

The Madison County Board of Commissioners met in regular session on Tuesday, March 8, 2022 at 7:00 p.m. at the Madison County Courthouse located at 2 N. Main Street, Marshall, North Carolina.

In attendance were Commissioner Mark Snelson, Commissioner Craig Goforth, Commissioner and Interim County Manager Norris Gentry, Commissioner Matt Wechtel, County Attorney Donny Laws, and Clerk Mandy Bradley with Commissioner Michael Garrison attending via remote means at the following location:

<https://us02web.zoom.us/j/89650899647?pwd=OEFhUTlId1Fid01VRHFGcjd5V2g5Zz09>

Meeting ID: 896 5089 9647

Passcode: T3JRvV

The meeting was called to order at 7:00 p.m. by Chairman Snelson and the Pledge of Allegiance and moment of silence were observed.

Chairman Snelson requested a vote to allow Commissioner Garrison to vote on anything on the agenda tonight. Upon motion by Commissioner Gentry and second by Vice-Chairman Goforth, the Board voted unanimously in favor.

Agenda Item 1: Agenda Approval

Upon motion by Commissioner Gentry and second by Vice-Chairman Goforth, the Board voted unanimously to approve as posted and sent to the Commissioners in advance.

Agenda Item 2: Approval of February 8, 2022 (Regular) Minutes; February 21, 2022 (Special) Minutes; February 22, 2022 (Special) Minutes

Upon motion by Commissioner Wechtel and second by Commissioner Gentry, the Board voted unanimously to accept the minutes as presented.

Agenda Item 3: Public Comment

Mike Tuziw- Mr. Tuziw spoke regarding Ukraine.
(Attachment 3.1)

Item 4: James Bence, Mauldin and Jenkins

Mr. Bence attended via electronic means and presented a Power Point Presentation for the FY 21 Audit. He discussed information regarding the audit as well as answered questions from Board members and noted that the audit has been finalized and accepted. Discussion was had by the Board and Mr. Bence.

Agenda Item 5: Anna Tuziw, Madison Friendship Fund

Ms. Tuziw discussed information with the Board regarding the Madison Friendship Fund and the organization's mission of helping residents economically impacted by COVID-19. A Power Point presentation of the Fund Impact Report was presented to the Board and information discussed included the work of the organization, included allocations of funding, assistance provided to individuals and businesses in the County, and partnerships which made the fund possible.

Agenda Item 6: Daniel Metcalf, Transportation and Operations Director

a. Drug and Alcohol Testing Policy

Mr. Metcalf presented and discussed the updated Drug and Alcohol Testing Policy with the Board. He noted that proposed updates to the policy would bring it into compliance with a recent safety review.

Upon motion by Commissioner Wechtel and second by Chairman Snelson, the Board voted unanimously to accept the Drug and Alcohol Testing Policy as presented and previously provided to us. (Attachment 6.1)

b. Safety and Security Plan

Mr. Metcalf presented and discussed the updated Drug and Alcohol Policy with the Board. He noted that proposed updates to the policy would bring it into compliance with the recent safety review.

Upon motion by Vice-Chairman Goforth and second by Commissioner Gentry, the Board voted unanimously to approve. (Attachment 6.2)

c. CARES Funding

Mr. Metcalf presented and discussed the recent allocation of additional CARES Funding for COVID-19 to the Transportation Department in the amount of \$107,000.00 as well as answered questions from Board members.

Upon motion by Commissioner Gentry and second by Commissioner Wechtei, the Board voted unanimously to approve. (Attachment 6.3)

Item 7: Kary Ledford, Finance Officer

a. Budget Amendment #9

Ms. Ledford presented and discussed Budget Amendment #9 with the Board.

Upon motion by Commissioner Gentry and second by Vice-Chairman Goforth, the Board voted unanimously to approve. (Attachment 7.1)

b. Financial Report

Ms. Ledford presented and discussed the financial report for the month of February with the Board as well as answered questions from Board members. (Attachment 7.2)

Agenda Item 8: Diana Norton, Interim Tax Administrator

a. Tax Refunds and Releases

Ms. Norton presented the tax refunds and releases to the Board for the month of February.

Upon motion by Vice-Chairman Goforth and second by Commissioner Gentry, the Board voted unanimously to approve. (Attachment 8.1)

b. Kania Law Firm Tax Foreclosure Update

Ms. Norton discussed an update regarding current tax accounts currently in process of tax foreclosure through the Kania Law Firm noting that forty-nine properties have been sent to the firm.

c. Board of Equalization and Review 2022 Schedule Consideration

Ms. Norton discussed possible dates for consideration of the Board of Equalization and Review's 2022 schedule. Discussion was had by the Board, Ms. Norton, and County Attorney Donny Laws.

Agenda Item 9: Mark Snelson, Board of Commissioners Chairman

Chairman Snelson discussed a recent request from Country Volunteer Fire Department for the appointment of Fire Commissioners to the department. Discussion was had by County Attorney Laws regarding Fire Commissioners in the County and previous actions of the Board regarding these positions.

Agenda Item 10: Norris Gentry, Commissioner/Interim County Manager

a. County Manager's Update

Commissioner Gentry provided an update regarding the current phase of the Golden Leaf funding requests that are in process for three projects in the County including the Spring Creek Community Center, Value Added Kitchen at the NC Cooperative Extension-Madison Center, and Technical Career Program at Madison High School.

An update regarding the Courthouse Committee was provided to the Board by Commissioner Gentry.

An update regarding the bidding process for the demolition of the structure located at Beech Glen was provided by Commissioner Gentry.

Dates for the 2022 budget workshop calendar were presented and discussed with the Board by Commissioner Gentry with the Board finalizing dates for the workshops to be held.

b. 2022 Mowing Contract Bid Award Consideration

Bids for the 2022 County Mowing Contract were presented and discussed with the Board by Commissioner Gentry who noted that the bids received were for the following amounts:

- Bid 1: \$4,257.00 per week
- Bid 2: \$2,140.00 per week
- Bid 3: \$1,970.00 per week
- Bid 4: \$152,640.00 total contract cost

Discussion was had by the Board regarding the contract and counsel was provided by County Attorney Laws regarding consideration for inclusion of a fuel allowance for the contract due to the rising prices of fuel and consideration of splitting the contract between two bidders.

