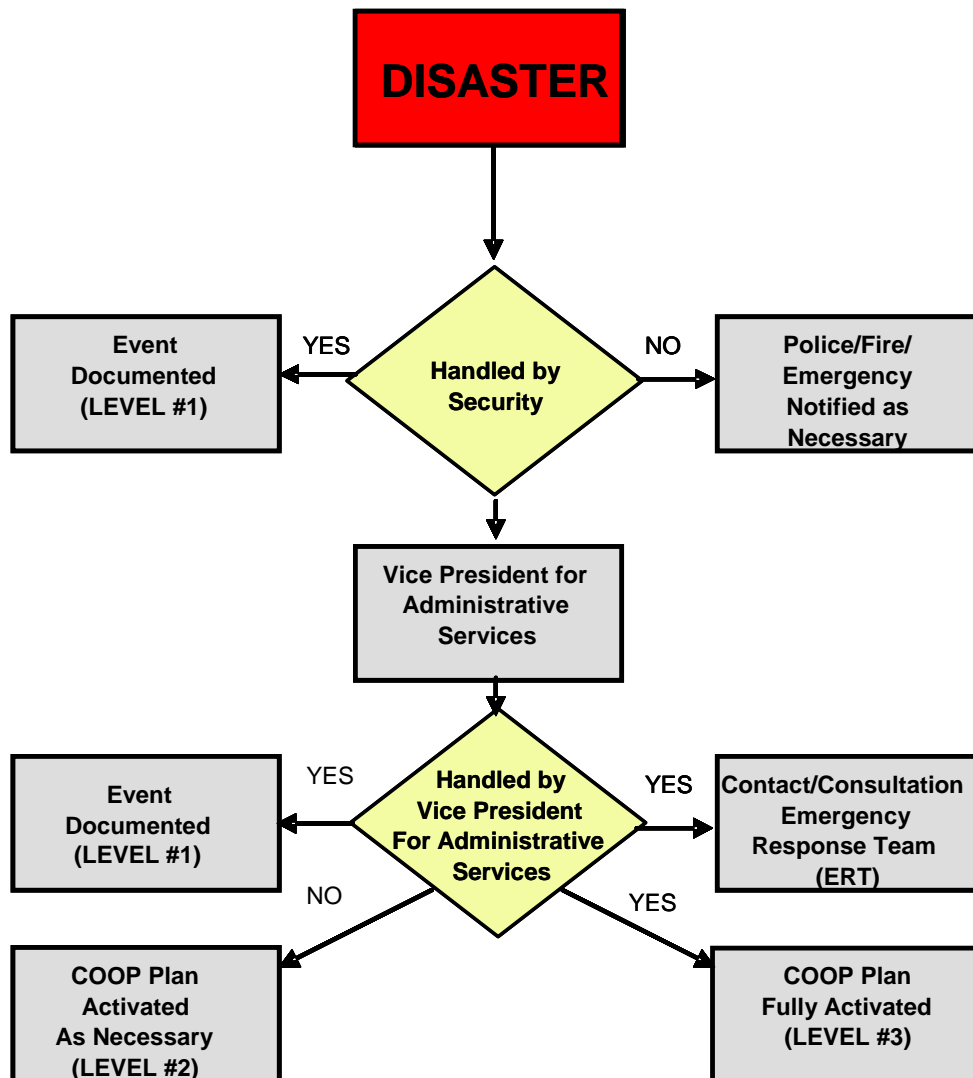
2.3.2.2 Media Communications

Communication procedures are detailed in the COOP and in the Institutional Advancement department plan. Only designated individuals are authorized to speak with the news media.

2.3.3 Activation

Plan activation and implementation begins at the direction of the CEC. Based on the Security report, and information obtained from other appropriate entities, the CEC will declare the level of the emergency and activate the COOP to the extent necessary to control the situation (See Chart 2, pg 21).

CHART 2: Disaster Event Flowchart



Upon activation, the ERT members will be notified and should report to the designated EOC. The CEC shall review the circumstances of the emergency with the EC and determine the appropriate response.

2.3.3.1 Levels of Activations

In responding to any emergency it is important for the CEC to classify the severity or level of the event. The CEC will make the distinction between a situation requiring only a building evacuation or activation of its COOP. A sudden emergency such as a fire or hazardous materials incident may require the College to evacuate buildings, but the short duration would not automatically require the activation of the COOP. However, when an emergency renders a facility unusable for an extended time period, this could affect normal College operations, and as such, require activation of the COOP.

This plan utilizes the following definitions:

Level 1 – Minor Incident - A Minor Incident is defined as a local event with limited impact, which does not affect the overall functioning capacity of the College. Examples would be a contained hazardous material incident, or a limited power outage. The initial responders and/or Security typically handle the situation. The CEC may be notified, but the COOP is not activated.

Level 2 – Emergency - An emergency is any incident, potential or actual, which seriously disrupts the overall operation of the College. Examples would be a building fire, a civil disturbance, or a widespread power outage of extended duration that the initial responders and/or Security cannot handle. The CEC is notified, and the COOP is activated, and outside support services may be required. A major emergency requires activation or partial activation of the COOP. Several Unit Response Plans may be activated and outside emergency services may also be involved.

Level 3 – Disaster – A disaster is any event or occurrence that has taken place and has seriously impaired or halted the operations of the College. Examples would be a hurricane, a damaging tornado or other community-wide emergency. The event would likely disable College operations for at least 24 hours and outside emergency services would not always be available. In some cases, large numbers of students, staff and faculty may become casualties and severe property damage may be sustained. A disaster of this magnitude requires activation of the COOP. Most, if not all, Unit Response Plans are activated and outside emergency services will likely become involved.

Table 6 on page 24 describes the effected College entity and their expected impact based on the level of response described above.

TABLE 6 – Expected Impact

Scope	Level – 1	Level – 2	Level – 3
College Activities	Minimal and localized. Most College activities not impacted	Significant. College activities localized shutdown	Very Significant. College activities shutdown for an extended period of time.
Faculty, Staff and Students	Site-specific localized impact - Injuries possible	Site-specific or general impact with possible disruptions and injuries.	General impact with probable disruptions. Injuries and possibly fatalities are a serious concern.
Media Coverage	Usually None	Limited local coverage	Local, regional and possible national coverage
Public & Government Concern	Limited	Potential exists for a highly visible situation. Government agencies may investigate.	Potential exists for a highly visible situation and government investigations or hearings could result.
ERT involvement	Limited or none	Conditionally involved	Actively involved
EC involvement	Probably none	Consulted as needed	Consulted regularly and actively involved

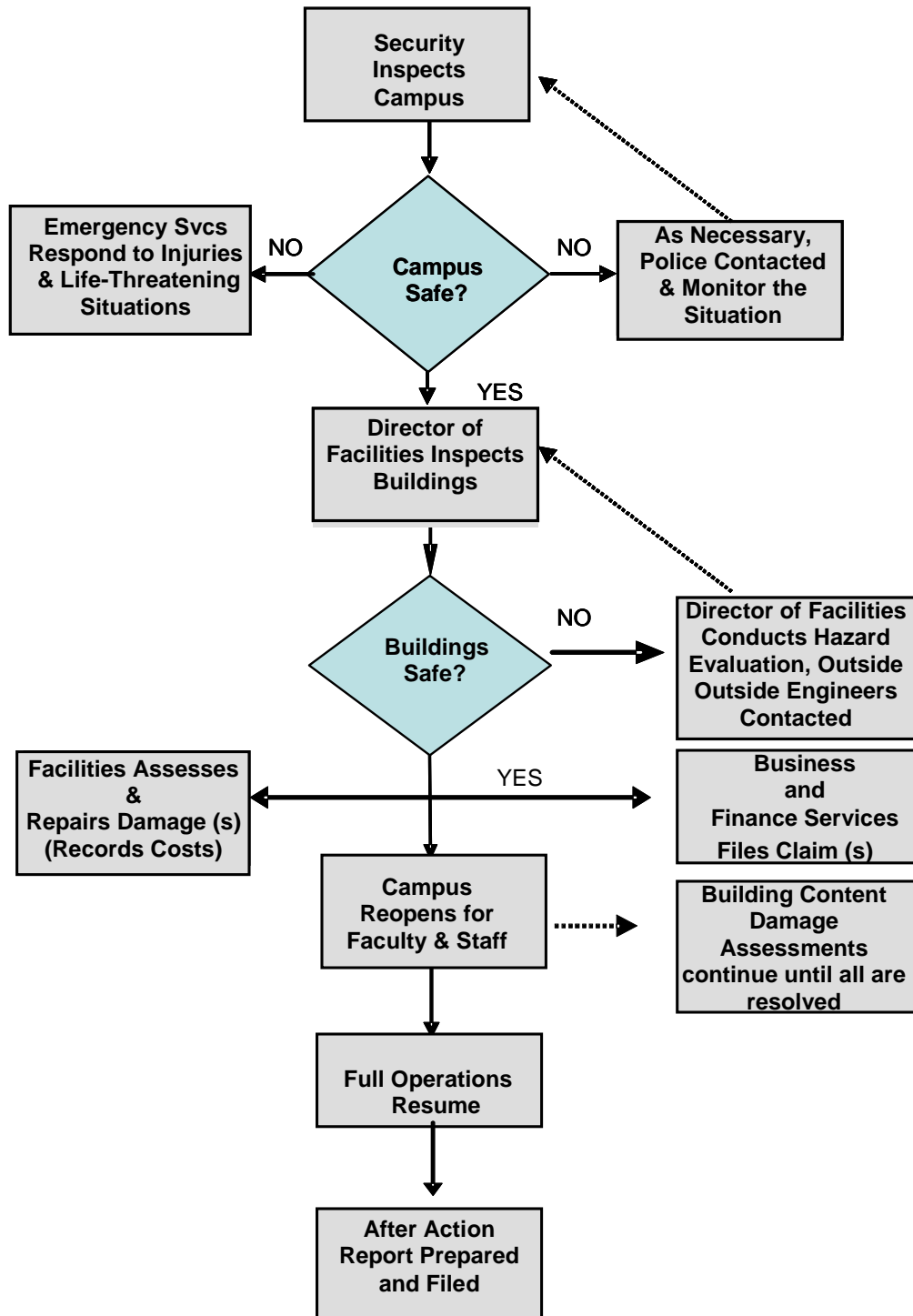
2.3.4 Reconstitution

Once the incidents are under control, and the campus is safe, it is important to recover operations as soon as possible in order to minimize the impact on the College's routine operations. The recovery process may involve multiple College functional units or external services from specialty contractors. It is important to record all expenses associated with the incident response in order to capture the actual costs of the recovery process.

2.3.4.1 Campus Recovery

After a disaster in which College operations have been shut down, the entire campus environment may be hazardous. As illustrated in the following chart, the first recovery step is to secure the campus and then to secure all College facilities. Only after the environment is safe can restoration efforts begin. Recovery efforts will proceed with an orderly reopening of normal College operations (See Chart 3).

Chart 3: Campus-Wide Emergency Recovery Steps



The following list identifies specific actions that should be taken during the Recovery process:

- Liaison with the College's insurers and loss adjusters.
- Schedule the earliest possible appointment of an independent loss adjuster to act on behalf of the College.
- Plan resource conservation activities during recovery.
- Schedule specialized recovery efforts.
- Initiate repair works, orders and outside vendor contracts.
- Re-establish normal college operations.
- Prepare an after action report that will assist in preventing future damage.

2.3.4.2 Restoration of Essential Functions

The Essential Functions identified in paragraph 1.8 are the College's organizational functions which support the essential services necessary to continue the mission of the College without jeopardizing the safety of College faculty, staff, students or visitors to the College.

Business operations and mission critical information or functions ~~in~~ necessary for determining their essential functions and recovery time frames require their own planning unit emergency response plan. Plans are extended down through the Functional Units and functional areas to identify specific resources required to support ongoing operations. Great care must be taken to identify critical dependencies between the Functional Units and the Operational functions, both internally and externally to the College.

2.3.4.2.1 Critical Services

Critical services are those that focus on supporting employee and student safety–survival during an emergency. These services would include temporary shelter and necessary emergency infrastructure which must be immediately available (or restored) within 24 hours. Services that are provided by the College may be categorized as critical based upon the contribution level to maintaining safety for those on College properties and sustainment of the critical infrastructure over time. Employees performing critical or essential functions at the business or organization level must be included in on telephone call rosters and other emergency notification chains.

2.3.4.2.2 Essential and Non-Essential Services

Essential services or functions are those that must be performed by the College to sustain its primary academic and service-support mission. Services that are provided by the College are categorized as essential, based on their importance to the College's continuance of business operations. Restoration of essential services are normally not to be delayed longer than 72 hours. Non-essential services are ancillary support functions which enhance essential services but are not absolutely necessary for the College to continue its academic mission. Non-essential services may normally be delayed in the recovery process for up to 14 days.

Recovery Priority	MAD (Maximum Acceptable Downtime)
Priority 1 – Critical	None – 24 hours
Priority 2 – Essential	24 - 72 hours
Priority 3 – Non-essential	4 – 14 days
Priority 4 - Deferrable	15 + days

Table 7- Recovery Priority

Deferrable services are not of immediate concern and have no significant impact on safety and negligible impact on the academic and service-support operations. Restoration of deferred services may be delayed for up to 30 days.

2.3.4.2.3 Operational Logs

It is imperative that detailed ledgers of incidents and responses be recorded throughout an emergency or disaster event. The Security Office will be responsible for maintaining a consolidated operational ledger which should include a descriptions of what happened, decisions that were made and any deviations noted from COOP procedures. Additionally, each ledger entry should include the time of each recorded event. All decisions and actions deemed appropriate by the EC will also be recorded on the ledger. To aid Security Office staff in the maintenance of accurate logs, individuals should be encouraged to keep detailed notes and continuously report new information to the Security Office.

2.3.5 Disruption of Operations

Any emergency condition which causes, or has the potential to cause, a significant interruption in College operations or academic instruction is considered a hazard or a threat. Since FTCC is located in Fayetteville, North Carolina (Cumberland County), the College's Hazard Profile is based on information received from Cumberland County's Hazard Mitigation Plan and local law enforcement agencies. Factors such as geography, topography, climate, natural features, and history of occurrence are considered. The historical review of the Fayetteville and surrounding communities combined with the information provided in the Cumberland Country's Hazard Mitigation plan was originally used to determine specific hazards and threats that should be considered for inclusion into this plan.

2.3.5.1 Plan Activation

In case of any type of campus emergency, individuals making the discovery should first move to a safe location and then contact the Security Office. The Senior Security Officer located within the security office should follow the college's standard operating procedures and contact Civil Authorities (Police, Fire, etc.) when necessary. If the emergency warrants, he/she should also communicate immediately with the CEC. The CEC will assess the situation and direct Security Office representatives to contact and summon the necessary College and/or other resources required to contain and control the emergency threat.

2.3.5.2 Responding to a Given Hazard

This portion of the plan defines monitoring steps and the College's overall response to specific types of hazards. Faculty and staff activities will focus upon safety issues and, in certain cases, the protection of College assets. Faculty and staff are responsible for securing work area assets and for conducting preliminary damage assessments within their work areas, after the event.

The following listing of hazards provides the basic response necessary; however, it is not and intended to be an all encompassing/comprehensive

action plan for each hazard type. College personnel should become familiar with their own planning Unit's response plans, the COOP and the College Safety plan to adequately prepare for possible future hazards and/or threats. Together the COOP and Individual planning unit response plans, provide the minimal response necessary to maintain the immediate safety of personnel and to mitigate property/equipment losses due to extensive damage to College assets. Good judgment and sound decision-making should be used by everyone while implementing response plans.

Severe Storms

The President and CEC will make a decision to close the College as soon as possible after weather warnings are received of an approaching severe storm that is imminent. During school hours if the College CEC announces a closure, the College will immediately release students and College non-essential employees before travel conditions become extremely dangerous. Should the students or employees be unable to safely leave campus during severe weather conditions they should contact the Security Office at 678-8433 for assistance and/or temporary shelter until the threat passes.

The campus will not reopen until the environment is safe.

Hurricanes

College employees are required to secure their work areas against possible wind and flooding damage prior to their departure from campus.

Tropical Storms, Mid-Latitude Storms & Floods

College employees are required to secure their work areas against possible flooding damages prior to the departure from the college.

Winter Storms

Since no building or building content damage is normally expected, College employees should follow normal physical security procedures to secure their work areas prior to their departure from the college.

Severe Thunderstorms

Observe the following rules if lightning is occurring or is imminent:

Power down computers and turn off other electrical equipment throughout their offices (never unplug electrical cords if lightning is occurring).

- Avoid water fixtures, telephone lines, and any other electrical conducting materials.
- Stay inside permanent structures/buildings; if caught moving across campus grounds at the first sign of lightning, seek shelter immediately; trees, covered gazeboes or bus stops do not provide adequate protection from lightning; move indoors.
- Campus buildings are designed to withstand significant damage resulting from thunderstorm wind, rain, hail and lightning strikes.

Tornadoes

If the National Weather Service issues a tornado warning, notification of a pending disaster will be announced expeditiously - fire/evacuation alarms are not to be activated. Take the following steps immediately:

- Evacuate all trailers and temporary structures; proceed immediately to a structurally secure building/structures.
- Do not seek shelter within gyms, auditoriums, and other large open areas.
- Go to an interior area hallway of the building, away from glass.
- Take cover under a sturdy object, if possible.
- Protect your head, neck, and face to the degree possible.
- Stay away from windows and items that might fall during periods of high winds.

When tornadoes strike, there is usually not enough of a sufficient warning period to close the College or to effectively protect College assets. Therefore no special effort should be made to protect College assets; all attention should be directed towards life sustaining safety procedures.

Earthquakes

- If an earthquake strikes while you are in a building, take cover immediately under a sturdy object, covering your head, neck and face to the degree possible. Be prepared to move quickly if necessary. To the extent possible, stay away from windows and, other items that might fall during various periods of the earthquake.
- Do not attempt an evacuation from a structurally sound building during the earthquake; be prepared for aftershocks.
- In outdoor areas, stay away from power lines, buildings, and any objects that might unexpectedly fall.
- In an automobile, pull off the road, away from overpasses, bridges, and large structures that might unexpectedly fall.