Upon motion by Commissioner Wechtel with discussion by the Board, clarification and second by Commissioner Garrison, and further discussion by the Board, the Board voted 3-2 in opposition that we go with the low bid which would be bid number three and give the County Manager the ability to negotiate a fuel sur charge to compliment that contract with Chairman Snelson, Vice-Chairman Goforth, and Commissioner Gentry voting opposed and Commissioners Wechtel and Garrison voting in favor.

Further discussion was had by the Board regarding the contract. Upon motion by Chairman Snelson and second by Vice-Chairman Goforth with additional discussion being had by the Board, the Board voted 3-2 in opposition to go with number two of \$2,140.00 per week, the same one we had last year with Commissioners Gentry, Wechtel, and Garrison voting opposed and Chairman Snelson and Vice-Chairman Goforth voting in favor.

Upon motion by Commissioner Garrison with second by Commissioner Wechtel, the Board voted 4-1 in favor to split the bid between the two low bidders with Vice-Chairman Goforth and Commissioners Gentry, Wechtel, and Garrison voting in the affirmative and Chairman Snelson voting opposed.
(Attachment 10.2)

c. FY 2022-2023 Community Promotions Funding Guidelines

The 2022-2023 Community Promotions Funding Guidelines were presented to the Board by Commissioner Gentry on behalf of the Finance Office. Discussion was had by the Board, Finance Officer Kary Ledford, and County Attorney Laws regarding the guidelines with County Attorney Laws noting that the policy will aid in compliance of auditing guidelines for funding awarded to non-profit organizations on behalf of the County.

Upon motion by Commissioner Gentry and second by Vice-Chairman Goforth, the Board voted unanimously to approve the policy as submitted.
(Attachment 10.3)

d. County Owned Surplus Property

Commissioner Gentry presented two current bids received for parcels of County owned surplus property including a new bid for pin number: 9769-19-3641 and final bid for inventory identification number 0655 which contains pin numbers: 9861-23-0655, 9861-05-8060, 9861-04-9538, 9861-15-0073, 9861-04-8369, 9861-14-1807, 9861-04-8169, 9861-14-0688, 9861-04-9022, 9861-14-0489, 9861-13-2895, 9861-14-2127, 9861-14-3066, 9861-13-5947, 9861-13-8534, 9861-13-6898, 9861-23-1433, 9861-13-8788, 9861-23-2937, 9861-23-2526, 9861-23-1872, 9861-23-0936.

Discussion was had by the Board regarding the bid for parcel identification number 9769-19-3641. Upon motion by Commissioner Wechtel and second by Chairman Snelson, the Board voted unanimously to accept the bid on this property and start the upset bid process.

Discussion was had by the Board regarding the bid for inventory identification number 0655. Upon motion by Chairman Snelson and second by Commissioner Gentry with discussion by the Board and counsel by County Attorney Laws, the Board voted unanimously to accept that bid.

e. County Board Appointments

Commissioner Gentry presented a vacancy for County appointed Boards. Discussion was had by the Board.

Upon motion by Chairman Snelson and second by Vice-Chairman Goforth, the Board voted unanimously to accept the application for Brad Guth. Clarification on the vote was requested by Board Clerk Mandy Bradley with the Board confirming that the appointment is to fill a seat on the Transportation Authority Advisory Board.

f. Personnel, g. Attorney-Client Privilege

Upon motion by Commissioner Gentry and second by Vice-Chairman Goforth, the Board voted unanimously to enter into closed session for Attorney-Client Privilege and Personnel pursuant to N.C.G.S 143-318.11 (a)(6) and N.C.G.S 143-318.11 (a)(3) at 8:41 p.m.

Upon motion by Commissioner Gentry and second by Vice-Chairman Goforth, the Board voted unanimously to return to open session at 9:36 p.m.

Human Resources Director Brooke Ledford requested on behalf of the Animal Shelter, the hire of Penny Charles as Animal Enforcement Officer. Upon motion by Chairman Snelson and second by Commissioner Gentry, the Board voted unanimously to approve.

Human Resources Director Brooke Ledford requested on behalf of Emergency Management, the hire of Curtis Chandler as a 911 Dispatcher. Upon motion by Vice-Chairman Goforth and second by Chairman Snelson, the Board voted unanimously to approve.

Human Resources Director Brooke Ledford requested on behalf of the Solid Waste Department, the hires of Amy Rice and Joe Griffey as Part-Time Collection Center Attendants. Upon motion by Commissioner Wechtel and second by Chairman Snelson, the Board voted unanimously to approve.

Commissioner Gentry discussed the reopening of the jail and architectural assessment along with the mechanicals in the building and technical issues. He advised the Board that the insurance company has been notified and the insurance will cover the relocation of inmates with a \$1,000.00 deductible.

Agenda Item 11: Adjournment

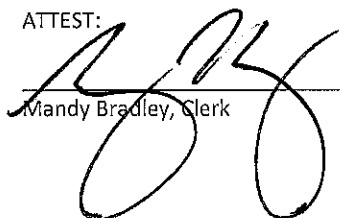
Upon motion by Commissioner Gentry and second by Chairman Snelson, the Board voted unanimously to adjourn at 9:41 p.m.

This the 8th day of March 2022.

MADISON COUNTY


Mark Snelson, Chairman
Board of Commissioners

ATTEST:


Mandy Bradley, Clerk



Madison County Commissioners Meeting

Public Comment

March 8, 2022

7:00pm

Madison County Courthouse

3 Minute Time Limit

----- Public Comment Sign-In Sheet -----

	Name	Signature
1.	Mike Tuziw	
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

DRUG AND ALCOHOL TESTING POLICY
Madison County Transportation Authority
Adopted as of [March, 8, 2022]