Earthquakes often have no warning period; therefore, all attention should be directed towards life safety sustaining procedures.

2.3.5.3 Responding to a Given Threat

This portion of the plan defines the College's overall response to man-made, or related threats. Faculty and staff activities must focus upon ~~on~~ safety issues and, in certain cases, the protection of College assets. Faculty and staff are responsible for securing work areas and conducting preliminary damage assessments ~~of~~ their work areas after the event.

The following listing of possible threats provide the basic responses expected; but is not intended to be an all inclusive/comprehensive action plan for any of the threat conditions. College employees should become familiar with their own Planning Unit's response plans, the COOP and the College

Safety plan. Together, these plans will provide minimal expectations that are required to maintain the safety of personnel and to mitigate property/equipment losses due to damage of College assets. Good judgment and sound decision-making should be exercised by everyone during these situations:

Bomb Threat or Suspicious Package

If a suspicious package is discovered on college property, the individual making the discovery shall immediately contact the Security Office and provide as much information as possible. Move a safe distance from the object and warn others not to approach the object. At a minimum, the initial observer should provide a description of the suspicious package, exact location, and any other specific characteristics noted.

If a telephone call or information is received stating a bomb is located somewhere on college property, the:

- Recipient must write down the call information as precisely as possible, noting the exact time of call, length of call, any distinguishing characteristics of the caller's voice, to include if caller was male/female, had any accent, age, etc., and the possible location. (Note: Use the attached checklist for bomb threats located as Attachment E).
- Recipient does not hang up the phone when the call is completed. Keep the line open or place it on "hold" after the caller hangs up.
- Recipient immediately contacts the Security Office and advises them of the call, and provides a detailed report on the above characteristics noted during the call.

In addition to contacting the CEC, Security Office staff will call 911 advising local emergency services authorities of the situation related to the bomb threat or suspicious package, and request local emergency services assistance. Local emergency services authorities should receive updated information from the security office upon their arrival. Security staff will be posted at strategic locations to ensure no one enters the building(s) until

emergency personnel arrive and the area is determined to be safe. All students, faculty, and staff will immediately vacate the affected buildings, and move to a safe location as designated by officials on site, staying at least 300 feet from the nearest building. Once local emergency service authorities arrive, the CEC will coordinate any information or assistance with them. Only trained personnel should attempt to perform a methodical search of the buildings.

The local emergency services authorities will notify the CEC when reentry to the building can occur. There is no specified time limit for when students, faculty and staff will be permitted back into the isolated area. This will depend solely upon the information received and the results of the findings of the local authorities.

Campus Disturbance or Demonstrations

Generally, peaceful, non-obstructive demonstrations should not be interrupted. Demonstrators should not be obstructed or provoked, and efforts should be made to conduct College operations as normally as possible. A student demonstration should not be disrupted unless one or more of the following conditions exist as a result of the demonstration:

- There is interference with normal operations of the College.
- The demonstration is preventing access to offices, buildings, or other College facilities.
- There is a threat of physical harm to people.
- There is a threat or actual damage to College property.

If any of these conditions do exist, the CEC, with assistance from Security, will ask the demonstrators to terminate the disruptive activity and inform them that failure to discontinue the specified action will result in disciplinary action and intervention by civil authorities. If the disruptive activity does not cease immediately, local civil authorities should be called for assistance. If

demonstrators are asked to leave, and will not depart by normal closing time, the following actions should be taken:

- Arrangements should be made for Security staff to closely monitor the situation during non-College hours.
- A decision may be made to treat the violation of regular closing hours as a disruptive demonstration.
- If there is an immediate threat of bodily harm or damage to property, Security will dial 911, ask for assistance, and contact the CEC with an update of the situation.

If the Local Civil Authorities have responded, they will coordinate with the College staff on when the college can resume normal operations. There is no specified time limit for when students and faculty will be permitted back into the area. The safety and security of innocent bystanders or building occupants are the primary concerns.

Fire and Evacuation

Fire and Evacuation procedures are also specified in the FTCC Safety Plan located in Section 4.

When an evacuation of a building is ordered, the evacuation shall be accomplished in a safe and orderly manner. All faculty, staff and students are to assemble in designated areas. Evacuation orders may be given for multiple purposes. The following will help personnel to respond safely to an evacuation.

- Become familiar with your work area and exit locations.
- When the fire alarm sounds, evacuate immediately.
- Do not panic but walk quickly to the closest emergency exit.
- Do not use elevators.

- Do not use cell phones.
- Walk in a single file if at all possible on the right side of corridors and stairwells.
- Avoid unnecessary talking and keep the lines moving in an orderly fashion.
- Faculty/Staff should notify the Security Office concerning individuals with special needs requiring assistance during an evacuation.
- If smoke is encountered, drop to the floor and crawl along the wall to the nearest exit.
- When approaching a closed door, feel the door with the back of your hand; if the door is cool, carefully open the door and (if safe) proceed with the evacuation.
- No one is to return to the building until permission is granted by the CEC.

Hazardous Release

If a hazardous substance is discovered on the campus, the individual making the discovery shall immediately contact the Security Office and provide as much information as possible. Move a safe distance from the area and warn others not to approach the area. At a minimum, the individual should provide a description of the substance (color and texture) and any specific characteristics (odor, smoke, etc.). Exposed individuals should be quarantined at a safe location until they can be examined and treated by medical personnel, or released as appropriate.

If a telephone call or information is received stating hazardous material (HAZMAT) is somewhere on college property:

- Move a safe distance from the area and warn others not to approach the area.
- Recipient of the call will write down the call information as precisely as possible, noting time of call, length of call, any distinguishing characteristics of the caller's voice, to include whether they were male/female, accent, age, etc., and the possible location.
- Call recipient shall not hang up the phone when the call is completed. Keep the line open or place it on "hold".
- Call recipient shall immediately contact the security office and advise them of the call, and follow-up with submission of a detailed written text of the call circumstances/info.
- In addition to contacting the CEC, Security representative will call 911 advising local fire/HAZMAT authorities of the situation and requesting local emergency services assistance. Fire/ HAZMAT authorities should be updated on the situation upon their arrival. Law enforcement officials should be contacted to initiate any police actions deemed appropriate.
- The CEC will direct that the affected area be evacuated and isolated.
- When necessary and as directed, faculty and staff will inform students and other employees of the situation and ask them to leave all personal belongings, to include books, backpacks and coats in the isolated area and immediately evacuate the room or area that is potentially affected.
- Faculty and office staff should be the last to leave the area/classroom and should conduct a quick accountability review to assure the isolated area is properly evacuated.

- Security officers will be posted to ensure no one re-enters the isolated area until emergency personnel arrive and the area is determined to be safe.
- All students, faculty, and staff will vacate all affected areas and move into a safe location as designated by officials on site.
- When necessary, the Director of Facilities Services will isolate the appropriate utilities (ventilation, air conditioning, etc.) within the building to further prevent the spread of any airborne substance (or depress emergency stop button that may be provided within the facility).
- Once the fire/HAZMAT authorities arrive, the CEC will coordinate any information or assistance with them. Only trained personnel should attempt to perform a methodical search of the buildings.
- The fire/HAZMAT authorities will notify the CEC when reentry to the isolated area can occur. There is no specified time limit for when college employees and students will be permitted back into the isolated area. This will depend solely upon the information received and the results of the findings of the fire/HAZMAT authorities.
- If a hazardous release occurs outdoors on the campus grounds or at a nearby location that may affect the campus, the following procedures will be taken:
 - (1) An Emergency Lockdown order will be issued by the CEC.
 - (2) The Director of Facilities will shut down the appropriate utilities (ventilation, air conditioning, etc.) within the building to further prevent the spread of any airborne substance.

Hostile Intruder

- If a Hostile Intruder is discovered on the campus, the individual making the discovery shall immediately contact the Security office and provide as much information as possible. Do not approach the intruder or intervene in any ongoing crime. At a minimum, the reporting individual should provide a description of the intruder and any specific characteristics (height, weight, hair color, race, and type and color of clothing) and type of weapon(s) if any.
- If gunshots are heard within a building, faculty will close and lock or barricade their room doors and turn off the lights to that area. Window blinds should be closed, if they are available. College employees should try to calm student fears and keep them as quiet as possible. Faculty or staff will stay in the locked/barricaded room until informed by Police/Security personnel that it is safe to come out of the area. Faculty may quietly use their cell phones to notify Security and local 911 personnel of the ongoing situation.
- Under no circumstances should the fire alarm be activated or an attempt be made to evacuate the building unless you are in the room or immediate area where the shots are being fired. Persons may be placed in harm's way when they are attempting to evacuate the building. Should the fire alarm sound, do not evacuate the building unless:
 - You have first hand knowledge that there is a fire in the building, or
 - You have been advised by a Police/Security to evacuate the building.
- Office personnel in the affected building will close and secure their office areas and immediately call Security and 911 to notify of the situation.
- Security officers will be posted to ensure no one re-enters the building(s) until local emergency services personnel arrive and the area is determined to be safe.

- Once local emergency service authorities arrive, the CEC will coordinate any information or assistance with them. Only trained law enforcement personnel should attempt to perform a methodical search of the buildings in which the hostile intruder is suspected to be located.
- A senior law enforcement officer on scene will notify the CEC when the campus has been secured and the classrooms and office areas are safe to re-open. There is no specified time limit for when students and employees will be permitted back into or exit the isolated area. This will depend solely upon the information received and the results of the findings of the local authorities.

2.3.5.4 Likelihood of Occurrence & Impact Assessment of a Given Hazard

The essential services identified in paragraph 1.8 could all potentially be affected to some degree by a natural or man made disaster. This section will describe the anticipated impact each hazard will have on the College operations and its ability to perform academic instruction. Table 8 – Hazard Identification and Analysis, is an overview of the most common types of hazards and threats which could occur in today’s environmental climate and the relative impact the hazards might have on college operations. The source for this table is a combination of hands-on expertise by members of the various planning committees within Cumberland County and the Hazard Mitigation Guide Book.

Table 8. Hazards Identification and Analysis

*Hazards Identification and Analysis				
Type of Hazards & Associated Elements	Likelihood of Occurrence	Intensity Rating	Impact	Summary Rating
Hurricanes	Likely	Moderate	Limited	4
Tornadoes	Likely	Moderate	Limited	3
Thunderstorms	Highly Likely	Moderate	Limited	3
Droughts	Likely	Mild	Limited	2
Severe Winter Storms	Likely	Moderate	Limited	3
Extreme Heat	Highly Likely	Moderate	Limited	3
Wildfires	Likely	Mild	Limited	2
Flooding	Possible	Moderate	Limited	3
Earthquakes	Possible	Mild	Negligible	2

**Detailed tables for each hazard that is identified in Table 8 are provided in Attachment F.*

Hurricanes (Source: NC COOP)

North Carolina has a long and notorious history of destruction by hurricanes. Ever since the first expeditions to Roanoke Island in 1586, hurricanes are recorded to have caused tremendous damage to the state. Reliable classification of the intensity of tropical cyclones began in 1886. Since that time, there have been 951 tropical cyclones that have been recorded in the Atlantic Ocean and the Gulf of Mexico. Approximately 166 or 17.5% of

those tropical cyclones passed within 300 miles of North Carolina. Table 9 contains the number and percentage of tropical storms and hurricanes that made landfall in North Carolina or made landfall in another state and subsequently passed through North Carolina. The coast of North Carolina can expect to receive a tropical storm or a hurricane at least once every four years, while a tropical cyclone affects the state every 1.3 years.

Table 9 - North Carolina Tropical Cyclone Statistics		
	Direct Land Falling Storms in North Carolina	Storms that Passed through North Carolina
Number of Storms	28	82
Percentage of Storms	2.9	8.6
Average Number of Years Between Storms	4	1.3
Average Number of Storms per Year	0.25	0.74

Table 9. Number and percentage of hurricanes and tropical storms to make direct landfall in North Carolina from 1886 through 1996. Number of years between storms (period) and number of storms per year (frequency) are also given. Data compiled from the Colorado State Tropical Cyclone database.

Given the prevalence of hurricanes in and around North Carolina, FTCC can expect minimal disruption of College operations or academic instruction to the worst-case scenario of campus closure due to hurricanes.

Hurricane Katrina brought to the forefront the devastation that a hurricane can have on a College to include the complete closure of the main campus and satellite locations. Hurricane devastation comes as the result of high winds or excessive flooding. Because of FTCC's location in North Carolina (140 miles inland near the Sandhills and in the western part of the Coastal

Plain region, on the Cape Fear River), the effects of a hurricane are usually moderate. Disruption to the College's operations will normally come as a result of secondary effects from the hurricane (e.g., trees blown into power lines which sever the electricity to the College; localized flooding preventing students from coming to class; etc.). The anticipated effects of a hurricane are as follows:

High Winds

High winds could have a direct effect on the campus facilities by blowing off rooftops and/or blowing objects into buildings causing infrastructure damage. A secondary effect could be power lines that are blown down which will require FTCC to use auxiliary power. Damage to the College's infrastructure or to the power grid will necessitate the use of backup power supplies until power can be restored or in the worst case scenario, force relocation of both College operations and academic instruction until the infrastructure can be repaired.

Flooding

Although FTCC does not have a history of flooding, the surrounding communities are normally affected. If a hurricane occurs and subsequent flooding happens in the surrounding communities, then faculty, students and staff may become limited in their ability to reach campus or a satellite location because roads may become impassable. Since safety is the first priority, academic instruction or College services may be affected until flooding subsides.

Tornadoes (Source: FEMA)

A tornado is a violent windstorm characterized by a twisting, funnel-shaped cloud. It is spawned by a thunderstorm (or sometimes as a result of a hurricane) and produced when cool air overrides a layer of warm air, forcing the warm air to rise rapidly. The damage from a tornado is a result of the high wind velocity and wind-blown debris. Tornado season is generally March through August, although tornadoes can occur at any time of year.

They tend to occur in the afternoons and evenings: over 80 percent of all tornadoes strike between noon and midnight.

Cumberland County has had at least seventeen documented tornadoes from 1950 to 2004. All of these tornadoes occurred within the unincorporated area of Cumberland County, except for one documented within Hope Mills. Over 80% of the tornadoes were F0 or F1 (See Attachment F) with maximum winds of 112 miles per hour.

Even though the Fujita-Person Tornado Scale categorizes F0 or F1 as light to moderate tornadoes, those tornados can still cause significant property damage and injuries. Given the history of tornadoes around the county, college operations could be impacted by a tornado at any time. Depending on the severity of the tornado, it can cause a range of effects from disruption of academic instruction, to the closing of the main campus or satellite locations, due to the high winds and their primary or secondary effects.

Thunderstorms (Source: NC COOP & NOAA)

Thunderstorms begin as moisture in the lowest levels of the atmosphere. When this moisture (water vapor) is forced to rise in the atmosphere, it cools as it rises. This causes some of the water vapor to turn into liquid drops (that we see as clouds). The remaining moisture warms up, so that it doesn't cool off as fast as it would if the air was dry. When the rest of the air gets to the part of the atmosphere where it is very cold, it will be warmer and less dense than the air around it. Since it is less dense, it will start to rise faster without being pushed, just like a balloon filled with helium. All thunderstorms produce lightning and thunder. Some have the potential to produce damaging straight-line winds, large hail, heavy rain, flooding, and tornadoes.

Thunderstorms affect relatively small areas when compared with hurricanes and winter storms. The typical thunderstorm is 15 miles in diameter and lasts an average of 30 minutes. Despite their small size, ALL thunderstorms are dangerous! Of the estimated 100,000 thunderstorms that occur each year in the United States, about 10 percent are classified as severe.

Thunderstorms are common throughout North Carolina, and have occurred in all months of the year. Thunderstorm-related deaths and injuries in North Carolina have peaked during July and August. Thunderstorms are a threat to both the College's infrastructure (due to electric strikes) and to the safety of faculty, students and staff (thunderstorm-related deaths and injuries have been recorded in the county). Depending on the severity of the thunderstorms, they can cause disruptions to academic instruction or closures of campuses due to safety concerns about possible electrical strikes.

Hailstorms (Source: NC COOP)

Hail is precipitation that is formed when updrafts in thunderstorms carry raindrops upward into extremely cold areas of the atmosphere. Hailstones grow by collision with super-cooled water drops. (Super-cooled drops are liquid drops surrounded by air that is below freezing which is a common occurrence in thunderstorms.) There are two methods by which the hailstones grow wet growth and dry growth which produce the "layered look" of hail.

Hail can damage aircraft, homes and cars, and can be deadly to livestock and people. During the March 28, 2000, hailstorm in Fort Worth, a person was killed when struck by grapefruit-size hail. Hailstorms have occurred in several different cities in Cumberland County, with the majority occurring in the unincorporated areas of the County. Given the history of hailstorms that impact the state of North Carolina and specifically Cumberland County, FTCC can expect interruption to academic instruction when this weather event occurs (i.e., employees/faculty may be prevented from traveling to class or damage to the College's infrastructure caused by the hail).

Winter Storms (Source: FEMA)

Winter storms are extra-tropical cyclones fueled by strong temperature gradients and an active upper-level jet stream. A severe winter storm can produce an array of hazardous weather conditions, including heavy snow, blizzards, ice, strong winds, freezing rain, ice pellets and extreme cold.

The entire state of North Carolina has a likelihood of experiencing severe winter weather. The threat varies by location and by type of storm. Coastal areas typically face their greatest threat from Nor'easters and other severe winter coastal storms. These storms can contain strong waves and result in extensive beach erosion and flooding. Freezing rain and ice storms typically occur once every several years at coastal locations and severe snowstorms have been recorded occasionally in coastal areas. There have been a significant number of winter storms in Cumberland County.