A. PURPOSE

- 1) The Madison County Transportation Authority provides public transit and paratransit services for the residents of Madison County. Part of our mission is to ensure that this service is delivered safely, efficiently, and effectively by establishing a drug and alcohol-free work environment, and to ensure that the workplace remains free from the effects of drugs and alcohol in order to promote the health and safety of employees and the general public. In keeping with this mission, The Madison County Transportation Authority declares that the unlawful manufacture, distribution, dispense, possession, or use of controlled substances or misuse of alcohol is prohibited for all employees.
- 2) Additionally, the purpose of this policy is to establish guidelines to maintain a drug and alcohol-free workplace in compliance with the Drug-Free Workplace Act of 1988, and the Omnibus Transportation Employee Testing Act of 1991. This policy is intended to comply with all applicable Federal regulations governing workplace anti-drug and alcohol programs in the transit industry. Specifically, the Federal Transit Administration (FTA) of the U.S. Department of Transportation has published 49 CFR Part 655, as amended, that mandates urine drug testing and breath alcohol testing for safety-sensitive positions, and prohibits performance of safety-sensitive functions when there is a positive test result, or a refusal to test. The U. S. Department of Transportation (USDOT) has also published 49 CFR Part 40, as amended, that sets standards for the collection and testing of urine and breath specimens.
- 3) Any provisions set forth in this policy that are included under the sole authority The Madison County Transportation Authority and are not provided under the authority of the above named Federal regulations are underlined. Tests conducted under the sole authority of The Madison County Transportation Authority will be performed on non-USDOT forms and will be separate from USDOT testing in all respects.

B. APPLICABILITY

This Drug and Alcohol Testing Policy applies to all safety-sensitive employees (full- or part-time) when performing safety sensitive duties. See Attachment A for a list of employees and the authority under which they are included.

A safety-sensitive function is operation of public transit service including the operation of a revenue service vehicle (whether or not the vehicle is in revenue service), maintenance of a revenue service vehicle or equipment used in revenue service, security personnel who carry firearms, dispatchers or persons controlling the movement of revenue service vehicles and any transit employee who operates a non-revenue service vehicle that requires a Commercial Driver's License to operate. Maintenance functions include the repair, overhaul, and rebuild of engines, vehicles and/or equipment used in revenue service. A list of safety-sensitive positions who perform one or more of the above mentioned duties is provided in Attachment A. Supervisors are only safety sensitive if they perform one of the above functions. Volunteers are considered safety sensitive and subject to testing if they are required to hold a CDL, or receive remuneration for service in excess of actual expense.

C. DEFINITIONS

Accident: An occurrence associated with the operation of a vehicle even when not in revenue service, if as a result:

- a. An individual dies;
- b. An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident; or,
- c. One or more vehicles incur disabling damage as the result of the occurrence and is transported away from the scene by a tow truck or other vehicle. For purposes of this definition, *disabling damage* means damage which precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated but would have been further damaged if so operated, but does not include damage which can be remedied temporarily at the scene of the occurrence without special tools or parts, tire disablement without other damage even if no spare tire is available, or damage to headlights, taillights, turn signals, horn, or windshield wipers that makes them inoperative.

Adulterated specimen: A specimen that has been altered, as evidence by test results showing either a substance that is not a normal constituent for that type of specimen or showing an abnormal concentration of an endogenous substance.

Alcohol: The intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols contained in any beverage, mixture, mouthwash, candy, food, preparation or medication.

Alcohol Concentration: Expressed in terms of grams of alcohol per 210 liters of breath as indicated by a breath test under 49 CFR Part 40.

Aliquot: A fractional part of a specimen used for testing, It is taken as a sample representing the whole specimen.

Canceled Test: A drug or alcohol test that has a problem identified that cannot be or has not been corrected, or which is cancelled. A canceled test is neither positive nor negative.

Confirmatory Drug Test: A second analytical procedure performed on a different aliquot of the original specimen to identify and quantify the presence of a specific drug or metabolite.

Confirmatory Validity Test: A second test performed on a different aliquot of the original urine specimen to further support a validity test result.

Covered Employee Under FTA Authority: An employee who performs a safety-sensitive function including an applicant or transferee who is being considered for hire into a safety-sensitive function (See Attachment A for a list of covered employees).

Designated Employer Representative (DER): An employee authorized by the employer to take immediate action to remove employees from safety-sensitive duties and to make required decisions in testing. The DER also receives test results and other communications for the employer, consistent with the requirements of 49 CFR Parts 40 and 655.

DOT, The Department, DOT Agency: These terms encompass all DOT agencies, including, but not limited to, the Federal Aviation Administration (FAA), the Federal Railroad Administration (FRA), the Federal Motor Carrier Safety Administration (FMCSA), the Federal Transit Administration (FTA), the National Highway Traffic Safety Administration (NHTSA), the Pipeline and Hazardous Materials Safety Administration (PHMSA), and the Office of the Secretary (OST). For purposes of 49 CFR Part 40, the United States Coast Guard (USCG), in the Department of Homeland Security, is considered to be a DOT agency for drug testing purposes. These terms include any designee of a DOT agency.

Dilute specimen: A urine specimen with creatinine and specific gravity values that are lower than expected for human urine.

Disabling damage: Damage which precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated but would have been further damaged if so operated, but does not include damage which can be remedied temporarily at the scene of the occurrence without special tools or parts, tire disablement without other damage even if no spare tire is

available, or damage to headlights, taillights, turn signals, horn, or windshield wipers that makes them inoperative.

Evidentiary Breath Testing Device (EBT): A device approved by the NHTSA for the evidential testing of breath at the 0.02 and the 0.04 alcohol concentrations, and appears on ODAPC's Web page for "Approved Evidential Breath Measurement Devices" because it conforms with the model specifications available from NHTSA.

Initial Drug Test: (Screening Drug Test) The test used to differentiate a negative specimen from one that requires further testing for drugs or drug metabolites.

Initial Specimen Validity Test: The first test used to determine if a urine specimen is adulterated, diluted, substituted, or invalid

Invalid Result: The result reported by an HHS-certified laboratory in accordance with the criteria established by the HHS Mandatory Guidelines when a positive, negative, adulterated, or substituted result cannot be established for a specific drug or specimen validity test.

Laboratory: Any U.S. laboratory certified by HHS under the National Laboratory Certification program as meeting standards of Subpart C of the HHS Mandatory Guidelines for Federal Workplace Drug Testing Programs; or, in the case of foreign laboratories, a laboratory approved for participation by DOT under this part.

Limit of Detection (LOD): The lowest concentration at which a measurand can be identified, but (for quantitative assays) the concentration cannot be accurately calculated.