Given the history of winter storms that impact the state of North Carolina and specifically Cumberland County, the threat of Winter Storms causing an interruption to FTCC operations is a real possibility. Winter storms can cause the delay or the suspension of academic instruction due to road icing or damage to the College's infrastructure. Similar to thunderstorms, winter storms secondary effect could be to bring down power lines due to heavy ice which will require FTCC to use auxiliary power. Damage to the College's infrastructure or to the power grid will necessitate the use of backup power supplies until power can be restored or in the worst case scenario, forced relocation of both College operations and academic instruction until the infrastructure damage can be repaired.

Extreme Heat

Heat kills by pushing the human body beyond its limits. Under normal conditions, the body's internal thermostat produces perspiration that evaporates and cools the body. However, in extreme heat and high humidity, evaporation is slowed and the body must work extra hard to maintain a normal temperature. Most heat disorders occur because the victim has been overexposed to heat or has over exercised for his or her age and physical

condition. Other conditions that can induce heat-related illnesses include stagnant atmospheric conditions and poor air quality. A prolonged drought can have a serious economic impact on a community. Increased demand for water and electricity may result in shortages of resources.

Temperatures that hover 10 degrees or more above the average high temperature for the region and last for several weeks are defined as extreme heat. Throughout the summer months, FTCC is susceptible to temperatures which hover 10 degrees or more above the average. If air conditioning systems fail due to internal or external causes, then extreme heat may cause an interruption to the Colleges operations. Given the history of extreme heat conditions that impact the State of North Carolina and specifically Cumberland County, the threat of extreme heat causing an interruption to FTCC operations is a real possibility.

Flash Floods (Source: NOAA)

Flash floods are rapid rises in water, streams, creeks and storm drains that pose a threat to life and property. Flash floods are usually caused by excessive rainfall but ice jams and dam or levee failures can also cause flash flooding.

Most flash flooding is caused by slow-moving thunderstorms that repeatedly move over the same area or heavy rains from hurricanes and tropical storms. Several factors contribute to flash flooding. The two key elements are rainfall intensity and duration. Intensity is the rate of rainfall, and duration is how long the rain lasts. Topography, soil conditions, and ground cover also play an important role.

Flash floods occur within a few minutes or hours of excessive rainfall, a dam or levee failure, or a sudden release of water held by an ice jam. Flash floods can roll boulders, tear out trees, destroy buildings and bridges, and scour out new channels. Rapidly rising water can reach heights of 30 feet or more. Furthermore, flash flood-producing rains can also trigger catastrophic mud slides. Most flood deaths are due to FLASH FLOODS.

Cumberland County has had a number of significant Flash Floods. Given the history of flash floods that impact the state of North Carolina and specifically Cumberland County, the threat of extreme flooding could cause interruption to FTCC operations.

2.3.5.5 Likelihood of Occurrence & Impact Assessment of a Given Threat

The essential services identified in paragraph 1.8 could all potentially be affected to some degree by threats to the FTCC's people or facilities. This section will describe the anticipated impact each threat will have on the College's operations and its ability to perform academic instruction. Table 10 Threat Identification and Analysis, is a synopsis of the types of threats which could occur in or around FTCC. The source for this table is a combination of various news sources, various emergency management planning committees within Cumberland County and the National School Safety and Security Services.

TABLE 10 -Threats Identification and Analysis			
Type of Hazards & Associated Elements	Likelihood of Occurrence	Intensity Rating	Impact
Acts of Terrorism	Likely	High	High
College Shootings	Likely	High	High
Bomb Threats	Likely	Moderate	Limited
Hostile Intruder	Likely	High	High
Suspicious Devices	Likely	Moderate	Limited
Threatening Messages	Likely	Moderate	Limited
Arson	Likely	Moderate	Limited

Acts of Terrorism

Terrorism in Colleges is a threat or criminal act against College employees, students, or property that: (1) creates immediate or prolonged fear and anxiety; (2) manipulates the actions or reaction of others; (3) causes primary and/or secondary victimization; (4) and may result or does result in death, bodily injury or significant property damage. Most official definitions of terrorism include the following:

- The systematic use of fear
- Using the threat of violence
- Committed for political, ideological or religious purposes
- A desire to alter the behavior of others

As shown by the events of 9/11, all citizens, communities and Colleges are affected by terrorism, either directly or indirectly to include FTCC. High-profile events often create a ripple effect throughout communities, institutions, organizations and cultures. The intensity of the ripple effect depends on the proximity to the event. Proximity can be measured geographically, emotionally, socially, politically, culturally, philosophically and financially. The indirect affects of terrorism are not always apparent.

While images of international acts of terrorism and domestic hate groups usually come to mind when discussing terrorism, understanding the similarities between College violence and acts of terrorism is critical in identifying threats to the College. Acts of terrorism such as 9/11 attack and the 1999 Columbine High School shooting include similarities: the attackers' goal and hatred of others; the months of planning and rehearsal; and the elements of the attacks. As a result, both education and law enforcement agencies now operate differently.

Given this definition of school terrorism, school shootings, bomb threats, hostile intrusions, conveying threatening messages, emplacing suspicious devices and arson would all be considered forms of terrorism. In the year 2007, schools in Cumberland County, NC have had one school shooting, multiple bomb threats, multiple threatening messages conveyed and a number of reported arson attempts. Based on these events and the FTCC historical data, some of these threats may affect College operations throughout the year.

School Shootings

School shooting incidents have recently been in the national news. January 2, 2007: Fayetteville, NC Three shots were fired toward a high school, striking a vehicle with three people in it as it left the high school around 3:00 pm at dismissal. No one was injured. The bullet lodged inside the car. A 14-year-old was later arrested. During the first week of January 2007, two shootings occurred in different parts of the country. On January 2nd there was a school shooting in Fayetteville, NC and one day later there was another one in Tacoma, WA. These shootings were followed by the Virginia Tech shooting which illuminated the unpredictability of this event happening at education institutions throughout the United States. There have been approximately 600 documented shooting incidents in the last 15 years in America's schools. The perception for students and the public is that it can happen at any school at any time. If this threat occurs, academic instruction at FTCC will be interrupted or if the incident is severe enough, the college may be closed for an unspecified period of time.

Bomb Threats/Threatening Messages/Suspicious Device Threat

Bomb threats to schools are a significant problem throughout the United States. Although more than 90% of bomb threats turn out to be pranks, FTCC must take each threat seriously because there is a possible potential for death and serious injury. Bomb threats, when received, may cause the disruption of classes or services for a short period of time or the closure of the College and/or the possible relocation of classes and services.

Hostile Intruder Threat

The act of going into a school with a weapon and holding people hostage is considered a hostile intrusion and terrorism. There have been a number of recorded cases where this has occurred. The typical perpetrators are disgruntled students, parents and school employees. Although this threat has not occurred at FTCC, it is a threat that has a high likelihood of happening. If this threat occurs, classes and school services may be disrupted for an undetermined period of time.

Arson

Each year in the United States, there is an average of 5,500 structure fires at educational institutions. These fires are responsible for approximately 125 injuries, 25 fatalities and \$50.1 million in fire losses. The leading cause of these school fires is arson. Although there has not been a recorded incident of arson at FTCC, the frequency at which this event happens at other institutions would dictate that FTCC must remain prepared for this threat. If an arson attack occurs, it could disrupt both academic instruction and College operations for a limited or extended period of time.

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3 COOP PLAN MAINTENANCE

This section addresses how FTCC plans to ensure that the COOP contains the most current and reliable information. A Federal guideline states that organizations should review the entire COOP at least annually. Key evacuation routes, roster and telephone information, as well as maps and room/building designations of alternate locations should be updated as changes occur.

3.1 COOP Planning Responsibilities

The table below identifies each key staff member's role in planning Continuity of Operations in the event of an emergency. Those identified are in the order of succession:

Responsibility	Position
1. Update COOP Plan	VP for Administrative Services Director, MIS Director, Public Safety and Security Director of IEA
2. Update/Verify telephone rosters monthly (as required)	All Vice Presidents, Associate VP's, Deans, Directors, Department Chairpersons, Coordinators, Managers, Supervisors
3. Review status of vital files, records, documentation and databases	VP for Human Resources; VP of Institutional Advancement; VP for Academic & Student Services; VP for Financial Services; VP for Learning Technologies, Director, MIS; Associate VP for Continuing Education Programs
3. Conduct alert and notification tests	All Vice Presidents, Associate VPs, Deans, Directors, Department Chairpersons, Coordinators, Managers, Supervisors
4. Develop and lead COOP training	All Vice Presidents, Associate VP's, Deans, Directors, Department Chairpersons, Coordinators, Managers, Supervisors
5. Plan COOP exercises	Executive Council with approval by the President

Table 11– Continuity of Operations Planning areas of Responsibility

3.2 Roles and Responsibilities Assigned to College Units

The following roles are assigned to organizational units with critical College functions:

3.2.1 Institutional Advancement (Public Relations)

- Coordination and approval of all information disseminated to the press and/or the public.
- Provide a consistent “one-voice” release to the news media and all other interested parties.
- Provide for rumor control and emergency communications.
- Assign specific individuals (primary & alternate) to disseminate information, specify emergency response steps, and maintain contact with the following:
 1. News media (TV, Radio, Newspapers, etc.)
 2. Government agencies and civil authorities
 3. Faculty and staff
 4. Students
 5. Parents
 6. College Emergency Hotline

3.2.2 Public Safety and Security

- Preserve law and order, and campus security.
- Monitor and disseminate warnings and threats.
- Provide traffic and crowd control.
- Direct evacuation efforts.

- Control access to buildings and the scene of the disaster.
- Interface and coordinate with Local, County and State Police entities to implement mutual assistance agreements.
- Maintain the College's Emergency Operations Center when necessary on a continuous basis.
- Provide for emergency transportation and/or parking for essential personnel.
- Develop adequate information security controls.
- Assist students, faculty, staff and college visitors with survival needs, as required.

3.2.3 Facilities Services

- Develop and maintain building evacuation plans.
- Provide for the structural security of buildings.
- Provide utility services and, as necessary, shut down utility services.
- Provide for emergency water and sanitation.
- In the event of a pending emergency, secure the campus grounds and building containers, as required.
- Distribute supplies to college employees that are necessary to properly secure building contents.
- Remove debris.
- Conduct building damage assessments / determine if buildings are safe to re-open.
- Repair buildings.
- Maintain College radio communications capabilities.
- Maintain the Emergency Operations Center.
- Maintain College telephone communications capabilities.

- Prepare and continually monitor building condition reports.
- Maintain information on the content and location of radiological, chemical, biological and fire safety hazards, with the assistance of the Auxiliary Services Coordinator.
- Provide for emergency response to HAZMAT release.
- Provide for emergency transportation of students or college visitors.
- Maintain mail service operations.
- Collect & analyze damage assessment reports until all repairs have been completed and cost assessment reports have been provided to the VP for Business and Finance.

3.2.4 Information Technology (IT)

- Maintain the operation of voice, intranet, internet data, video and wireless communications services.
- Implement proper backup controls and redundancies to maintain critical services.
- Properly document all IT hardware and its configuration; develop a plan for hardware replacement and setup.
- Maintain a records management plan that duplicates data on a regular basis and secures this information at a remote location.
- As necessary develop and maintain a plan to perform critical applications at a remote secure site.
- Assist with the identification of alternative locations for critical housing and academic functions that have wireless connectivity for continued electronic communications.

3.2.5 Institutional Effectiveness and Assessment

- Identify and prioritize critical IE support services and systems.
- Develop plans and procedures to protect critical IEA assets.

3.2.6 Financial Services

- Together with Human Resources, maintain the continuity of Payroll Processing Services.
- Ensure that emergency funds are available for expenditure as the College's priorities change during periods of crisis.
- Maintain accurate financial and administrative records in periods of changing priorities and emergency decisions.
- Assess the value of College property – buildings, building contents and other College assets.
- Facilitate emergency procurement of goods and services.
- Provide for emergency food service operations.
- Secure appropriate insurance.
- Documentation and submission of claims.
- Evaluation of damaged assets.

3.2.7 Academic and Student Services

- Develop procedures to communicate with and account for faculty and students in emergency situations.
- Develop plans to move classes to alternative locations or reschedule classes ensuring classes meet the required hours per semester.
- Provide student crisis counseling services.

- Develop an emergency plan to establish student shelter during and after an emergency, if necessary.

3.2.8 Human Resources (HR)

- Together with Financial Services, maintain the continuity of Payroll Processing Services.
- Together with Financial Services, maintain the continuity of critical Employee Benefit Services.
- Provide for employee counseling with the Employee Assistance Program.
- Develop procedures to communicate with and account for employees in emergency situations.
- During a community-wide disaster:
 1. Assess Faculty and Staff availability.
 2. Assist with the recruiting of replacement personnel, as necessary.
 3. Assist employees with work recovery needs.
 4. Develop an emergency plan to account for staff and faculty.

3.2.9 Student Health Services

- The Director of Security will maintain medical services first aid kits/supplies for sick or injured students.
- The Deans will identify and prioritize critical support services and systems and maintain faculty/staff shot records, as appropriate.
- The Deans will identify and ensure recovery of critical assets.
- The Director of Facilities will develop plans to identify alternate facilities where Student Health activities can be conducted in the event of the destruction of the Health Services facilities.

3.2.10 Library

- Identify and assist with the evaluation of library assets – books, collection, etc.
- Develop plans and procedures to protect critical library assets.

3.3 Testing, Training, and Exercises

For our COOP to have its desired effect, all aspects of the plan must be exercised, assessed and updated on a regular basis. To that end, an aggressive exercise program will be executed to ensure all systems are ready to respond to an actual emergency.

3.3.1 Testing

Departments are responsible to ensure that staff members are prepared to react to emergencies in accordance with the COOP. They will test internal systems and connectivity on a quarterly basis. Those tests include, but are not limited to the following:

- Phone Tree Exercise
- Evacuation procedures review
- Connectivity Reviews (Remote Access, Wireless Access)

3.3.2 Training and Exercises

Training and exercises will occur at the department and College level on a recurring basis. The training will be risk focused and vary throughout the year. For instance the spring session may include training and exercises that rehearse actions in response to hurricanes and tornadoes. The CEC, in coordination with the EC, will formulate a training schedule for the College. Departments will train new personnel when they arrive and conduct training quarterly to review plans and procedures. Paragraphs 3.3.3 through 3.3.8 describe the training and exercise activities used to test the plan.

3.3.3 Orientation and Education Sessions

This session is a forum to train new personnel or conduct periodic reviews with the entire staff. Its objective is to familiarize and educate staff members about our emergency response plans, equipping them with the baseline of information required to understand what their actions should be and their role in the plan. The Training Drill and Exercise Chart, Form 1, Attachment G can be used to schedule training activities.

3.3.4 Tabletop Exercise

Tabletop Exercise will be used to coordinate and synchronize all components of the Incident Command System (ICS). It is typically the first in a series of exercises that culminate in a full exercise of the system. The exercise is conducted in a central location on a scaled replication of the College grounds. The exercise is conducted at the direction of the CEC and requires all members of the ICS (Primaries and Alternates) as participants. It is a staff exercise that has each member of the team brief their actions as they would occur in response to the emergency.

3.3.5 Walk-through Drill.

This is an exercise that is conducted from the actual location that members of the ICS will be occupying during an emergency response. The drill is scenario-driven and requires no first responders to execute. The intent is to train the ICS staffs by putting them in the actual response location and exercise communications and reporting systems. The walk through drill is an extension of the table top, but more complex to execute because the (Emergency Response Team) agencies are distributed.

3.3.6 Functional Drill.

Agencies with specific functions such as emergency first responders, and communications support specialists will exercise their systems as appropriate to maintain proficiency at all times. It is our first responders that are the key to the safety of our students and employees, and protection of our critical infrastructure.

3.3.7 Evacuation Drill.

Periodic rehearsals of evacuation plans will include building and campus evacuations.

3.3.8 Full-Scale Exercise

Rehearsals involve all components of the ICS and include first responders from State, County and Local agencies. The exercise simulates an actual emergency with the entire response system participating fully. The exercise is treated as an actual emergency with all actions and reports replicated to the fullest extent possible in order to exercise the entire system. Full-Scale exercises will be conducted annually as part of the annual emergency response training plan.

3.3.9 Vulnerability Analysis

Conducting this analysis will help in developing scenarios that will serve as the basis for training events. Refer to Vulnerability Analysis Chart, Form 2 in Attachment G.

3.4 Multi-Year Strategy and Program Management Plan

A goal of the College is to provide coordination and oversight in support of the form of prior emergency preparation to ensure College safety in the event of an actual disaster or other threat to safety. In support of this goal FTCC must be operationally prepared to continue business operations during any type of threat or emergency, and be able to effectively resume essential operations if they were interrupted. Part of this responsibility is the requirement to formulate guidance and establish common objectives for the FTCC academic departments and all service support functional units to use in developing a viable, executable COOP; facilitate interdepartmental coordination, as appropriate; and oversee and assess the status of college's COOP capabilities and programs.

Using the guidance provided in the plan, the FTCC planning units will provide periodic input for the further development and improvement of the College COOP. Programs that implement this guidance and provide for the continuity of essential functions that should enable the organization to provide vital services in the event of an actual emergency that prevents occupancy of its primary facilities.

The plan, including essential functions and supporting activities, shall be viewed annually, and depending on the changes, will either be updated or rewritten to ensure the Multi-Year Strategy Program Management Plan (MYSPMP) contains the most current information. This review shall be completed no later than June 30th of each year. The Administrative Services Division will have overall responsibility for updating and continually improving this plan.

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4 FTCC SAFETY PLAN

The safety of students and employees is very important; therefore, it is essential that proper safety measures and practices be adhered to in all classrooms, shops, laboratories, and all other College activities.

4.1 OSHA Compliance Programs

4.1.1 Injury and Illness Records

OSHA Form 200 will be used to maintain a log of all recordable occupational injuries and illnesses. Form 200 will be kept by the Office of Safety and Security, Room 132, Student Center. Annual summary information from this form will be posted with other employee notices from February 1 through March 1 annually. (29CFR1910.1904)

4.1.2 Hazard Communications Program

In compliance with federal and state requirements, FTCC has a written Hazard Communications Program which is available to employees, their designated representatives, and other interested parties. The program identifies amounts and a location of substances defined as hazardous by OSHA and provides information on labeling and other safety related issues. Copies of the Hazard Communications Program and related materials are available in the Library, Security Office, and the Office of the Auxiliary Services Coordinator. (29CFR1910.1200)

4.1.3 Hazardous Waste Operations and Emergency Response

Employees shall not handle any materials they believe may be hazardous waste. Disposal and recovery operations shall be contracted to vendors who are certified and equipped to safely handle hazardous waste. In the event of a hazardous waste spill, leak or emission, Fayetteville Technical Community College's employees shall isolate the spill area using appropriate "danger" signs and "warnings," evacuate the area, and call the Hazardous Materials Team of the local Fire Department. (29CFR1910.120)

4.1.4 Personal Protective Equipment Program

Protective equipment, including personal protective equipment for eyes, face, head and extremities, protective clothing, respiratory devices, and protective shields and barriers, shall be provided. Employees, students and college visitors are expect to use the equipment and maintain the equipment in a sanitary and reliable condition wherever working around hazards related to processes or the environment. This includes situations such as working with chemical hazards, radiological hazards, or mechanical irritants encountered in a manner capable of causing injury or impairment in the function of any part of the body through absorption, inhalation, or physical contact. The employee and supervisor are responsible for specific selection and use of appropriate personal protective equipment. (29CFR1910.132-138)

4.1.5 Welding, Cutting, and Brazing (Hot Work Permit System)

Appropriate fire prevention and protection procedures including use of guards will be used by employees when they are engaged or in close proximity to welding, cutting, and brazing operations. Supervisors will be responsible to enforce this work standard and take immediate corrective actions, if necessary. (29CFR1910.252)

4.1.6 Communicable Diseases Program

In compliance with federal and state requirements, FTCC has a written Communicable Diseases (a.k.a., Infectious Diseases or Blood-borne Pathogens) Program which is intended to protect employees against the risks of exposure to communicable diseases in the workplace. Copies of this written program and related materials are available in the Library and the offices of the Dean of Health Programs and the Auxiliary Services Coordinator. Related materials are printed in this document as "Communicable Disease Policy." (Section I-17) (29CFR1910.1030) The Pandemic Flu Plan is located in Section 4.8 of this plan.

4.1.7 Access to Employee Exposure and Medical Records

FTCC has an agreement with the Occupational Medicine Services Department of Cape Fear Valley Medical Center for required medical and related services resulting from an exposure incident. Employee exposure and medical records shall be properly secured with access limited. Employees or their designated representative may review their personal exposure and/or medical records by making an appointment at Cape Fear Valley Medical Center. (29CFR1910.20)

4.1.8 Chemical Hygiene Plan for Labs

In compliance with federal and state requirements, FTCC has a written Chemical Hygiene Plan which is intended to provide employees protection from health hazards associated with hazardous chemicals in labs. This written plan is available to employees, their representatives, and other interested parties. Copies of the Chemical Hygiene Plan and related materials are available in the Library and offices of the Chemistry Department Chairperson and the Auxiliary Services Coordinator. (29CFR1910.1450)

4.1.9 Fall Protection Procedures

All passage ways, storerooms and service rooms shall be kept clean and in a sanitary condition. Floors throughout FTCC campus facilities shall be maintained in a dry condition. Where wet processes are used, drainage shall be accomplished through the use of false floors, platforms, mats or other dry standing places. All working walking surfaces shall be maintained free from protruding nails, splinters, holes, loose boards or other known hazards. (29CFR1910.23)

4.1.10 Hearing Conservation Program

While tasks performed by FTCC employees are not likely to exceed the noise levels determined in 29CFR1910.95, employees who are required to operate power equipment and/or tools, grounds keeping equipment, or service heating, ventilating and air conditioning equipment shall wear hearing protection, as necessary, during performance of tasks. Ear protection will be available from the employee's supervisor and supervisors are expected to enforce the use of hearing protection while employees are engaged in activities warranting their use. (29CFR1910.95)

4.1.11 Respiratory Protection Program

In compliance with federal and state requirements, FTCC has a written Respiratory Protection Program which is intended to protect employees against respirable hazards. The program establishes a respiratory protection policy, and sets guidelines for protection of employees from respiratory hazards, through proper use of respirators. Copies of this written program and related materials are available in the Library and office of the Auxiliary Services Coordinator. (29CFR1910.134)

4.1.12 Fire Procedures

4.1.12.1 Fire Safety

Fire extinguishers are provided in conformance with appropriate safety laws at specified locations within all College facilities. Fire Extinguishers shall be checked and serviced periodically by College personnel and local fire department inspectors. Use of Fire Extinguishers for any purpose other than fire fighting is strictly prohibited. In the event of a fire in any facility, the person discovering the fire should follow the procedures outlined below when requesting emergency assistance. Evacuation instructions and route diagrams will be prepared for and posted in every building where required. (29CFR1910.38)

4.1.12.2 Upon Discovery of Fire

- (1) The person discovering a fire will immediately give the alarm by shouting "FIRE! FIRE! FIRE!" and proceed to pull the nearest wall or fire door alarm system, if one is located in the building.
 - a. Call 911 first reporting the building name and exact location of the fire, and if there are any known injuries.
 - b. Call Security at 678-8433, giving the building name and exact location of the fire and if there are any known injuries.
 - c. Assist those with special needs to ensure an orderly evacuation of the building.
 - d. Emergency Telephone Numbers are listed below:

Security Office: 910-678-8433

- e. Plant Operations at 678-8287
- f. The Vice President for Administrative Services at 678-8212 (if actual fire or smoke)
- g. The President at 678-8321 (if actual fire or smoke)

4.1.12.3 Evacuation Procedures

(1) Security - Security Officers will:

- a. Request additional police support from the city police, as necessary.
- b. Ensure the affected building is quickly evacuated and people remain outside the building at least 300 feet, preferably up wind. Ensure adjacent buildings are evacuated, if necessary.
- d. Direct emergency teams to the fire site and help keep access routes open.
- e. Assist emergency teams, as necessary.
- f. Allow employees and students to go back in the building after receiving clearance from the fire department.

(2) Instructors - Instructors conducting classes at the time the evacuating alarm is sounded will:

- a. Immediately inform students to gather up their belongings (handbags, books, etc.) which they have immediately adjacent their seats and prepare themselves to evacuate the classroom in an orderly fashion. Students should be informed to remain together once outside at a predetermined assembly points. This will assist the instructor with accountability of all students after the evacuation. **NO STUDENTS WILL BE PERMITTED TO GO TO THEIR LOCKERS OR OTHER PLACES WITHIN THE BUILDING TO PICK UP BELONGINGS.**
- b. Select dependable students to assist in leading the class from the classroom in accordance with evacuation plans.
- c. Select dependable students to assist special needs student with evacuation.
- d. Ensure windows and doors are CLOSED but NOT LOCKED before leaving the classroom (if time permits), and that the evacuation is handled in a quiet, orderly, and

safe manner. Evacuation of the buildings should not exceed two to three minutes from the first alarm.

- e. Account for all students at the designated assembly area, when possible, and notify a security officer as soon as possible if someone is known to be missing that was in the classroom at the time of the evacuation.
- (3) Emergency Medical Technician- It is requested that this outside medical service be supplemented with available College employees to quickly administer first aid in cases of injury or illness. The senior employee at the scene must record the names of individuals having to be evacuated.
- (4) Clerical/Office Staff - The clerical and office staff will:
- a. Secure all records, close vaults and file cabinets (if time permits), and evacuate the building remaining at least 300 feet away. Supervisor must account for employees at the evacuation site.
 - b. Stay out of the building until the area has been declared safe by competent authority.
- (5) Cafeteria Managers/Supervisors - Managers and supervisors will:
- a. Cut off all ranges and secure kitchen areas, if time permits, and evacuate the building remaining at least 300 feet away. Supervisor must account for all employees at the evacuation site.
 - b. Secure cash registers and other monies before departure, if time permits.
- (6) Maintenance Department - The Maintenance Department will:
- a. Cut off all fans and other equipment to restrict the spread of fire or contaminated materials.
 - b. Notify Carolina Power & Light, Public Works Commission, and Sprint, if necessary.

4.1.12.4

Vice President for Institutional Advancement

The Vice President for Institutional Advancement will coordinate with the President to determine what information will be released to the media and concerned families. Media representatives seeking information should be referred to the Vice President of Institutional Advancement.

4.1.13 Medical Emergencies

In the event of a serious illness or injury of a student, faculty or staff member at FTCC, the immediate concern is to aid the injured or ill person. (29CFR1910.151)

Proceed according to the following plan: Stay calm and proceed...

- (1) Call 911 first explaining the type of illness or injury, and exact location.
- (2) Designate someone to stay with the victim.
- (3) Designate someone to call Security at 678-8433. Use the Emergency Flipchart if available.

4.2 Traffic

The large number of motor vehicles moving about the FTCC campus daily necessitates strict adherence to College traffic rules and regulations to preclude possible serious accidents or injuries. Pedestrians have the right-of-way at all times. The speed limit on all campus roads and in all parking lots is 10 MPH. Reckless driving at any speed on campus will not be tolerated. Hull Road is city property and divides the campus in half, thus creating a safety hazard. The same problem exists on Devers Street. The speed limit on these roads is 25 MPH and is enforced by city police. Vehicles on campus must be parked and operated as outlined in the Campus Map and Traffic Rules and Regulations Pamphlet which is provided to students and employees.

4.3 Smoking

Effective March 6, 1993, no smoking is allowed in the buildings on the FTCC campus.

Effective July 1, 2005, smoking adjacent to buildings will only be permitted at outdoor areas that have been designated by the President as smoking areas. This policy is implemented to reduce second hand smoke at building entrances.

4.4 Bomb Threat Explosion Procedures

4.4.1 Telephone Bomb Threat Procedures:

Bomb threats may be received by various means, but are usually by telephone. The following procedures will be followed if an employee at FTCC answers a bomb threat call:

- (1) The employee receiving the call will:
 - a. Initiate the BOMB THREAT CHECKLIST included on the back of your campus phone directories.
 - b. Remain as calm as possible. An attempt should be made to record every word said, especially the specifics of the threat.
 - c. Attempt to get the caller to talk about who he or she is, why he/she is doing this, exact location where the bomb is, what time the bomb will go off, how

the bomb got on campus, what type of bomb, where he/she is now, and how he/she knows so much about the bomb.

- d. Follow the BOMB THREAT CHECKLIST instructions.
 - e. Immediately after the caller hangs up, notify FTCC Security at 678-8433.
- (2) Ensure Security gets the completed BOMB THREAT CHECKLIST as soon as possible.

4.4.2 Response and Evacuation Procedures

- (1) Security - The Director, Public Safety and Security or designee will:
- a. Collect all vital information and notify appropriate personnel including those listed below:

Security Officers (During school hours)

Vice President for Administrative Services
 - b. Respond to the affected area as quickly as possible.
 - c. Supervise Security Officers in securing the area and advise advising personnel of an immediate stop to all radio transmissions inside the affected building/area.
 - d. Supervise the orderly evacuation of the building, if not already initiated, by sounding the alarm either by voice and/or several blasts of a whistle or use a megaphone. Instruct personnel to immediately evacuate not less than 300 feet from the building.
 - e. Ensure adjacent buildings are evacuated, as necessary.
 - f. Request city police and fire department support.
 - g. Direct emergency teams to the affected area.
 - h. Never assume there is only one bomb.
 - i. Brief the police and fire department personnel of the known facts of the situation upon their arrival and cooperate with police in searching the building.
 - j. Keep all non-essential personnel away from the building.
 - k. Notify Carolina Power & Light, Public Works Commission, and Sprint, if necessary.

- l. Declare the area safe only after “all clear” coordination with police and fire department.
- m. Inform other Security Officers to make a quick check of their buildings for any suspicious objects or items.
- n. Complete a written report and submit it to the Vice President of Administrative Services as soon as possible.
- o. Conduct a follow-up inquiry with the police department.

(2) Instructors

- a. Inform students to gather up their belongings (handbags, books, etc.) which they have in the immediate proximity and to prepare themselves to evacuate the classroom. Students should be informed to remain together once outside at predetermined assembly points. This will assist in accountability of all students as the designated assembly point. **NO STUDENTS WILL BE PERMITTED TO GO TO THEIR LOCKERS OR OTHER PLACES TO PICK UP OTHER BELONGINGS.**
- b. Select dependable students to assist in leading the class from the classroom in accordance with evacuation plans.
- c. Select dependable students to assist special needs student with their evacuation.
- d. Ensure windows and doors are CLOSED but NOT LOCKED before leaving the classroom (if time permits), and that the evacuation is handled in a quiet, orderly, and safe manner. Evacuation of the buildings should not exceed two to three minutes from the time of the initial alarm.
- e. Account for students at the assembly area as soon as possible and notify a security officer quickly if someone is known to be missing.

(3) Clerical/Office Staff

- a. Secure all records, close vaults and file cabinets (if time permits), and evacuate the building ~~to~~ remaining at least 300 feet away. Account for Supervisors must account for all employees as quickly as possible.
- b. Stay out of the building until the area has been declared safe and “all clear” by competent authority.

(4) Cafeteria Manager/Supervisor

- a. Cut off all ranges and secure kitchen areas, if time permits, and evacuate the building remaining at least 300 feet away. Account for Supervisors must account for all employees as soon as possible.
- b. Secure cash registers and other monies before departure, if time permits.

(5) Emergency Service Coordinator

Upon request, the Department Chairperson of Associate Degree Nursing (AND) and/or Emergency Service Coordinator will immediately dispatch all qualified and Emergency Medical Technician personnel available at the college to the Security office. These personnel will be used to administer first aid, evacuate the injured, and performing general administrative duties, as needed.

(6) Vice President for Institutional Advancement

The Vice President for Institutional Advancement will coordinate with the President to determine what information will be released to the media and concerned families.

(7) Maintenance, Housekeeping, and Building/Grounds Personnel.

Upon notification of an emergency situation, these employees will report to their immediate supervisors for accountability and assignment of duties during the threat situation.

4.4.3 Post Bomb Threat Procedures

Once the threatened or damaged site has been declared “all clear” and therefore safe, by competent police authority, classes shall continue unless, in the opinion of the President or his designee, the conditions warrant the closing of the College.

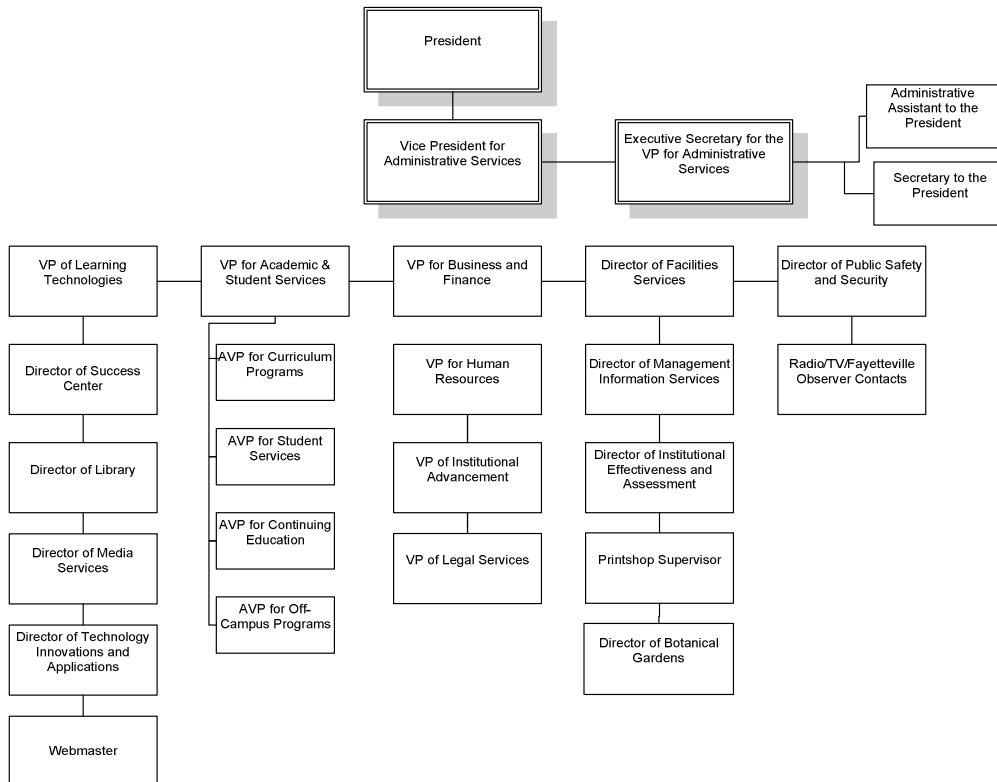
Staff/faculty members who are not presently in classrooms or in their offices at the time of the alarm should report to their Department Chairperson for accountability and be available to provide assistance, as needed.

4.5 Severe Weather Conditions

4.5.1 College Schedule Changes

In the event of severe weather conditions, the Vice President for Administrative Services will coordinate with the College President to make decisions regarding the closing of the College. The Vice President for Administrative Services will then initiate the Severe Weather Notification Call Tree as outlined below. Individuals contracted are to phone appropriate supervisory personnel/employees in their areas to inform them of changes to the College Schedule due to severe weather.

SEVERE WEATHER NOTIFICATION CALL TREE



The Vice President for Learning Technologies will place the severe weather information on the College website. The Director of Facilities Services will coordinate the placing of a phone message on the College switchboard, 678-8400, specifying College severe weather information.

If the college is closed, only those employees designated as essential personnel are expected to report to work. In the event that weather conditions allow for classes to begin on a delayed schedule, regularly scheduled classes will begin at the hour designated.

Public service announcements will inform staff, faculty and students of the changes in the College schedule due to severe weather. The following media will be requested to broadcast information about College closings. Primary emphasis will be to radio station broadcasts because of broadcast responsiveness.

Tune in to any of the following for the latest information on the closing of the College.