Limit of Quantitation: For quantitative assays, the lowest concentration at which the identity and concentration of the measurand can be accurately established.

Medical Review Officer (MRO): A licensed physician (medical doctor or doctor of osteopathy) responsible for receiving laboratory results generated by the drug testing program who has knowledge of substance abuse disorders, and has appropriate medical training to interpret and evaluate an individual's confirmed positive test result, together with his/her medical history, and any other relevant bio-medical information.

Negative Dilute: A drug test result which is negative for the five drug/drug metabolites but has creatinine and specific gravity values that are lower than expected for human urine.

Negative result: The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the

cutoff concentration for the drug or drug class and the specimen is a valid specimen. An alcohol concentration of less than 0.02 BAC is a negative test result.

Non-negative test result: A urine specimen that is reported as adulterated, substituted, invalid, or positive for drug/drug metabolites.

Oxidizing Adulterant: A substance that acts alone or in combination with other substances to oxidize drugs or drug metabolites to prevent the detection of the drug or metabolites, or affects the reagents in either the initial or confirmatory drug test.

Performing (a safety-sensitive function): A covered employee is considered to be performing a safety-sensitive function and includes any period in which he or she is actually performing, ready to perform, or immediately available to perform such functions.

Positive result: The result reported by an HHS- Certified laboratory when a specimen contains a drug or drug metabolite equal or greater to the cutoff concentrations.

Prohibited drug: Identified as marijuana, cocaine, opioids, amphetamines, or phencyclidine as specified in 49 CFR Part 40, as amended.

Reconfirmed: The result reported for a split specimen when the second laboratory is able to corroborate the original result reported for the primary specimen.

Rejected for Testing: The result reported by an HHS- Certified laboratory when no tests are performed for specimen because of a fatal flaw or a correctable flaw that has not been corrected.

Revenue Service Vehicles: All transit vehicles that are used for passenger transportation service.

Safety-sensitive functions: Employee duties identified as:

- (1) The operation of a transit revenue service vehicle even when the vehicle is not in revenue service.
- (2) The operation of a non-revenue service vehicle by an employee when the operation of such a vehicle requires the driver to hold a Commercial Drivers License (CDL).
- (3) Maintaining a revenue service vehicle or equipment used in revenue service.
- (4) Controlling the movement of a revenue service vehicle and
- (5) Carrying a firearm for security purposes.

Split Specimen Collection: A collection in which the urine collected is divided into two separate bottles, the primary specimen (Bottle A) and the split specimen (Bottle B).

Substance Abuse Professional (SAP): A licensed physician (medical doctor or doctor of osteopathy) or licensed or certified psychologist, social worker, employee assistance professional, state-licensed or certified marriage and family therapist, or drug and alcohol counselor (certified by an organization listed at <https://www.transportation.gov/odapc/sap>) with knowledge of and clinical experience in the diagnosis and treatment of drug and alcohol related disorders.

Substituted specimen: A urine specimen with creatinine and specific gravity values that are so diminished or so divergent that they are not consistent with normal human urine.

Test Refusal: The following are considered a refusal to test if the employee:

- (1) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer.
- (2) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.
- (3) Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
- (4) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
- (5) Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
- (6) Fail or decline to take a second test as directed by the collector or the employer for drug testing.
- (7) Fail to undergo a medical evaluation as required by the MRO or the employer's Designated Employer Representative (DER).
- (8) Fail to cooperate with any part of the testing process.
- (9) Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
- (10) Possess or wear a prosthetic or other device used to tamper with the collection process.
- (11) Admit to the adulteration or substitution of a specimen to the collector or MRO.
- (12) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
- (13) Fail to remain readily available following an accident.
- (14) As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

Vehicle: A bus, electric bus, van, automobile, rail car, trolley car, trolley bus, or vessel. A public transit vehicle is a vehicle used for public transportation or for ancillary services.

Verified negative test: A drug test result reviewed by a medical review officer and determined to have no evidence of prohibited drug use at or above the minimum cutoff levels established by the Department of Health and Human Services (HHS).

Verified positive test: A drug test result reviewed by a medical review officer and determined to have evidence of prohibited drug use at or above the minimum cutoff levels specified in 49 CFR Part 40 as revised.

Validity testing: The evaluation of the specimen to determine if it is consistent with normal human urine. Specimen validity testing will be conducted on all urine specimens provided for testing under DOT authority. The purpose of validity testing is to determine whether certain adulterants or foreign substances were added to the urine, if the urine was diluted, or if the specimen was substituted.

D. EDUCATION AND TRAINING

- 1) Every covered employee will receive a copy of this policy and will have ready access to the corresponding federal regulations including 49 CFR Parts 655 and 40, as amended. In addition, all covered employees will undergo a minimum of 60 minutes of training on the signs and symptoms of drug use including the effects and consequences of drug use on personal health, safety, and the work environment. The training also includes manifestations and behavioral cues that may indicate prohibited drug use.
- 2) All supervisory personnel or company officials who are in a position to determine employee fitness for duty will receive 60 minutes of reasonable suspicion training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes of additional reasonable suspicion training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse.

E. PROHIBITED SUBSTANCES

- 1) Prohibited substances addressed by this policy include the following.
 - a. Illegally Used Controlled Substance or Drugs Under the Drug-Free Workplace Act of 1988 any drug or any substance identified in Schedule I through V of Section 202 of the Controlled Substance Act (21 U.S.C. 812), and as further defined by 21 CFR 1308.11 through 1308.15 is

prohibited at all times in the workplace unless a legal prescription has been written for the substance. This includes, but is not limited to: marijuana, amphetamines, opioids, phencyclidine (PCP), and cocaine, as well as any drug not approved for medical use by the U.S. Drug Enforcement Administration or the U.S. Food and Drug Administration. Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. It is important to note that the use of marijuana in any circumstances remains completely prohibited for any safety-sensitive employee subject to drug testing under USDOT regulations. The use of marijuana in any circumstance (including under state recreational and/or medical marijuana laws) by a safety-sensitive employee is a violation of this policy and a violation of the USDOT regulation 49 CFR Part 40, as amended.

Federal Transit Administration drug testing regulations (49 CFR Part 655) require that all employees covered under FTA authority be tested for marijuana, cocaine, amphetamines, opioids, and phencyclidine as described in this policy. Illegal use of these five drugs is prohibited at all times and thus, covered employees may be tested for these drugs anytime that they are on duty.