TV Stations

WECT (Channel 6) Cable 6

WRAL (Channel 5) Cable 3

WTVD (Channel 11) Cable 11

WFAY (Channel 62) Cable 9

NEWS14 (Channel 14) Cable 14

Radio Stations

WKML - 95.7 FM

WFLB - 96.5 FM

WQSM - 98.1 FM

WZFX - 99.1 FM

WRAL - 101.5 FM

WRCQ - 103.5 FM

WFNC – 106.9 FM

WCLN - 107.3 FM

WUKS – 107.7 FM

WFNC – 640 AM

WCKB - 780 AM

WEEB - 990 AM (Southern Pines)

WFAI - 1230 AM

WAZZ - 1490 AM

WIDU - 1600 AM

4.5.2 Tornadoes and Severe Thunderstorms

A tornado watch is issued when there is a possibility of tornadoes and severe thunderstorms. When a TORNADO WARNING is issued, a tornado has already been sighted and immediate shelter should be sought. Whenever possible, Security Officers will be used to warn students and employees of tornado warnings.

Upon notification of a TORNADO WARNING in the immediate proximity of the college (or heading towards the college) instructors should instruct students to position themselves in a curled position facing an interior wall. Interior walls offer a greater degree of protection. If available, coats and jackets can be used to cover heads, arms, and legs as a means of protection from flying missiles of glass and other debris. Desks and other large pieces of furniture, which can be crawled under, offer some protection. The single best protection is to assume a curled position in order that the eyes and head will be protected. Employees should follow the same directions. All personnel should remain in the recommended areas until the "all clear" is given by a responsible official.

4.6 Civil Disturbances

4.6.1 Preventive Measures

- (1) At the beginning of each semester, each instructor should brief students on the rules and regulations that will apply to them as outlined in the Academic Procedures Manual.
- (2) Academic problems will be handled in accordance with the Due Process Procedure for Students as explained in the Academic Procedures Manual.
- (3) Any disturbance that occurs off the College campus during an official function of the College will be handled by the person in charge of such an event or function. At the discretion of the person in charge, the problem may be turned over to available Security officers or other Law Enforcement Agency personnel.
- (4) Disturbances that occur on the campus or any other property leased by the College will immediately be reported to nearest available Security officer and dealt with in an appropriate and timely manner.
- (5) The Security Office should be notified in the following situations:
(Call Security, Extension 678-8433)
 - a. Any life threatening event occurring (or about to occur) on college property or property leased by the college.
 - b. Any situation that may deteriorate to a level where physical violence directed against person(s) or property could occur, or any college properties.
 - c. Any criminal act or suspected criminal activity resulting in violation of any of the regulations of the College.

- d. Any omission or refusal to act when person(s) or property of the College are placed in or will be placed in fear of injury or loss of property.
- (6) The Security Office will be responsible for the prompt reporting of any of the above listed events to the VP of Administrative Services and/or other proper administrative authorities.

4.6.2 Disturbance Response

- (1) The moment a problem or disturbance is identified, a member of the administrative staff or an instructor should immediately attempt to solve the problem or refer it to participants to the appropriate.
- (2) The administrative staff member or instructor should suggest that the problem be discussed in private, out of the view of others, in order not to disturb other activities or classes.
- (3) If necessary, report the disturbance to the Security Office, Extension 678-8433. Describe the problem, specific location, and request the necessary assistance.
- (4) Once the Security Officer has arrived, describe the problem and render assistance, as needed.
- (5) Within the scope of authority, the Security Officer will attempt to resolve the problem or refer the participants to a higher administrative/legal authority.

4.7 Utilities Outage Plan

4.7.1 Electric Power Outage

In case of power outage, immediately notify the Director of Facilities Services at 678-8287. (After normal duty hours, notify the Security office at 678-8433.) The Director or the Security office will call the emergency services office at the electric company to determine the source of the trouble, the estimated time to restore the outage, and the assistance, if any, to be rendered by the College. Auxiliary power, if available, will be used to sustain college operations.

The Director of Facilities Services or Security (after hours) will dispatch adequate electrical maintenance personnel to the affected site as required to disconnect all equipment subject to damage from power fluctuations.

All students and employees will evacuate the building if the loss of power constitutes a safety hazard.

If safe natural lighting levels exist, the employees and students may remain in the building.

The President or his designee will determine if weather conditions permit continued school operation. If weather is a negative factor, the Vice President for Institutional Advancement will prepare and release on and off-campus notification. A designated contact person in each building will be informed of a closing and will have the responsibility of notifying the rest of the Employees and/or students.

4.7.2 Water Service Outage

The Director of Facilities Services or Security office (after hours) will contact the maintenance section of the water company to determine the source of the trouble, the estimated time the outage will last, and the assistance to be rendered by the College.

If the outage is campus-wide, the President or his designee will determine whether employees and/or students should be released for safety reasons.

4.7.3 Phone Service Outage

After notification, the Director of Facilities Services will contact the phone company.

If the outage continues after 5:00 p.m., non-teaching employees located in isolated parts of the campus will be periodically checked on by the evening supervisor for safety purposes.

4.7.4 Emergency Notification Procedures

In the event of an emergency situation where the Campus Community needs to be notified, the following methods will be used:

- (1) The Security office will initiate and release a message to “All at Fayetteville” on GroupWise.
- (2) The Security office will initiate and release a text message through Novell.
- (3) The Security office will initiate a telephone notification of predetermined essential personnel.
- (4) Security patrols will be dispatched to all college buildings to inform students and employees of the situation.
- (5) Security patrols will use bullhorns to notify employees and students in the exterior areas on College properties.
- (6) A message will be prepared and posted to the FTCC Website by the VP of Learning Technologies.
- (7) Should it be necessary to close the college, local radio, TV and newspaper agencies will be notified to assist in getting the message out to the general public.

4.8 Pandemic Influenza Plan

4.8.1 Purpose

The purpose of the Fayetteville Technical Community College (FTCC) Pandemic Influenza Plan is to provide a coordinated and comprehensive response to an influenza pandemic in order to help with continuation of education and services. This Plan puts in place a set of operational guidelines for FTCC to use for managing an influenza pandemic. The plan addresses college activities necessary to maintain essential services of the college. Essential services are defined as those services that keep the college operating (even if operating on a limited basis).

4.8.2 Responsibilities

The Vice President for Administrative Services is designated as the Pandemic Influenza Coordinator. All pandemic influenza actions will be coordinated through the Executive Council (EC). The EC serves as the primary group responsible for the “command and control” function in the event of a pandemic. The EC is responsible to ensure that the following items are decided or addressed during the course of a Pandemic Influenza.

- (1) Cancellation of classes or other public events.
- (2) Closure of the college.
- (3) Stockpiling non-perishable food and equipment that may be needed.
- (4) Continuation of essential services and functions.
- (5) Recovery phase operations.

The EC will work with state and local public health and local police and/or emergency medical authorities to identify the legal authority, decision makers, trigger points, and thresholds to institute community containment measures, such as closing or re-opening the College. The EC will also work with the local health department to discuss an operational plan for surge capacity for healthcare and other mental health and social services to meet the needs of the College and community during and after a pandemic.

This Plan is by no means complete nor is it intended to be. There are a multitude of issues both common and unique that may have to be taken into consideration when a pandemic occurs. See the full pandemic influenza plan in the Administrative Procedures Manual for additional information.

4.8.3 Assumptions

The impact of a future influenza pandemic is unknown; however it is clear that if a pandemic occurs, traditional operational continuity assumptions will be inadequate. The following influenza pandemic assumptions were used in the development of this Plan:

- (1) A pandemic could last 6-8 weeks (or longer) and include several waves over the course of a year.
- (2) Up to 30% of the workforce could be out sick during a pandemic with absenteeism occurring in rolling waves, which rise and fall over the course of several weeks. Absenteeism could reach 40 % during the peak of a pandemic. People may decide to stay home to care for family members or to stay home with children when schools are closed. Fear of exposure may lead to lower rates of attendance before an actual outbreak begins. Up to two percent of the 30% who fall ill may die.
- (3) Employer flexibility will be necessary and might include; staggered shifts, expansion of physical space between workstations or allowing employees to work from home.
- (4) Leave policies may need to be flexible.
- (5) Essential personnel may be required to wear protective masks and gloves, as available when performing their duties especially when in contact with the general public. Masks should be procured and issued as needed.
- (6) Availability of supplies will be limited because of hoarding, combined with limited production, and transportation limits.
- (7) Immediate assistance from outside organizations, county, state, and federal government will not be likely if the outbreak is nationwide due to limited resources.
- (8) College supervisors must ensure that all essential college functions have been identified and employees have been cross- trained to maintain those essential functions. If cross training isn't an option due to individuals or jurisdictions with the same certification, those situations must immediately be relayed to the EC for decisions on future activities.
- (9) Each college department should have written job instructions for position responsibilities that are identified as a Priority of Service (Essential duties) in the event that someone not familiar with the position is needed in an emergency to perform the duties.
- (10) Supervisors should consider encouraging sick employees to stay home in a widespread pandemic.

4.8.4 Priority of Services

FTCC services are assigned a priority which determines which services must be provided.

(1) Priority Service 1

Those activities that must remain uninterrupted. Generally, these would include departments and facilities that operate 24 hours a day, seven days a week, (i.e., Security office operations).

(2) Priority Service 2

This includes those activities that can be disrupted temporarily or might be periodic in nature, but must be re-established within a few days.

(3) Priority Service 3

Those activities that can be disrupted temporarily (a couple of days to a week) but must be re-established sometimes before the pandemic is over (6-8 weeks).

(4) Priority Service 4

These activities that can be deferred for the duration of a pandemic influenza wave (more than 8 weeks).

4.8.5 Planning Scenarios

The FTCC Pandemic Influenza Plan addresses five scenarios of action within the Plan.

(1) Scenario 1

The Avian flu or swine flu has reached the USA transmitted from animals to humans. Transmission is made during direct contact with blood or body fluids. Swine Flu (N1M1) may be transmitted by passing the virus through sneezing or coughing. Supervisors should review essential services and determine how this scenario will impact on campus activities and what if any countermeasures could be done to minimize the impact. (The goal for the College is to remain open).

(2) Scenario 2

An outbreak of Avian or Swine flu has occurred on campus, possibly caused by multiple direct contacts with an infected bird(s) or Swine Flu virus. There is a “rolling wave” of absenteeism of up to 30% reduction in the work force and a large portion of the student body is sick. The absenteeism rates climb and fall over the course of several weeks. Supervisors shall review essential services and determine how this scenario will impact on campus activities and what if any countermeasures can be done to minimize the impact. (The goal for the College is to remain open).

(3) Scenario 3

The Avian flu or Swine Flu has changed and there is significant human to human transmission. As part of the local pandemic plan or by Governor’s Executive Order the college has become an inoculation site for the region. Supervisors shall review essential services and determine how this scenario would impact on campus

activities and what if any countermeasures should be taken to minimize the impact. (The goal for the College is to remain open).

(4) Scenario 4

By the Governor's Executive Order the College is directed to become a quarantine/isolation site for the region. This will mean that the Governor has closed the college and uninfected students who can get home are sent home. Individuals from outside the college community are brought to the campus. Supervisors shall review essential services and determine how this scenario might impact college activities and what if any countermeasures should be taken to minimize the impact.

(5) Scenario 5

By the Governor's Executive Order the College has been directed to close. This is a precautionary measure to help minimize the spread of the specific flu that is being transmitted. Students are sent home. Supervisors shall review essential services and determine how this scenario would impact college activities and what if any countermeasures can be taken to minimize the impact.

4.8.6 Pre-Planning

It will be necessary to engage employees in the planning contingencies for a pandemic.

- (1) Alternative instructional methods will be developed to continue delivery of as many classes as possible in the event of an interruption, (i.e., increase on-line classes, email or telephone communication).
- (2) Student services, learning technologies services and financial aid will need to develop an action plan to identify what services can be continued in the event the college buildings are closed. This plan should include which tasks can be continued and which employees are essential to ensure completion of those tasks.
- (3) Identify tasks that can be continued via the FTCC Web site.
- (4) Identify essential functions that must be maintained.
- (5) Cross-train employees to perform those essential functions.
- (6) Written job descriptions and instructions sheets shall be completed for all essential functions by department supervisors.
- (7) Departmental Planning should consider the need for stockpiling of essential supplies. This would include such items as:
 - (a) Rubber gloves and masks.
 - (b) Tissue paper, paper towels, and hand sanitizers for offices.
 - (c) Cleaning supplies.
 - (d) Hand sanitizers for public areas of the college.

- (8) Communicate the possibility of a pandemic, very early, to students/staff/faculty and the College's preparedness in managing it.
- (9) Discuss with staff/faculty possible health and safety issues on a periodic basis.
- (10) Distribute hand sanitizers to employees and strongly encourage hand washing.
- (11) Prepare pandemic information updates and post them on the FTCC web site.
- (12) Encourage annual influenza vaccination for employees and special inoculations, as required.
- (13) Establish guidelines for preventing the spread of influenza in the workplace, (i.e., promoting respiratory hygiene/cough etiquette, and prompt exclusion of people with influenza symptoms).
 - (a) Posters distributed to all college buildings.
 - (b) Hand and surface hygiene practices implemented, as needed.
 - (c) Advise employees "If you think you are sick, stay home. It's a crime to infect others."
 - (d) Establish a "Clean and Go" procedure for all employees and students. Shared work areas such as desktops and tables, and frequently touched surfaces, such as door handles, stair rails, etc. are cleaned and disinfected regularly. Routinely used cleaning products (EPA-registered disinfectants, bleach solutions) may be used.
- (14) Implement mandatory sick leave for employees who have been exposed to a pandemic influenza, are suspected to be ill, or become ill at worksites.
- (15) Disseminate programs and materials covering pandemic fundamentals (signs and symptoms of influenza, modes of transmission), personal and family protection and response strategies, i.e., hand hygiene, coughing/sneezing etiquette, contingency plans).
- (16) Develop and post visual alerts with key infection control messages at building entrances advising personnel not to enter if they have symptoms of influenza. Post alerts in break rooms, and cafeteria areas. Use posters, web links, college TV monitors, FTCC Web site and email alerts to get the message out to as many people as possible.
- (17) Update restrooms with automated faucets, soap dispensers, towel dispensers, urinals, and commodes as quickly as funding becomes available.
- (18) Assess the heating, ventilation, and air condition (HVAC) systems as a possible virus transmission source and take appropriate actions.
- (19) Coordinate activities and information per guidance from the county Health Department.

FAYETTEVILLE TECHNICAL COMMUNITY COLLEGE

Continuity of Operations Plan

LIST OF ATTACHMENTS

- A. AUTHORITIES AND REFERENCES**
- B. GLOSSARY**
- C. INDEX**
- D. MAPS AND EVACUATION ROUTES**
- E. INCIDENT RESPONSE CHECKLISTS**
- F. HAZARDS AND THREATS**
- G. FORMS**
- H. COLLEGE CLOSURE PROCEDURES**

MITIGATION / RESPONSE PLANS

All department plans are maintained by supervisors in the following activities

(Available from the senior supervisor upon request)

- **ACADEMIC AND STUDENT SERVICES – CONTINUING EDUCATION**
- **ACADEMIC AND STUDENT SERVICES – CURRICULUM PROGRAMS**
- **ACADEMIC AND STUDENT SERVICES – LEARNING TECHNOLOGIES**
- **ACADEMIC AND STUDENT SERVICES – OFF-CAMPUS PROGRAMS**
- **ACADEMIC AND STUDENT SERVICES – STUDENT SERVICES**
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- **ADMINISTRATIVE SERVICES - MANAGEMENT INFORMATION SERVICES**
- **ADMINISTRATIVE SERVICES - PRINT SHOP**
- **ADMINISTRATIVE SERVICES - PUBLIC SAFETY AND SECURITY**
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- **FINANCIAL SERVICES - ACCOUNTING MANAGER**

FTCC CONTINUITY OF OPERATIONS PLAN
LIST OF ATTACHMENTS

- FINANCIAL SERVICES - ACCOUNTS RECEIVABLE
- FINANCIAL SERVICES - AUXILIARY SERVICES
- FINANCIAL SERVICES - FINANCIAL SYSTEMS AND DISBURSEMENT
- FINANCIAL SERVICES - PROCUREMENT/PURCHASING
- FINANCIAL SERVICES - PROPERTY CONTROL AND SERVICES
- HUMAN RESOURCES
- INSTITUTIONAL ADVANCEMENT

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT A AUTHORITIES AND REFERENCES

AUTHORITIES

- The Homeland Security Act of 2002, PL 107-296, enacted 11/25/02.
- The National Security Act of 1947, 50 U.S.C. 401 (as amended).
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S.C. 5121, et seq.).
- Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, dated November 18, 1988, as amended.
- Executive Order 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, dated April 3, 1984.
- Executive Order 12148, Federal Emergency Management, dated July 20, 1979, as amended.
- PDD 62, Combating Terrorism – Homeland Defense, dated May 22, 1998.
- PDD 67, Enduring Constitutional Government and Continuity of Government Operations, dated October 21, 1998.
- White House Memorandum, Continuity Policy/Department and Agency Essential Functions, dated January 10, 2005, by Francis Fragos Townsend
- White House Memorandum, Background paper on Essential Functions Concept and Implementation and Recommended Guidelines for Submitting Department/Agencies Priority Mission Essential Functions Information, dated January 10, 2005, by David W. Howe

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT A AUTHORITIES AND REFERENCES

REFERENCES

- Title 44, Code of Federal Regulations (CFR) Part 2, Subpart A – Organization, Functions, and Delegations of Authority, dated October 1, 2002.
- Title 41, Code of Federal Regulations (CFR) 101.20.003, Occupant Emergency Program, revised on July 1, 2000.
- Title 36, Code of Federal Regulations (CFR) Part 1236, Management of Vital Records, revised on May 16, 2001.
- Homeland Security Presidential Directive 3 (HSPD 3), Homeland Security Advisory System, dated, March 11, 2002.
- HSPD 7, Critical Infrastructure Identification, Prioritization, and Protection (CIP), dated Dec 17, 2003.
- HSPD 8, National Preparedness, dated December 17, 2003.
- Federal Preparedness Circular (FPC) 60, Continuity of the Executive Branch of the Federal Government at the Headquarters Level during National Security Emergencies, dated November 20, 1990.
- FPC 65, Federal Executive Branch Continuity of Operations (COOP), dated June 15, 2004.