- b. Legal Drugs: The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected must be reported to a Madison County Transportation Authority supervisor and the employee is required to provide a written release from his/her doctor or pharmacist indicating that the employee can perform his/her safety-sensitive functions.
- c. Alcohol: The use of beverages containing alcohol (including mouthwash, medication, food, candy) or any other substances containing alcohol in a manner which violates the conduct listed in this policy is prohibited.

F. PROHIBITED CONDUCT

- 1) Illegal use of the drugs listed in this policy and as defined in 49 CFR Part 40, as amended is prohibited at all times. All covered employees are prohibited from reporting for duty or remaining on duty if they have used a prohibited drug as defined in 49 CFR Part 40, as amended.
- 2) Each covered employee is prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to

report for duty. The covered employee will subsequently be relieved of his/her on-call responsibilities and subject to discipline for not fulfilling his/her on-call responsibilities.

- 3) The Transit Department shall not permit any covered employee to perform or continue to perform safety-sensitive functions if it has actual knowledge that the employee is using alcohol
- 4) Each covered employee is prohibited from reporting to work or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.04 or greater regardless of when the alcohol was consumed.
 - a. An employee with a breath alcohol concentration which measures 0.02-0.039 is not considered to have violated the USDOT-FTA drug and alcohol regulations, provided the employee hasn't consumed the alcohol within four (4) hours of performing a safety-sensitive duty. However, if a safety-sensitive employee has a breath alcohol concentration of 0.02-0.039, USDOT-FTA regulations require the employee to be removed from the performance of safety-sensitive duties until:
 - i. The employee's alcohol concentration measures less than 0.02; or
 - ii. The start of the employee's next regularly scheduled duty period, but not less than eight hours following administration of the test.
- 5) No covered employee shall consume alcohol for eight (8) hours following involvement in an accident or until he/she submits to the post-accident drug/alcohol test, whichever occurs first.
- 6) No covered employee shall consume alcohol within four (4) hours prior to the performance of safety-sensitive job functions.
- 7) The Madison County Transportation Authority, under its own authority, also prohibits the consumption of alcohol at all times the employee is on duty, or anytime the employee is in uniform.
- 8) Consistent with the Drug-free Workplace Act of 1988, all Madison County Transportation Authority employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of prohibited substances in the work place including transit system premises and transit vehicles.

G. DRUG STATUTE CONVICTION

Consistent with the Drug Free Workplace Act of 1998, all employees are required to notify the Madison County Transportation Authority management of any criminal drug statute conviction for a violation occurring in the workplace within five days after such conviction. Failure to comply with this provision shall result in disciplinary action as defined in Section Q of this policy.

H. TESTING REQUIREMENTS

- 1) Analytical urine drug testing and breath testing for alcohol will be conducted as required by 49 CFR Part 40 as amended. All employees covered under FTA authority shall be subject to testing prior to performing safety-sensitive duty, for reasonable suspicion, following an accident, and random as defined in Section K, L, M, and N of this policy, and return to duty/follow-up.
- 2) A drug test can be performed any time a covered employee is on duty. A reasonable suspicion, random, or follow-up alcohol test can only be performed just before, during, or after the performance of a safety-sensitive job function. Under The Madison County Transportation authority, a non-DOT alcohol test can be performed anytime a covered employee is on duty.
- 3) All covered employees will be subject to urine drug testing and breath alcohol testing as a condition of ongoing employment with The Madison County Transportation Authority]. Any safety-sensitive employee who refuses to comply with a request for testing shall be removed from duty and subject to discipline as defined in Section Q of this policy.

I. DRUG TESTING PROCEDURES

- 1) Testing shall be conducted in a manner to assure a high degree of accuracy and reliability and using techniques, equipment, and laboratory facilities which have been approved by the U.S. Department of Health and Human Service (HHS). All testing will be conducted consistent with the procedures set forth in 49 CFR Part 40, as amended. The procedures will be performed in a private, confidential manner and every effort will be made to protect the employee, the integrity of the drug testing procedure, and the validity of the test result.
- 2) The drugs that will be tested for include marijuana, cocaine, opioids, amphetamines, and phencyclidine. After the identity of the donor is checked using picture identification, a urine specimen will be collected using

the split specimen collection method described in 49 CFR Part 40, as amended. Each specimen will be accompanied by a DOT Custody and Control Form and identified using a unique identification number that attributes the specimen to the correct individual. The specimen analysis will be conducted at a HHS certified laboratory. An initial drug screen and validity test will be conducted on the primary urine specimen. For those specimens that are not negative, a confirmatory Gas Chromatography/Mass Spectrometry (GC/MS) or Liquid Chromatography/Mass Spectrometry (LC/MS) test will be performed. The test will be considered positive if the amounts of the drug(s) and/or its metabolites identified by the GC/MS or LC/MS test are above the minimum thresholds established in 49 CFR Part 40, as amended.

- 3) The test results from the HHS certified laboratory will be reported to a Medical Review Officer. A Medical Review Officer (MRO) is a licensed physician with detailed knowledge of substance abuse disorders and drug testing. The MRO will review the test results to ensure the scientific validity of the test and to determine whether there is a legitimate medical explanation for a confirmed positive, substitute, or adulterated test result. The MRO will attempt to contact the employee to notify the employee of the non-negative laboratory result, and provide the employee with an opportunity to explain the confirmed laboratory test result. The MRO will subsequently review the employee's medical history/medical records as appropriate to determine whether there is a legitimate medical explanation for a non-negative laboratory result. If no legitimate medical explanation is found, the test will be verified positive or refusal to test and reported to The Madison County Transportation Authority. If a legitimate explanation is found, the MRO will report the test result as negative.
- 4) If the test is invalid without a medical explanation, a retest will be conducted under direct observation. Employees do not have access to a test of their split specimen following an invalid result.
- 5) Any covered employee who questions the results of a required drug test may request that the split sample be tested. The split sample test must be conducted at a second HHS-certified laboratory. The test must be conducted on the split sample that was provided by the employee at the same time as the primary sample. The method of collecting, storing, and testing the split sample will be consistent with the procedures set forth in 49 CFR Part 40, as amended. The employee's request for a split sample test must be made to the Medical Review Officer within 72 hours of notice of the original sample verified test result. Requests after 72 hours will only be accepted at the discretion of the MRO if the delay was due to documentable facts that were beyond the control of the employee. The Madison County Transportation Authority will ensure that the cost for the split specimen

analysis is covered in order for a timely analysis of the sample, however The Madison County Transportation Authority will seek reimbursement for the split sample test from the employee.

- 6) If the analysis of the split specimen fails to confirm the presence of the drug(s) detected in the primary specimen, if the split specimen is not able to be analyzed, or if the results of the split specimen are not scientifically adequate, the MRO will declare the original test to be canceled.
- 7) The split specimen will be stored at the initial laboratory until the analysis of the primary specimen is completed. If the primary specimen is negative, the split will be discarded. If the primary specimen is positive, it will be retained in frozen storage for one year and the split specimen will also be retained for one year. If the primary is positive, the primary and the split will be retained for longer than one year for testing if so requested by the employee through the Medical Review Officer, or by the employer, by the MRO, or by the relevant DOT agency.
- 8) Observed collections
 - a. Consistent with 49 CFR Part 40, as amended, collection under direct observation (by a person of the same gender) with no advance notice will occur if:
 - i. The laboratory reports to the MRO that a specimen is invalid, and the MRO reports to The Madison County Transportation Authority that there was not an adequate medical explanation for the result;
 - ii. The MRO reports to The Madison County Transportation Authority that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed;
 - iii. The laboratory reported to the MRO that the specimen was negative-dilute with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL, and the MRO reported the specimen as negative-dilute and that a second collection must take place under direct observation (see §40.197(b)(1)).
 - iv. The collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen;

- v. The temperature on the original specimen was out of range;
- vi. Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with.
- vii. All follow-up-tests; or
- viii. All return-to-duty tests

J. ALCOHOL TESTING PROCEDURES

- 1) Tests for breath alcohol concentration will be conducted utilizing a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing device (EBT) operated by a trained Breath Alcohol Technician (BAT). A list of approved EBTs can be found on ODAPC's Web page for "Approved Evidential Breath Measurement Devices". Alcohol screening tests may be performed using a non-evidential testing device (alcohol screening device (ASD)) which is also approved by NHTSA. A list of approved ASDs can be found on ODAPC's Web page for "Approved Screening Devices to Measure Alcohol in Bodily Fluids". If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. The confirmatory test must occur on an EBT. The confirmatory test will be conducted no sooner than fifteen minutes after the completion of the initial test. The confirmatory test will be performed using a NHTSA-approved EBT operated by a trained BAT. The EBT will identify each test by a unique sequential identification number. This number, time, and unit identifier will be provided on each EBT printout. The EBT printout, along with an approved alcohol testing form, will be used to document the test, the subsequent results, and to attribute the test to the correct employee. The test will be performed in a private, confidential manner as required by 49 CFR Part 40, as amended. The procedure will be followed as prescribed to protect the employee and to maintain the integrity of the alcohol testing procedures and validity of the test result.
- 2) A confirmed alcohol concentration of 0.04 or greater will be considered a positive alcohol test and in violation of this policy. The consequences of a positive alcohol test are described in Section Q. of this policy. Even though an employee who has a confirmed alcohol concentration of 0.02 to 0.039 is not considered positive, the employee shall still be removed from duty for at least eight hours or for the duration of the work day whichever is longer and will be subject to the consequences described in Section Q of this

policy. An alcohol concentration of less than 0.02 will be considered a negative test.

- 3) The Madison County Transportation Authority affirms the need to protect individual dignity, privacy, and confidentiality throughout the testing process. If at any time the integrity of the testing procedures or the validity of the test results is compromised, the test will be canceled. Minor inconsistencies or procedural flaws that do not impact the test result will not result in a cancelled test.
- 4) The alcohol testing form (ATF) required by 49 CFR Part 40 as amended, shall be used for all FTA required testing. Failure of an employee to sign step 2 of the ATF will be considered a refusal to submit to testing.

K. PRE-EMPLOYMENT TESTING

- 1) All applicants for covered transit positions shall undergo urine drug testing prior to performance of a safety-sensitive function.
 - a. All offers of employment for covered positions shall be extended conditional upon the applicant passing a drug test. An applicant will not be allowed to perform safety-sensitive functions unless the applicant takes a drug test with verified negative results.
 - b. An employee shall not be placed, transferred or promoted into a position covered under FTA authority or company authority until the employee takes a drug test with verified negative results.
 - c. If an applicant fails a pre-employment drug test, the conditional offer of employment shall be rescinded and the applicant will be provided with a list of at least two (2) USDOT qualified Substance Abuse Professionals. Failure of a pre-employment drug test will disqualify an applicant for employment for a period of at least one year. Before being considered for future employment the applicant must provide the employer proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G. The cost for the assessment and any subsequent treatment will be the sole responsibility of the applicant.
 - d. When an employee being placed, transferred, or promoted from a non-covered position to a position covered under FTA authority or company authority submits a drug test with a verified positive result, the employee shall be subject to disciplinary action in accordance with Section Q herein.

- e. If a pre-employment test is canceled, The Madison County Transportation Authority will require the applicant to take and pass another pre-employment drug test.
- f. In instances where a FTA covered employee does not perform a safety-sensitive function for a period of 90 consecutive days or more regardless of reason, and during that period is not in the random testing pool the employee will be required to take a pre-employment drug test under 49 CFR Part 655 and have negative test results prior to the conduct of safety-sensitive job functions.
- g. Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.
- h. Applicants are required (even if ultimately not hired) to provide *The Madison County Transportation Authority* with signed written releases requesting USDOT drug and alcohol records from all previous, USDOT-covered, employers that the applicant has worked for within the last two years. Failure to do so will result in the employment offer being rescinded. *The Madison County Transportation Authority* is required to ask all applicants (even if ultimately not hired) if they have tested positive or refused to test on a pre-employment test for a USDOT covered employer within the last two years. If the applicant has tested positive or refused to test on a pre-employment test for a USDOT covered employer, the applicant must provide *The Madison County Transportation Authority* proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G.