FTCC CONTINUITY OF OPERATIONS PLAN

ATTACHMENT B GLOSSARY

Alert – Advanced notification that a disaster situation may occur. This forewarns participants of the possible implementation of emergency response actions.

Alternate Site – A location, other than the normal facility, used to process data and/or conduct mission essential functions in the event that access to the primary facility is denied or the primary facility is damaged.

Backup – The practice of copying information, regardless of media (paper, microfilm, audio or video tape, computer disks, etc.) to provide a duplicate copy. This is done for protection in case the active information is unreadable or destroyed. Backups to support a recovery effort must include a storage strategy which physically separates the backup data from the original data so there is a minimum of chance that the same event could destroy both copies. Backups may be of various media types.

Business Interruption – Any event, whether anticipated or unanticipated, which disrupts the normal course of operations at a business location.

Call Tree – A list of key individuals to be contacted. Many of these individuals are responsible for contacting additional individuals linked below them on the list. With a call tree, you help ensure that all of the employees assigned to the plan will be notified promptly.

College Emergency Coordinator (CEC) – The College Emergency Coordinator is a senior member of the Executive Council and is in charge of the Emergency Response Team. The CEC is the individual responsible for the command and control of all aspects of any emergency situation at the Fayetteville Technical Community College. (For FTCC the CEC is designated as the Vice President of Administrative Services.)

Contingency Plan – A plan which provides guidance during events that would prevent normal operations from continuing. It identifies emergency response actions and necessary resources to continue and begin restoration of business capabilities.

Continuity of Operations Plan (COOP) – A plan which ensures the performance of an organization's mission essential functions during any emergency or situation that may disrupt operations over a 30-day period.

FTCC CONTINUITY OF OPERATIONS PLAN

ATTACHMENT B GLOSSARY

Damage Assessment/Estimation – The conduct of on the scene surveys following any disaster to determine the amount of loss or damage caused by the incident. Extent of damage is assessed in all types of disasters such as flash flood, tornado, winter storm, hurricane, nuclear power incident, and chemical explosion.

Data Integrity – Information and data that accurately reflect the status of a business function at a given point of time, representing complete, synchronized information that has passed all data validation and error-checking routines. Data integrity is critical in the post interruption environment when data is reconstructed

Disaster – 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 or paramilitary cause.

Disaster Recovery – The ability to respond to an interruption in services, by implementing a recovery plan, that ensures the orderly and timely restoration of an organization's business capabilities and supporting resources.

Emergency Alert System (EAS) – A voluntary network of broadcast stations and interconnecting facilities, which have been authorized by the Federal Communications Commission to disseminate information during an emergency, as provided by the Emergency Alert System. EAS is made up of AM, FM, TV Broadcast Stations and non-government electronic communications operating in a voluntary organized manner during natural/man made emergencies or disasters at national, state or local levels. This system keeps the public informed.

Emergency Management – Organized analysis, planning, decision-making, assignment, and coordination of available resources to the mitigation of, preparedness for, response to, or recovery from major community-wide emergencies. Emergency Medical Services (EMS) – Local medical response teams, usually rescue squads or local ambulance services which provide medical services during a disaster.

Emergency Operations Center (EOC) – The protected site from which centralized direction and control occurs in an emergency. Operating from an EOC is a basic emergency management concept. The person-in-charge of the disaster directs the response from this location, and all community officials assigned primary emergency response tasks coordinate their actions from this center. The EOC also serves as a Resource Center and coordination point for additional assistance. The EOC may be partially

FTCC CONTINUITY OF OPERATIONS PLAN ATTACHMENT B GLOSSARY

activated with key staff persons meeting periodically, or it may be fully activated, thus operating on a continuous 24-hour basis, depending on the situation.

Emergency Public Information – Information disseminated primarily in anticipation of an emergency, or at the actual time of an emergency; in addition to providing information as such, frequently directs actions, instructs, and transmits direct orders.

Emergency Response Team (ERT) – The ERT is the senior level management representing areas of the College that have critical COOP execution responsibilities. At the direction of the CEC, the ERT executes the COOP during an emergency of significant disruption of the College.[mission/operations]

Entry Control Point (ECP) – The ECP is a designated area near the site of the emergency in which the ERT and the Executive Council may meet and assume their roles.

Evacuation – A population protection strategy involving orderly movement of people away from an actual or potential hazard.

Executive Council (EC) – The EC is an assemblage of College executives appointed by the President to advise and assist in making emergency-related policy decisions. The EC is also responsible for the review and approval of the COOP.

Exercise – A test or drill in which actions in the contingency plan are performed or simulated as though responding to an actual event. It is during the exercise that planners and participants can evaluate whether the planned activities and tasks properly address potential situations.

Federal Emergency Management Agency (FEMA) – A federal agency tasked with national emergency preparedness and disaster response. Responsibilities include assistance in all aspects of community planning, preparedness and response to the full range of likely disasters and emergencies, including recommendation for a Presidential declared disaster area and community preparedness planning via state emergency offices. It also deals in flood insurance, temporary emergency housing, training of state and local emergency response personnel and funding of preparedness projects and functions.

Functional Unit or Functional Planning Unit – Is a department, school or other defined entities of the College that have been identified with critical or special responsibilities.

FTCC CONTINUITY OF OPERATIONS PLAN ATTACHMENT B GLOSSARY

Hazard Analysis – A process used by emergency managers to identify and analyze crisis potential and consequences.

Incident Command System (ICS) – The ICS is a modular emergency management system designed for all hazards and levels of emergency response. The system is used by FEMA and throughout the United States as the basis for emergency response management.

Mitigation – Is an activity that actually seeks to eliminate or reduce the risk of loss during a disaster occurrence, or reduces the effects of a disaster. Mitigation includes such actions as, zoning and land use management, safety and building codes, flood proofing of buildings, and public education.

Mutual Aid Agreements – Formal or informal understanding between jurisdictions that pledge exchange of emergency or disaster assistance.

NOAA – National Oceanic and Atmospheric Administration.

Mitigation Action Plan – A plan that identifies actions taken to prevent or reduce the long-term risks to life and property from hazards. Pre-disaster mitigation actions are taken in advance of a hazard event and are essential to breaking the typical disaster cycle of damage, reconstruction, and repeated damage. With careful selection, mitigation actions can be a long-term, cost-effective means of reducing the risk of loss.

Mission Essential Function – Is an essential function necessary for the continued success of the organization. If an essential function is non-operational, the organization could suffer serious legal, financial, goodwill, or other serious losses or penalties. Generally, mission essential function(s) must operate continuously or sustain only brief interruptions.

Off-Site Storage – The process of storing vital records in a facility that is physically remote from the normal site. Usually, this facility is environmentally protected for proper care and storage of magnetic media, microfilm, and paper.

Recovery – Those long-term activities and programs which are designed to be implemented beyond the initial crisis period of an emergency or disaster in order to return all systems to normal status or to reconstitute those systems to a new condition that is less vulnerable.

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ATTACHMENT B GLOSSARY

Response – Activities that occur immediately before, during, and directly after an emergency or disaster. They include lifesaving actions such as the activation of warning systems, manning the EOCs, implementation of shelter or evacuation plans, and search and rescue.

Response Plans – Response Plans are attached to Unit Plans to address specific situations where the Unit has important functions. Response Plans can be organized at the discretion of the Unit.

Restoration – The act of returning a piece of equipment or system or some other resource to operational status. Commercial service companies provide a restoration service with staff skilled in restoring sensitive equipment or large facilities. Such vendors often work with insurance companies and may restore equipment for a fee or may purchase damaged equipment with the intent of restoring the equipment and re-marketing the product.

Risk – The potential for harm or loss. The chance that an undesired event will occur.

Risk Analysis – Assesses probability of damage (or injury) due to probable hazards, in light of the hazard analysis and vulnerability analysis.

Shelter – A facility to house, feed, and care for persons evacuated from a risk area for periods of one or more days. For the risk areas, the primary shelter and the reception center are usually located in the same facility.

Staging Area – A pre-selected location having large parking areas such as a major shopping area, schools, etc. The area is a base for the assembly of and management of responding resources.

Standard Operating Procedures (SOPs) – Set of instructions having the force of a directive, covering features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness, and implemented without a specific direct order from higher authority.

Threat – Threats are the events that cause a risk to become a loss. Threats include natural phenomena such as storms and floods, as well as, man made incidents cyber-terrorism, sabotage, power failures, and bomb threats.

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT B GLOSSARY

Traffic Control Points – Places along evacuation routes that are manned to direct and control movement to and from the area being evacuated.

Unit – A Unit is a department, school or other defined entity of the College.

Unit Plan – A Unit Plan identifies emergency preparation, coordination and response activities for the Unit. Each area identified with critical or special responsibilities is required to develop and maintain a Unit Plan.

Vital Records – Records or documents, regardless of media (paper, microfilm, audio or video tape, computer disks, etc.) which, if damaged or destroyed, would disrupt business operations and information flow and cause considerable inconvenience, as well as, cause considerable expense to replace or recreate.

Vulnerability – The susceptibility to life, property, and the environment to damage is a hazard manifests its potential.

Vulnerability Analysis – Identifies what is susceptible to damage. Should provide information on: extent of the vulnerable zone; population, in terms of size and types that could be expected to be within the vulnerable zone; private and public property that may be damaged, including essential support systems and transportation corridors; and environment that may be affected, and impact on sensitive natural areas and endangered species.

Warning Point – A facility or group that receives warning and other information and disseminates or relays this information in accordance with a prearranged plan.

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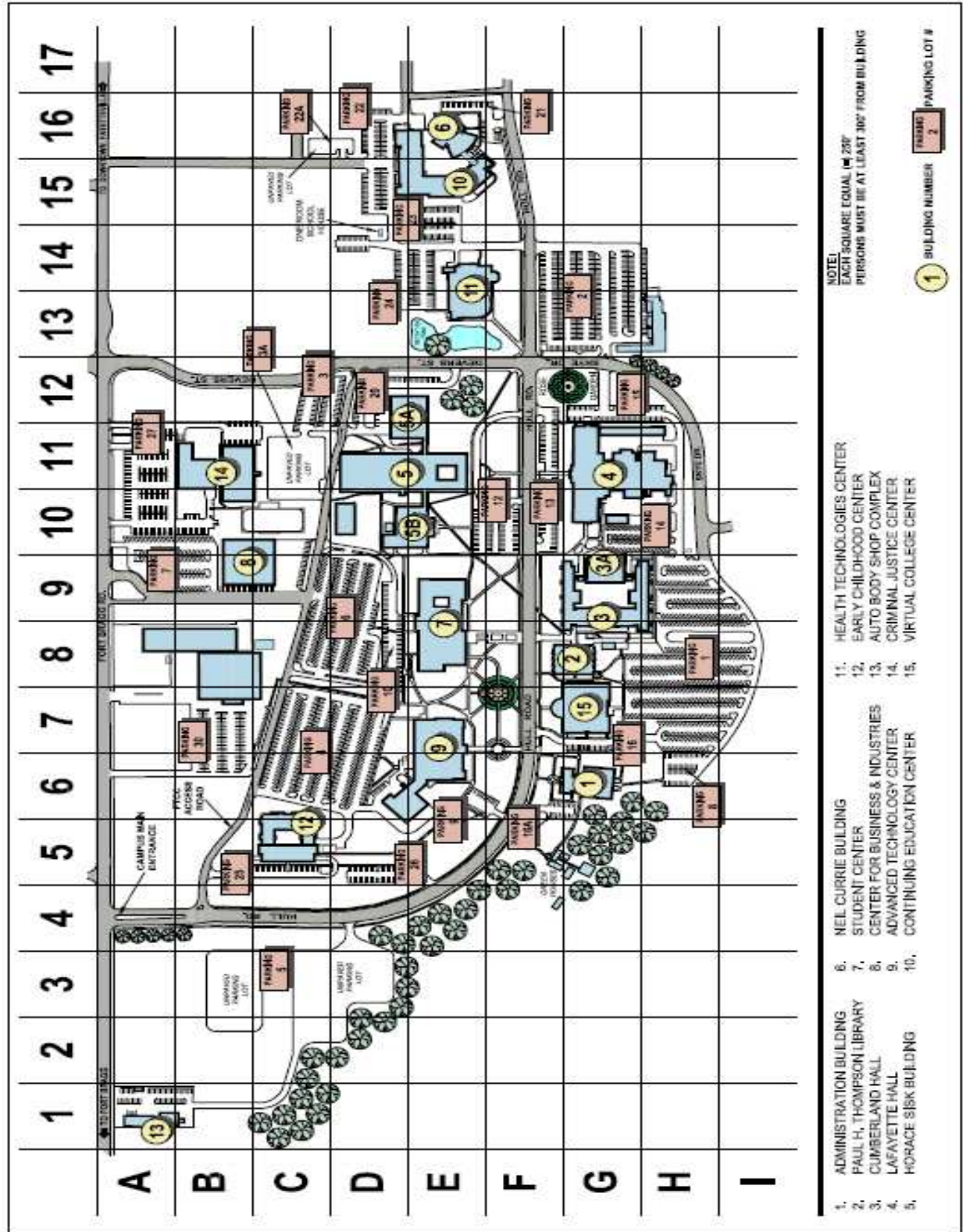
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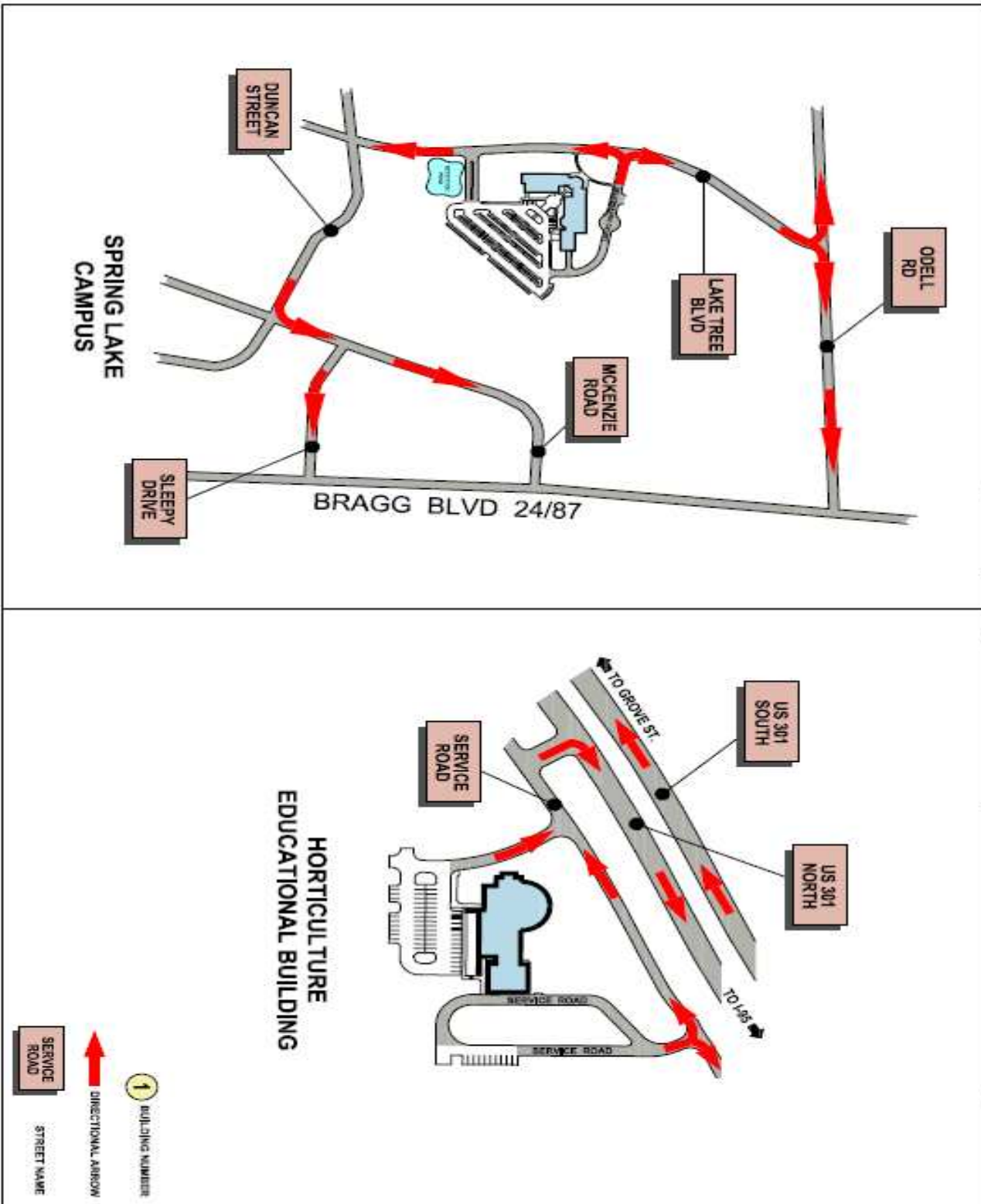
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Fayetteville Technical Community College

Bomb Threat & Fire Evacuation Diagram

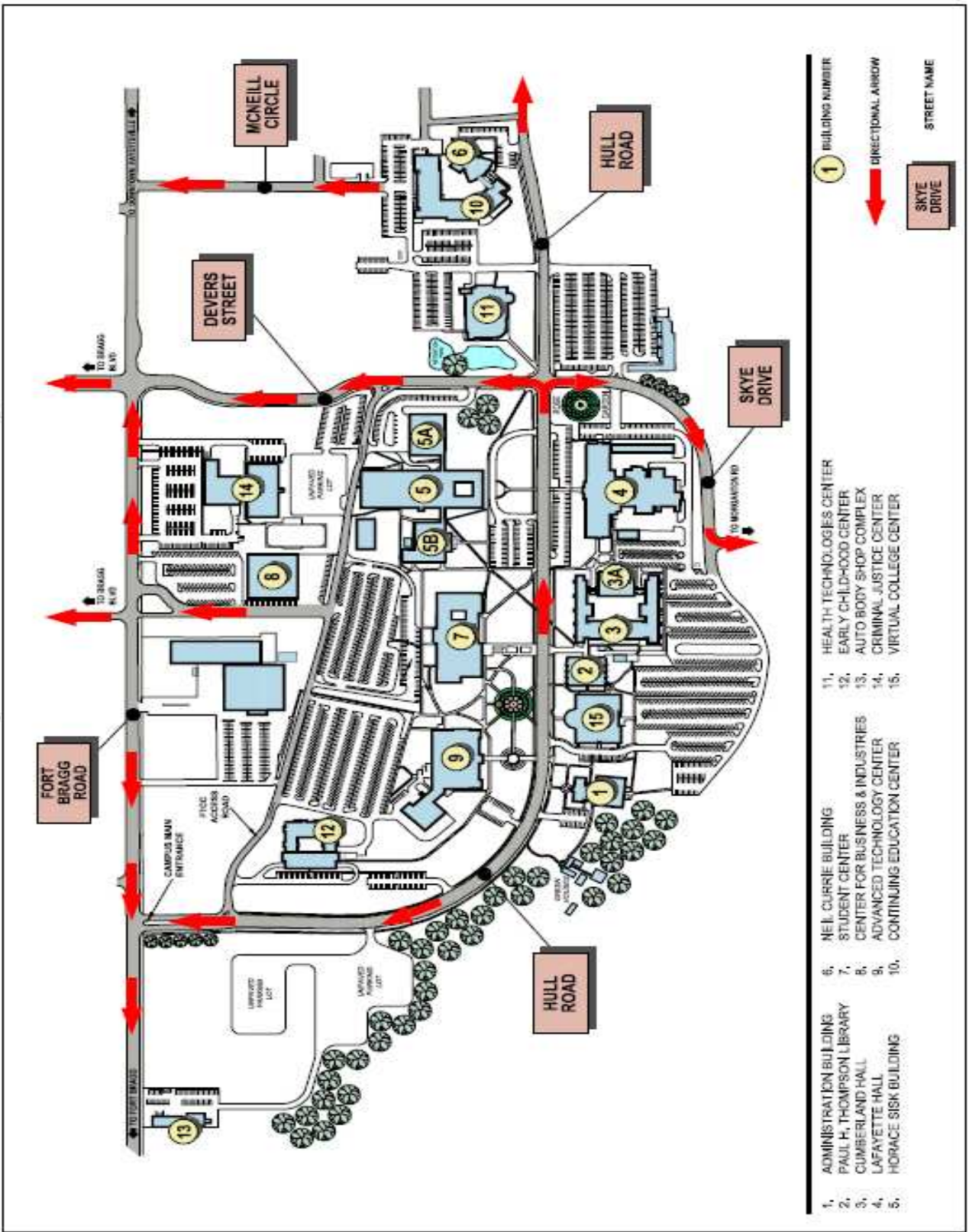


Fayetteville Technical Community College Horticulture Educational Bldg. & Spring Lake Campus Evacuation Diagram



Fayetteville Technical Community College

Main Campus Evacuation Diagram



FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT F HAZARDS IDENTIFICATION AND RISK ANALYSIS

INCIDENT RESPONSE CHECKLISTS

- E1 Campus Closing Checklist – Flood Threat
- E2 Campus Closing Checklist – Wind & Flood (Hurricane) Threat
- E3 Severe Thunderstorms
- E4 Tornado and Windstorms
- E5 Ice Storms
- E6 Bomb Threat Checklist
- E7 Terrorist Attack
- E8 Hostile Intruder

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E1- Campus Closing Checklist – Flood Threat

In the event that the Institution suspends normal operations in response to the threat of a tropical storm or other weather-related event, the following activities must be carried out in each unit prior to employees being released

1. ☐ Back-up computer hard drives. Secure diskettes and CD's in zip-lock bags and take duplicate copies off site
2. ☐ Unplug computers, printers and other electrical appliances.
3. ☐ Ground floor occupants in buildings subject to flooding:
 - Relocate contents from bottom drawers of desks and file cabinets to locations safe from flooding.
 - Move all equipment, books, papers and other valuables off the floor to locations safe from flooding.
 - If necessary, relocate equipment and other valuables to a higher floor. *(Be sure that equipment and other valuables that are moved outside your office are tagged for easy identification and retrieval).*
 - If relocation to a higher floor is difficult or impossible, cover and secure or encase and seal equipment and other valuables with plastic.
4. ☐ In Lab areas:
 - In lab areas subject to flooding, store sensitive apparatus and glassware.
 - Attend to critical utility-dependent processes and make arrangements for back-up supply
 - Assure all hazardous and biohazards materials and wastes are properly protected
5. ☐ Check contents of refrigerators and set to coldest setting.
6. ☐ Empty trash receptacles of items likely to rot.
7. ☐ Take home all personal items of value.
8. ☐ Close and latch all windows. Close and lock all doors.
9. ☐ Stay tuned to the radio/television for additional information, or calls the Institution Hotline.
10. ☐ Other: _____
11. ☐ Other: _____
12. ☐ Other: _____

FTCC CONTINUITY OF OPERATIONS PLAN
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E2 - Campus Closing Checklist – Wind & Flood (Hurricane) Threat

In the event that the Institution suspends normal operations in response to the threat of a hurricane or other severe wind and/or flood event the following activities must be carried out in each unit prior to employees being released.

- ☐ Back-up computer hard drives. Secure diskettes and CD's in zip-lock bags and take duplicate copies off site.
- ☐ Unplug computers, printers and other electrical appliances.
- ☐ All occupants:
 - ☐ Relocate contents from bottom drawers of desks and file cabinets to locations safe from water damage
 - ☐ Move all equipment, books, papers and other valuables away from windows, off the floor, and to interior areas of the building. (Be sure that equipment and other valuables that are moved outside your office are tagged for easy identification and retrieval).
 - ☐ For ground floor occupants in buildings subject to flooding: If necessary, relocate equipment and other valuables to a higher floor. (Be sure that equipment and other valuables that are moved outside your office are tagged for easy identification and retrieval).
 - ☐ Cover and secure or encase and seal equipment and other valuables with plastic.
 - ☐ Clear desktops, tables and exposed horizontal surfaces of materials subject to damage
 - ☐ Close and latch (or secure with tape) all filing cabinets.
 - ☐ To the extent possible, turn bookcases, shelving units, etc. around to face walls.
 - ☐ Place telephones in desk drawers. *Leave telephones plugged in (you will be able to receive emergency messages).*
- ☐ In lab areas:
 - ☐ Store sensitive apparatus and glassware.
 - ☐ Attend to critical utility-dependent processes and make arrangements for back-up supply.
 - ☐ Assure all hazardous and biohazards materials and wastes are properly protected.
- ☐ Check contents of refrigerators and set to coldest setting.
- ☐ Empty trash receptacles of items likely to rot.
- ☐ Take home all personal items of value.
- ☐ Close and latch all windows. Close and lock all doors.
- ☐ Stay tuned to the radio/television for additional information, or call the Institution Hotline
- ☐ Other: _____
- ☐ Other: _____
- ☐ Other: _____
- ☐ Other: _____

E3 - Severe Thunderstorms

- ☐ Power down computers and turn other electrical equipment off (never unplug electrical cords if lightning is occurring).
- ☐ Avoid water fixtures, telephone lines, and any electrical conducting materials.

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- ☐ Stay inside buildings and off campus grounds.

E4 - Tornado and Windstorms

- ☐ Evacuate all trailers and temporary structures. Proceed immediately to a structurally secure building.
- ☐ Stay inside buildings and off campus grounds.
- ☐ Go to the interior hallways area of the building away from glass.
- ☐ Take cover under a sturdy object.
- ☐ Protect your head, neck, and face.
- ☐ Stay away from windows and items that might fall

- ☐ *Note: During a tornado, there may not be a sufficient warning period to close the College or to protect College assets. Therefore, first priority should be directed towards life safety procedures.

E5 - Ice Storms

- ☐ Move College property such as vehicles, electronic equipment, to a safe location
- ☐ Take employee personal possessions home.
- ☐ Unplug computers, printers and all other electrical equipment/appliances.
- ☐ Cover, secure or encase and seal equipment and other valuables with plastic.
- ☐ Clear desktops, tables and exposed horizontal surfaces of materials subject to damage.
- ☐ Close and latch (or secure with tape) all filing cabinets
- ☐ Turn bookcases, shelving units, etc. around to face walls, if possible
- ☐ Place telephones in desk drawers. Leave telephones plugged in, so that you will be able to

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receive emergency messages.

- ☐ Prepare an inventory of all valuables and keep secure copies for damage assessment.
- ☐ In addition to written copies, pictures of the items or videotaping will assist in FEMA claims
- ☐ Valuable files and papers should be moved or wrapped in plastic and secured

E6 - Bomb Threat Checklist

1. COLLECT OR NOTE THE FOLLOWING INFORMATION FROM CALLER:

- ☐ Time of call _____
- ☐ Attempt to keep the caller on the phone as long as possible.
- ☐ Be calm! Be courteous! Listen! Do not interrupt caller!
- ☐ Notify someone else nearby by prearranged signal while the caller is on the line whenever possible.
- ☐ Write down the exact words of the caller:

- ☐ Ask the following; callers will often respond or provide significant information that provides clues to their identity:
- ☐ Location of the device? _____

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- ☐ When will it go off? _____ Time remaining _____
- ☐ What kind of device is it? _____
- ☐ Where are you now? _____
- ☐ How do you know so much about it? _____
- ☐ What is your name and address? _____
- ☐ Does this caller appear familiar with campus YES ☐ NO ☐
- ☐ Inform the caller that detonation could cause injury or death.

BOMB THREAT CHECKLIST (continued)

2. NOTE THE FOLLOWING:

CALLER'S IDENTITY	ORIGIN OF CALL
<input type="checkbox"/> ADULT <input type="checkbox"/> MALE <input type="checkbox"/> JUVENILE <input type="checkbox"/> FEMALE _____ APPROX AGE _____ RACE	<input type="checkbox"/> ON-CAMPUS <input type="checkbox"/> LONG DISTANCE <input type="checkbox"/> LOCAL <input type="checkbox"/> BOOTH <input type="checkbox"/> CELL <input type="checkbox"/> CALLER ID CALLER ID NUMBER _____
VOICE CHARACTERISTICS	SPEECH
<input type="checkbox"/> LOUD <input type="checkbox"/> RASPY <input type="checkbox"/> SOFT <input type="checkbox"/> DEEP <input type="checkbox"/> HIGH PITCHED <input type="checkbox"/> PLEASANT <input type="checkbox"/> INTOXICATED <input type="checkbox"/> OTHER _____	<input type="checkbox"/> FAST <input type="checkbox"/> STUTTER <input type="checkbox"/> SLOW <input type="checkbox"/> SLURRED <input type="checkbox"/> DISTINCT <input type="checkbox"/> ISP <input type="checkbox"/> DISTORTED <input type="checkbox"/> OTHER _____
GRAMMAR	ACCENT
<input type="checkbox"/> EXCELLENT <input type="checkbox"/> FOUL <input type="checkbox"/> GOOD <input type="checkbox"/> POOR	<input type="checkbox"/> LOCAL <input type="checkbox"/> NOT LOCAL

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<input type="checkbox"/> FAIR <input type="checkbox"/> OTHER	<input type="checkbox"/> FOREIGN
MANNER	BACKGROUND NOISES
<input type="checkbox"/> CALM <input type="checkbox"/> COHERENT <input type="checkbox"/> ANGRY <input type="checkbox"/> INCOHERENT <input type="checkbox"/> RATIONAL <input type="checkbox"/> DELIBERATE <input type="checkbox"/> IRRATIONAL <input type="checkbox"/> EMOTIONAL	<input type="checkbox"/> FACTORY MACHINES <input type="checkbox"/> BEDLAM <input type="checkbox"/> OFFICE MACHINES <input type="checkbox"/> MUSIC <input type="checkbox"/> TRAFFIC <input type="checkbox"/> OTHER _____

3. TAKE THE FOLLOWING ACTIONS AFTER CALLER HANGS UP:

- ☐ Notify Security at 678-8433
- ☐ Notify your immediate supervisor.
- ☐ Talk to no one else other than as instructed by supervisor or Security.

E7 - Terrorist Attack

Emergency action steps will depend upon the type of service and/or agent used and whether it is used on-campus, in a campus building, or off-campus. Refer to FTCC Safety Plan for the most current information.

- ☐ Call 911, if in the direct vicinity of the attack, or wait for instructions from campus security.
- ☐ Avoid contamination.
- ☐ Request photo ID from anyone entering your immediate work area.
- ☐ Coordinate physical access restrictions with College Security.

FTCC CONTINUITY OF OPERATIONS PLAN
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E8 - Hostile Intruder

1. ***Discovery:*** If a Hostile Intruder is discovered in your area,

- ☐ Seek safe shelter and
- ☐ Contact Security @8433 immediately, providing as much information as possible.
- ☐ Do not approach the intruder or intervene in any on-going crime.

2. ***Evacuation:***

- ☐ Do not activate the Fire Alarm

Do not attempt to evacuate the building unless you are in the room or immediate

- ☐ area where the shots are being fired. Persons may be endangered while attempting to evacuate the building.

3. ***Firearm/Weapon:***

- ☐ Take cover and immediately notify the Security Office 678-8433 to contact the police.

Attempt to remove other people from the area if possible. If the situation turns into

- ☐ a hostage situation, then refer to Hostage situations in Item 6, under Hostile Intruder, of this document.

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- ☐ Do not hinder an escape route for the subject.
 - ☐ Cordon off the area and do not allow others in the affected area
 - ☐ The Security Office will call other locations on campus, advising same of the situation and to take cover.
 - ☐ Keep the police advised of a description of the subject, location, route and mode of departure, if subject leaves the campus. If by vehicle, get a description of the vehicle and license plate number
 - ☐ Render first aid for any injured persons and summon medical help if necessary.
 - ☐ Complete statements, medical forms and an Incident Report.
4. ***Gunshots:*** If gunshots are heard within a building,
- ☐ Individuals in hallways will immediately seek shelter in enclosed offices or classrooms.
 - ☐ Staff will close and lock or barricade room doors, close windows and window treatments and turn off the lights to that area.
 - ☐ Individuals with cell phones may establish contact with Security or 911. Contact may also be made by e-mail.
5. ***Weapon found in vehicle:*** In cases where a weapon is found in a vehicle on campus

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☐ Notify Security at 678-8433

6. *Incident Notification:*

☐ The CEC will be briefed as soon as possible.

☐ Any Media questions will be referred to the Vice President of Institutional Advancement.

☐ In the event the CEC cannot be located, refer to the Chain of Command listed below:

1. VP for Academic & Student Services
2. VP for Learning Technologies
3. VP for Business and Finance
4. VP for Human Resources
5. VP for Institutional Advancement

7 *Hostage Situations:* The Director of Public Safety and Security or designated representative will take control of any hostage situation during normal school hours. After school hours will be handled by the Security Shift Leader or Shift Supervisor.

☐ Once Security is notified of a Hostage situation; the Fayetteville Police Department, 911 and all Security Officers will be notified of a Code 100 via radio.

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT F HAZARDS IDENTIFICATION AND RISK ANALYSIS

- The affected area will be cordoned off and the situation will be assessed to
- ☐ determine if other personnel are present and if a safe evacuation, can begin without providing the captor with additional hostages.

 - ☐ The responding police department will assume control of the situation upon their arrival. Be prepared to provide the following information, if known:
 - ☐ The location and number of hostages.
 - ☐ The number and description of captors.
 - ☐ If the hostage takers are armed and with what type of weapons.
 - ☐ Any demands or instructions from the hostage takers.
 - ☐ Others who are in the immediate crisis and are in the building.
 - ☐ Cooperate with and provide any assistance to the police and the hostage negotiating team.
 - ☐ Provide floor plans of the affected building if available
 - ☐ Provide keys and access to any part of the affected building.
 - ☐ If the news media arrives on the scene, refer them to the Security person in charge of the situation or to the police department personnel. All media questions must be

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referred to the VP for Institutional Advancement.

- ☐ If an evacuation of an affected area is ordered, the evacuation procedures outlined elsewhere in the Safety Plan will be followed.

- ☐ If you find yourself as a victim of or confronted with a Hostage Situation, keep in mind the following survival techniques:
 - ☐ YOU ARE ALIVE: Do not do anything to change this.

 - ☐ STAY CALM: Avoid being argumentative with or threatening to the subject. Do not make any sudden or quick movements. Ask for permission to speak or move.

 - ☐ BE ALERT AND AWARE: If you are released or escape, anything you observe or hear could help law enforcement officers deal with the captor and end the crisis safely and quickly for everyone.

 - ☐ CONTROL YOUR FEAR AND DESPAIR: Time is on the side of the negotiator and you.

 - ☐ TRUST THE NEGOTIATING TEAM: They are trained to end the emergency as quickly and safely as possible for everyone involved.

- ☐ Instructors and Staff: If you become a hostage or other personnel in your area become hostages, do the following:
 - ☐ REMAIN CALM! Try to calm others in the area.

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT F HAZARDS IDENTIFICATION AND RISK ANALYSIS

☐ Do not take any actions that would endanger or become life threatening to you or those in your area of responsibility.

☐ Observe and remember your captor's description, if they are armed, and anything that is said by them

☐ If you observe a hostage situation taking place on campus do not intervene. Alert Security by phone (88433) or use the nearest Emergency Callbox or have someone do it while you continue to observe the situation.

☐ Remain out of sight of the hostage-takers, but remain in a location where you might prevent others from becoming a victim. Call upon other instructors and staff members to assist you.

☐ Refer any questions about the incident from the media to the Security representative in charge, the Police Department, or Public Relations personnel.

Note #1: *This plan for responding to Hostage Situations is not all inclusive. Each situation is different and good common sense is vital in helping to ensure the situation is kept under control as much as possible.*

Note #2: The FTCC Department of Public Safety and Security has two trained Hostage Negotiators available for use by the Fayetteville Police department if requested.