L. REASONABLE SUSPICION TESTING

- 1) All Madison County Transportation Authority FTA covered employees will be subject to a reasonable suspicion drug and/or alcohol test when the employer has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. Reasonable suspicion shall mean that there is objective evidence, based upon specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odor that are consistent with possible drug use and/or alcohol misuse. Reasonable suspicion referrals must be made by one or more supervisors who are trained to detect the signs and symptoms of drug and alcohol use, and who reasonably concludes that an employee

may be adversely affected or impaired in his/her work performance due to possible prohibited substance abuse or alcohol misuse. A reasonable suspicion alcohol test can only be conducted just before, during, or just after the performance of a safety-sensitive job function. However, under The Madison County Transportation authority, a non-DOT reasonable suspicion alcohol test may be performed any time the covered employee is on duty. A reasonable suspicion drug test can be performed any time the covered employee is on duty.

- 2) The Madison County Transportation Authority shall be responsible for transporting the employee to the testing site. Supervisors should avoid placing themselves and/or others into a situation which might endanger the physical safety of those present. The employee shall be placed on administrative leave pending disciplinary action described in Section Q of this policy. An employee who refuses an instruction to submit to a drug/alcohol test shall not be permitted to finish his or her shift and shall immediately be placed on administrative leave pending disciplinary action as specified in Section Q of this policy.
- 3) A written record of the observations which led to a drug/alcohol test based on reasonable suspicion shall be prepared and signed by the supervisor making the observation. This written record shall be submitted to The Madison County Transportation Authority.
- 4) When there are no specific, contemporaneous, articulable objective facts that indicate current drug or alcohol use, but the employee (who is not already a participant in a treatment program) admits the abuse of alcohol or other substances to a supervisor in his/her chain of command, the employee shall be referred for assessment and treatment consistent with Section Q of this policy. The Madison County Transportation Authority shall place the employee on administrative leave in accordance with the provisions set forth under Section Q of this policy. Testing in this circumstance would be performed under the direct authority of the The Madison County Transportation Authority. **Since the employee self-referred to management, testing under this circumstance would not be considered a violation of this policy or a positive test result under Federal authority.** However, self-referral does not exempt the covered employee from testing under Federal authority as specified in Sections L through N of this policy or the associated consequences as specified in Section Q.

M. POST-ACCIDENT TESTING

- 1) FATAL ACCIDENTS – A covered employee will be required to undergo urine and breath testing if they are involved in an accident with a transit vehicle, whether or not the vehicle is in revenue service at the time of the accident, that results in a fatality. This includes all surviving covered employees that are operating the vehicle at the time of the accident and any other whose performance could have contributed to the accident, as determined by the employer using the best information available at the time of the decision.
- 2) NON-FATAL ACCIDENTS – A post-accident test of the employee operating the public transportation vehicle will be conducted if an accident occurs and at least one of the following conditions is met:
 - a. The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident.
 - b. One or more vehicles incurs disabling damage as a result of the occurrence and must be transported away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident

In addition, any other covered employee whose performance could have contributed to the accident, as determined by the employer using the best information available at the time of the decision, will be tested.

As soon as practicable following an accident, as defined in this policy, the transit supervisor investigating the accident will notify the transit employee operating the transit vehicle and all other covered employees whose performance could have contributed to the accident of the need for the test. The supervisor will make the determination using the best information available at the time of the decision.

The appropriate transit supervisor shall ensure that an employee, required to be tested under this section, is tested as soon as practicable, but no longer than eight (8) hours of the accident for alcohol, and no longer than 32 hours for drugs. If an alcohol test is not performed within two hours of the accident, the Supervisor will document the reason(s) for the delay. If the alcohol test is not conducted within (8) eight hours, or the drug test within 32 hours, attempts to conduct the test must cease and the reasons for the failure to test documented.

Any covered employee involved in an accident must refrain from alcohol use for eight (8) hours following the accident, or until he/she undergoes a post-accident alcohol test.

An employee who is subject to post-accident testing who fails to remain readily available for such testing, including notifying a supervisor of his or her location if he or she leaves the scene of the accident prior to submission to such test, may be deemed to have refused to submit to testing.

Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident, or to prohibit an employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident, or to obtain necessary emergency medical care.

In the rare event that The Madison County Transportation Authority is unable to perform an FTA drug and alcohol test (i.e., employee is unconscious, employee is detained by law enforcement agency), The Madison County Transportation Authority may use drug and alcohol post-accident test results administered by local law enforcement officials in lieu of the FTA test. The local law enforcement officials must have independent authority for the test and the employer must obtain the results in conformance with local law.

N. RANDOM TESTING

- 1) All covered employees will be subjected to random, unannounced testing. The selection of employees shall be made by a scientifically valid method of randomly generating an employee identifier from the appropriate pool of safety-sensitive employees. Employees who may be covered under company authority will be selected from a pool of non-DOT-covered employees.
- 2) The dates for administering unannounced testing of randomly selected employees shall be spread reasonably throughout the calendar year, day of the week and hours of the day.
- 3) The number of employees randomly selected for drug/alcohol testing during the calendar year shall be not less than the percentage rates set each year by the FTA administrator. The current year testing rates can be viewed online at <https://www.transportation.gov/odapc/random-testing-rates>.
- 4) Each covered employee shall be in a pool from which the random selection is made. Each covered employee in the pool shall have an equal chance of selection each time the selections are made. Employees will remain in the pool and subject to selection, whether or not the employee has been previously tested. There is no discretion on the part of management in the selection.

- 5) Covered transit employees that fall under the Federal Transit Administration regulations will be included in one random pool maintained separately from the testing pool of non-safety-sensitive employees that are included solely under The Madison County Transportation's authority.
- 6) Random tests can be conducted at any time during an employee's shift for drug testing. Alcohol random tests can only be performed just before, during, or just after the performance of a safety sensitive duty. However, under The Madison County Transportation's authority, a non-DOT random alcohol test may be performed any time the covered employee is on duty. Testing can occur during the beginning, middle, or end of an employee's shift.
- 7) Employees are required to proceed immediately to the collection site upon notification of their random selection.