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT F HAZARDS IDENTIFICATION AND RISK ANALYSIS

- | | |
|----|---|
| 8. | <p>Direction and Control: Once local emergency service authorities arrive, the CEC will coordinate any information or assistance with them. Only trained law enforcement personnel should attempt to perform a methodical search of the buildings in which the hostile intruder is located.</p> |
| 9. | <p>Re-entry: The CEC will communicate when re-entry to the building can be made and when classes and office areas are safe to open. There is no specified time limit when students and faculty will be permitted back into or be able to exit the isolated area.</p> |

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT F HAZARDS IDENTIFICATION AND RISK ANALYSIS

Table A1 – Hazard Identification and Analysis

Type of Hazard & Associated Elements	Likelihood of Occurrence	Intensity Rating	Impact	Summary Rating(1 is least hazardous and 5 is most hazardous)
Hurricanes	Likely	Moderate	Limited	4
Tornadoes	Likely	Moderate	Negligible	3
Thunderstorms	Highly Likely	Moderate	Negligible	3
Droughts	Likely	Mild	Negligible	2
Severe Winter Storms	Likely	Moderate	Negligible	3
Extreme Heat	Highly Likely	Moderate	Negligible	3
Wildfires	Likely	Mild	Negligible	2
Flooding	Possible	Moderate	Negligible	3
Earthquakes	Possible	Mild	Negligible	2

(The Cumberland County Hazard Mitigation Committee determined that landslides/sinkholes and dam/levee failures are hazards that do not need to be addressed.)

FTCC CONTINUITY OF OPERATIONS PLAN
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Table A2 –Significant Hurricanes in Cumberland County 1950-2004

Date	Level of Event	Damages	Indirect costs	*Affected Jurisdictions
9/18/03	Hurricane Isabel	Property damage \$7.3 million	1 death	All
9/15/99	Hurricane Floyd	Property damage \$3 billion, Crop damage \$500 million		All
9/4/99	Hurricane Dennis	Crop Damage \$3 million		All
8/27/99	Hurricane Bonnie	Crop Damage \$50 million (\$51, 134, 969 in 1999\$s)		All
9/5/96	Hurricane Fran	Crop Damage \$800 million Statewide	7 deaths, 2 injured	All
7/12/96	Hurricane Bertha	Crop Damage \$179 million Statewide		All
9/26/85	Hurricane Gloria	Damage unknown		All
10/15/54	Hurricane Hazel	\$136 million North Carolina damage		All

*These Events covered each of the jurisdictions in their entirety. Jurisdictions are identified as Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Wade and Unincorporated Areas of Cumberland County.

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Table A3 – The Fujita-Pearson Tornado Scale

F-Scale	Damage	Winds (mph)	Path Length (miles)	Mean Width (miles)
F0	Light	40-72	<1	<0.01
F1	Moderate	73-112	1-3.1	0.01-0.03
F2	Considerable	113-157	3.2-9.9	0.04-0.09
F3	Severe	158-206	10-31	0.1-0.31
F4	Devastating	207-260	32-99	0.32-0.99
F5	Incredible	261-318	100	1.0
F6	Inconceivable	319-379	Unknown	Unknown

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Table A4 - Significant Tornadoes in Cumberland County 1950-2004

Date	Level of Event	Damages	*Affected Jurisdictions
5/28/04	Tornado	Damage Unknown	All
11/04/92	Tornado **(3)	Damage Unknown	All
3/15/91	Tornado – F1	\$250K property	All
5/19/86	Tornado – F2	\$250K property	All
3/28/84	Tornado **(2) F3 & F4	\$27.5 M property, 2 deaths, 11 injured	All
2/11/81	Tornado – F2	\$250K property	All
8/2/74	Tornado – F1	\$25K property	All
5/29/73	Tornado – F1	\$25K property	All
2/22/71	Tornado – F3	\$2.5M property, 2 deaths, 60 injured	All
12/26/64	Tornado – F1	\$3K property, 1 injury	All
9/29/63	Tornado – F2	\$250K property	All
10/4/60	Tornado – F1	\$25K property	All
6/2/59	Tornado – F1	\$25K property	All
4/8/57	Tornado – F4	\$250k property, 8 injured	All

*These Events covered each of the jurisdictions in their entirety. Jurisdictions are identified as Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Wade and Unincorporated Areas of Cumberland County. ** These are the number of tornadoes which occurred.

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Table A5 – Significant Thunderstorms/ Hail in Cumberland County 1950-2004

Thunderstorms			
91 thunderstorms 1950-2004; among these 91 were the following significant storms (wind speeds over 60 knots, large damage, deaths and/or injuries):			
Date	Level of Event	Damages and Indirect Costs	*Affected Jurisdictions
5/25/03	Thunderstorm, Wind (60 knots)	Damage Unknown	Fayetteville
8/19/02	Lightning	Property damage \$85K	Wade
7/22/02	Lightning	Property damage \$180K	Fayetteville
6/22/01	Thunderstorm, Wind (60 knots)	Damage unknown	Unincorporated Area
6/16/01	Thunderstorm, Wind (50 knots)	Damage unknown	Spring Lake
4/1/01	Thunderstorm, Wind (58 knots)	3 injured	Unincorporated Area
8/8/00	Thunderstorm, Wind (62 knots)	Damage unknown 1 injury	Hope Mills, Stedman
7/24/99	Thunderstorm, Wind (62 knots)	Damage unknown	Fayetteville
2/28/99	Thunderstorm, Wind (50 knots)	Property damage \$20K	Wade
1/8//98	Thunderstorm, Wind (50 knots)	Property damage \$15K	Godwin
7/20/97	Thunderstorm, Wind (50 knots)	Property damage \$15K	Unincorporated Area
4/15/96	Thunderstorm, Wind (60 knots)	Property damage \$20K	Spring Lake, Linden

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Date	Level of Event	Damages and Indirect Costs	*Affected Jurisdictions
7/1/95	Thunderstorm, Lightning	Property damage \$30K	Unincorporated Area
1/7/95	Thunderstorm	Property damage \$75K	Fayetteville
8/17/93	Thunderstorm, Lightning	7 injured	Unincorporated Area
/88	Thunderstorm, Wind (60 knots)	1 injured	Unincorporated Area
6/24/86	Thunderstorm, Wind (60 knots)	Damage unknown	Unincorporated Area
10/3/85	Thunderstorm, Wind (62 knots)	3 injured	Unincorporated Area
8/23/83	Thunderstorm, Wind (61 knots)	Damage unknown	Unincorporated Area
6/16/82	Thunderstorm, (63 knots)	Damage unknown	Unincorporated Area
3/24/75	Thunderstorm, Wind (73 knots)	Damage unknown	Unincorporated Area
9/4/66	Thunderstorm, Wind (68 knots)	Damage unknown	Unincorporated Area
8/12/64	Thunderstorm, Wind (73 knots)	Damage unknown	Unincorporated Area
1/21/59	Thunderstorm, Wind (70 knots)	Damage unknown	Unincorporated Area

*These Events covered each of the jurisdictions in their entirety. Jurisdictions are identified as Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Wade and Unincorporated Areas of Cumberland County. ** These are the number of tornadoes which occurred.

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Table A6 – Significant Hailstorms in Cumberland County 1950-2004

49 HAILSTORMS 1950-2004:			
Date	Level of Event	Damages and Indirect Costs	*Affected Jurisdictions
2003-04	3 Hailstorms (1 with 1.25" diameter)	Damage unknown	Fayetteville, Unincorporated Area
2002-02	7 Hailstorms (2 with 1.75' diameter)	Damage unknown	Fayetteville, Hope Mills, Spring Lake, Wade, Falcon, Godwin, Unincorporated Area
1995-99	14 Hailstorms (2 with 1.75" diameter, 2 w/1.25" diameter)	Damage unknown	Fayetteville, Hope Mills, Spring Lake, Unincorporated Area
1990-94	3 Hailstorms (1 with 1.75' diameter)	Damage unknown	Unincorporated Area
1985-89	11 Hailstorms (4 with 1.75" diameter)	Damage unknown	Unincorporated Area
1980-84	5 Hailstorms (4 with 1.75" diameter)	Damage unknown	Unincorporated Area
3/28/84	Hail (1.75-2.5")	Damage unknown	Unincorporated Area
1975-79	4 Hailstorms	Damage unknown	Unincorporated Area
5/23/75	Hail (3.5")	Damage unknown	Unincorporated Area
1970-74	2 Hailstorms	Damage unknown	Unincorporated Area
1965-69	1 Hailstorm	Damage unknown	Unincorporated Area

*These Events covered each of the jurisdictions in their entirety. Jurisdictions are identified as Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Wade and Unincorporated Areas of Cumberland County. ** These are the number of tornadoes which occurred.

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Table A7 – Significant Winter Storms in Cumberland County

12 WINTER STORMS			
Date	Level of Event	Damages	*Affected (Jurisdiction(s))
1/26/04	Winter Storm	Damage Unknown	All
1/3/02	Winter Storm	Damage Unknown	All
12/3/00	Winter Storm	Damage Unknown	All
1/18-28/00	4 Winter Storms	Damage Unknown	All
12/23/98	Ice Storm	Damage Unknown	All
2/3/96	Extreme Cold	Damage Unknown	All
2/2/96	Ice Storm	Damage Unknown	All
1/11/96	Ice Storm	Damage Unknown	All
1/6/96	Ice Storm	Damage Unknown	All

*These Events covered each of the jurisdictions in their entirety. Jurisdictions are identified as Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Wade and Unincorporated Areas of Cumberland County. ** These are the number of tornadoes which occurred.

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Table A8 – Significant Flash Floods in Cumberland County 1950-2004

23 FLASH FLOODS (Due to dam break, heavy rain or mudslide)			
Date	Level of Event	Damages and Indirect	*Affected Jurisdiction(s)
2003-2004	8 Flash Floods	\$2.1 M	(3) Fayetteville, (5) Hope Mills
2000-2002	5 Flash Floods	Damage unknown	(3) Fayetteville, (1) Hope Mills, (1) Godwin
1995-1999	8 Flash Floods	Damage unknown	(1) Fayetteville, (1) Stedman, (6) Unincorporated Area
1990-1994	1 Flash Flood	Damage unknown	Unincorporated Area
1989	1 Flash Flood	Excess of \$10M, 2 Deaths	Fayetteville
FLOODING			
Date	Level of Event	Damages and Indirect	*Affected Jurisdictions(s)
2003-2004	Flood	\$150K	Hope Mills, Unincorporated Area
2000-2002	N/A		
1995-1999	Heavy Rain, Flooding	Damage Unknown	Fayetteville, Unincorporated Area
1990-1994	N/A		
1950-1989	Flooding	Damage unknown	(4) Fayetteville, Unincorporated Area

*These Events covered each of the jurisdictions in their entirety. Jurisdictions are identified as Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, Stedman, Wade and Unincorporated Areas of Cumberland County. ** These are the number of tornadoes which occurred.

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Table A9 - Modified Mercalli Scale of Earthquake Intensity

Scale	Intensity	Description of Effects	Maximum Acceleration (mm/sec)	Corresponding Richter Scale
I	Instrumental	Detected only on seismographs	<10	0
II	Feeble	Some people feel it	<25	<4.2
III	Slight	Felt by people resting; like a truck rumbling by	<50	<4.4
IV	Moderate	Felt by people walking	<100	<4.6
V	Slightly Strong	Sleepers awake; church bells ring	<250	<4.8
VI	Strong	Trees sway; suspended objects fall off shelves	<500	<5.4
VII	Very Strong	Mild Alarm; walls crack; plaster falls	<1000	<6.1
VIII	Destructive	Moving cars uncontrollable; masonry fractures, poorly constructed buildings damaged	<2500	<6.5
IX	Ruinous	Some houses collapse; ground cracks; pipes break open	<5000	<6.9
X	Disastrous	Ground cracks profusely	<7500	<7.3
XI	Very Disastrous	Most buildings and bridges collapse; roads, railways, pipes and cables destroyed; general triggering of	<9800	<7.5
XII	Catastrophic	Total destruction; trees fall; ground rises and falls in waves	>9800	>8.1

FTCC CONTINUITY OF OPERATIONS PLAN
ATTACHMENT G

Form 1 – Training Drills and Exercise Chart

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
MANAGEMENT ORIENTATION/REVIEW												
EMPLOYEE ORIENTATON/REVIEW												
CONTRACTOR ORIENTATION/REVIEW												
COMMUNITY/MEDIA ORIENTATION/REVIEW												
MANAGEMENT TABLETOP EXERCISE												
RESPONSE TEAM TABLETOP EXERCISE												
WALK-THROUGH DRILL												
FUNCTIONAL DRILLS												
EVACUATION DRILL												
FULL-SCALE EXERCISE												

FTCC EMERGENCY CLOSURE PROCEDURES ATTACHMENT H

Fayetteville Technical Community College Emergency College Closure Procedures For Curriculum, Continuing Education & Fort Bragg Educational Offerings

I. Curriculum Faculty & Students

Deans –Remind instructors to obtain all student contact information for each class they teach. This information should include whether or not the student has immediate high speed access to Blackboard. Students without this access will need alternate instructional plans which may be telephoned assignments.

Deans – Add the following statement to each course syllabus and on each Blackboard course site.

This syllabus may be changed due to extenuating circumstances. Please refer to the FTCC website (www.faytechcc.edu) and/or your FTCC Student E-mail Address for additional information.

Public Information Officer (PIO) - Include on FTCC website:

“Students ensure each of your faculty members has your current phone number and email address.”

Dean – Add to the Faculty Handbook.

“At the beginning of each course, each instructor must collect the contact information for each student to include phone numbers, mailing addresses, and email addresses.”

- Telephone trees of students may be helpful.

MISSED FACE TO FACE INSTRUCTION

1. Move the instruction to Blackboard delivery, immediately.
2. Expand the use of Web-Assisted or Hybrid delivery during the College closure to document the make-up of missed instructional hours.
3. Contact each student with a modified syllabus to complete the missed days or weeks of instruction via an online course format.
4. E-mail assignments, as in an online course, to document the missed instructional hours. Assignments must correspond to the course outcomes identified in the syllabus.
5. When the college reopens, and if the appropriate week days are not available, use Fridays, Saturdays, and Evenings as makeup days and/or alternate instructional times. Note: This can cause serious hardships for working students taking face to face classes.

FTCC EMERGENCY CLOSURE PROCEDURES ATTACHMENT H

MISSED FINALS DUE TO COLLEGE CLOSURE

Instructor's Options per Division Chair's approval

1. Online → Online
2. Hybrid → Online
3. Face-to-Face – Choose Only One
 - a. Email the final to the students
 - b. Run a testing center for proctored exams when college reopens
 - Locations:
 - Auditorium
 - Multipurpose Room
 - Gym
 - Success Center
 - c. Give grade to date – If small number of instructional hours or a small percentage of final grade points remain in the semester, the VP of Academics and Student Services, the Dean, and the Division Chair may suggest the instructor give the student the option of accepting the grade to date. (The Student must document in writing the acceptance of the grade to date or take an incomplete.) The appropriate number of instructional hours must be backed out of the ICER.
 - d. Place the test on Blackboard

MISSED LABS, CLINICALS, PRESENTATIONS, OR SOFTWARE ASSIGNMENTS DUE TO COLLEGE CLOSURE

1. Focus on instruction that is not clinical or lab performance.
2. Follow the directions for the “missed face to face instruction” above.
3. This will probably mean working ahead on other information until the College reopens. When the College reopens, revert to the make-up of the missed clinicals and labs instead of other instructional methodologies.
4. Labs, Clinicals, Presentations, or Software-Assignments – Time must be made up on Fridays, Saturdays, or Evenings if calendar week days are a problem. For example, one semester butts up too close to another for make-up time. Note: This can cause serious hardships for working students taking face to face classes.
5. If you have added one or more of the following virtual components as a feature of your class, use may use Virtual Computing Lab components, online labs such as Lights Out Labs or simulation applications to document the completion of course assignments.

COLLEGE NOT CLOSED BUT MULTIPLE INSTRUCTORS ABSENT IN EACH DEPARTMENT

1. Communicate with department chairs– lessons plans need to be current and ready to go for possible coverage by another colleague.
2. Be prepared. Depending on the severity of absences, the faculty contingencies may be the same as if the campus is closed. Follow the guidelines in the previous sections.
3. By AVP/Deans' approval an extension of time may be granted to complete course. Note: This can cause serious hardships for working students taking face to face classes.

FTCC EMERGENCY CLOSURE PROCEDURES ATTACHMENT H

4. In the case of a pandemic virus and if instruction is continuing, the President and Human Resources will make the determination whether or not sick days will be charged for absent employees.
5. The Vice President of Academic and Student Services and the President will determine whether or not to extend the days/ weeks of the semester.

GRADUATION CANCELLED

If Graduation is affected, the President, Vice President of Academic and Student Services and the Associate Vice President of Student Services will either:

1. Move graduation to an alternate date.
2. Host a virtual graduation pending a health advisory by the Center for Disease Control or the World Health Organization.

II. Continuing Education Faculty & Students

1. College closed for one week- Due to the many specialized continuing education courses that require specialized equipment, classes would be suspended and instructors, along with coordinators and directors, would arrange make up time for the classes.
2. College closed for longer than one week- Attempts would be made to offer courses at surrounding public schools, senior centers, community buildings, and other locations.

The Vice President for Academic and Student Services would be informed of possible alternatives and would assist the Associate Vice President of Continuing Education to make the best decision for students, faculty, and staff.

III. Fort Bragg Military Installation Curriculum and Continuing Education Classes

Under normal circumstances faculty, staff and students will follow the guidelines of FTCC. When directed by competent authority on the Fort Bragg Military Installation faculty, staff and students will follow the directions given for base personnel per FTCC's Memorandum of Understanding.

If closure is required for only the Fort Bragg FTCC Office and instructional locations, arrangements will be made to relocate those classes and personnel to the Spring Lake Campus or Main Campus.

For further details regarding FTCC's restoration of normal activities, refer to the FTCC Continuity of Operations Plan (COOP).

FTCC EMERGENCY CLOSURE PROCEDURES
ATTACHMENT H