O. RETURN-TO-DUTY TESTING

The Madison County Transportation Authority will terminate the employment of any employee that tests positive or refuses a test as specified in section Q of this policy. However, in the rare event an employee is reinstated with court order or other action beyond the control of the transit system, the employee must complete the return-to-duty process prior to the performance of safety-sensitive functions. All covered employees who previously tested positive on a drug or alcohol test or refused a test, must test negative for drugs, alcohol (below 0.02 for alcohol), or both and be evaluated and released by the Substance Abuse Professional before returning to work. Following the initial assessment, the SAP will recommend a course of rehabilitation unique to the individual. The SAP will recommend the return-to-duty test only when the employee has successfully completed the treatment requirement and is known to be drug and alcohol-free and there are no undue concerns for public safety. The SAP will determine whether the employee returning to duty will require a return-to-duty drug test, alcohol test, or both.

P. FOLLOW-UP TESTING

Covered employees that have returned to duty following a positive or refused test will be required to undergo frequent, unannounced drug and/or alcohol testing following their return-to-duty test. The follow-up testing will be performed for a period of one to five years with a minimum of six tests to be performed the first year. The frequency and duration of the follow-up tests (beyond the minimums) will be determined by the SAP reflecting the SAP's assessment of the employee's unique situation and recovery progress. Follow-up testing should be frequent enough to deter and/or detect a relapse. Follow-up testing is separate and in

addition to the random, post-accident, reasonable suspicion and return-to-duty testing.

In the instance of a self-referral or a management referral, the employee will be subject to non-USDOT follow-up tests and follow-up testing plans modeled using the process described in 49 CFR Part 40. However, all non-USDOT follow-up tests and all paperwork associated with an employee's return-to-work agreement that was not precipitated by a positive test result (or refusal to test) does not constitute a violation of the Federal regulations will be conducted under company authority and will be performed using non-DOT testing forms.

Q. RESULT OF DRUG/ALCOHOL TEST

- 1) Any covered employee that has a verified positive drug or alcohol test, or test refusal, will be removed from his/hersafety-sensitive position, informed of educational and rehabilitation programs available, and will be provided with a list of at least two (2) USDOT qualified Substance Abuse Professionals (SAP) for assessment, and will be terminated.
- 2) Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.
- 3) Refusal to submit to a drug/alcohol test shall be considered equivalent to a positive test result and a direct act of insubordination and shall result in termination and referral to a list of USDOT qualified SAPs. A test refusal is defined as any of the following circumstances:
 - a. Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer.
 - b. Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.
 - c. Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
 - d. In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
 - e. Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
 - f. Fail or decline to take a second test as directed by the collector or the employer for drug testing.

- g. Fail to undergo a medical evaluation as required by the MRO or the employer's Designated Employer Representative (DER).
 - h. Fail to cooperate with any part of the testing process.
 - i. Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
 - j. Possess or wear a prosthetic or other device used to tamper with the collection process.
 - k. Admit to the adulteration or substitution of a specimen to the collector or MRO.
 - l. Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
 - m. Fail to remain readily available following an accident.
 - n. As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.
- 4) An alcohol test result of ≥ 0.02 to ≤ 0.039 BAC shall result in the removal of the employee from duty for eight hours or the remainder of the work day whichever is longer. The employee will not be allowed to return to safety-sensitive duty for his/her next shift until he/she submits to a NONDOT alcohol test with a result of less than 0.02 BAC.
- 5) In the instance of a self-referral or a management referral, disciplinary action against the employee shall include:
- a. Mandatory referral for an assessment by an employer approved counseling professional for assessment, formulation of a treatment plan, and execution of a return-to-work agreement;
 - b. Failure to execute, or remain compliant with the return-to-work agreement shall result in termination from The Madison County Transportation Authority employment.
 - i. Compliance with the return-to-work agreement means that the employee has submitted to a drug/alcohol test immediately prior to returning to work; the result of that test is negative; the employee is cooperating with his/her recommended treatment program; and, the employee has agreed to periodic unannounced follow-up testing as described in Section P of this policy; however, all follow-up testing performed as part of a return-to-work agreement required under section Q of this policy is under the sole authority of The Madison and will be performed using non-DOT testing forms.
 - c. Refusal to submit to a periodic unannounced follow-up drug/alcohol test shall be considered a direct act of insubordination and shall result in termination. **All tests conducted as part of the return-to-**

work agreement will be conducted under company authority and will be performed using non-DOT testing forms.

- d. A self-referral or management referral to the employer's counseling professional that was not precipitated by a positive test result does not constitute a violation of the Federal regulations and will not be considered as a positive test result in relation to the progressive discipline defined in Section Q of this policy.
- e. Periodic unannounced follow-up drug/alcohol testing conducted as a result of a self-referral or management referral which results in a verified positive shall be considered a positive test result in relation to the progressive discipline defined in Section Q of this policy.
- f. A Voluntary Referral does not shield an employee from disciplinary action or guarantee employment with The Madison County Transportation Authority.
- g. A Voluntary Referral does not shield an employee from the requirement to comply with drug and alcohol testing.

- 6) Failure of an employee to report within five days a criminal drug statute conviction for a violation occurring in the workplace shall result in termination.

R. GRIEVANCE AND APPEAL

The consequences specified by 49 CFR Part 40.149 (c) for a positive test or test refusal is not subject to arbitration.

S. PROPER APPLICATION OF THE POLICY

The Madison County Transportation Authority is dedicated to assuring fair and equitable application of this substance abuse policy. Therefore, supervisors/managers are required to use and apply all aspects of this policy in an unbiased and impartial manner. Any supervisor/manager who knowingly disregards the requirements of this policy, or who is found to deliberately misuse the policy in regard to subordinates, shall be subject to disciplinary action, up to and including termination.

T. INFORMATION DISCLOSURE

- 1) Drug/alcohol testing records shall be maintained by the Madison County Transportation Authority Drug and Alcohol Program Manager and, except as provided below or by law, the results of any drug/alcohol test shall not be disclosed without express written consent of the tested employee.

- 2) The employee, upon written request, is entitled to obtain copies of any records pertaining to their use of prohibited drugs or misuse of alcohol including any drug or alcohol testing records. Covered employees have the right to gain access to any pertinent records such as equipment calibration records, and records of laboratory certifications. Employees may not have access to SAP follow-up testing plans.
- 3) Records of a verified positive drug/alcohol test result shall be released to the Drug and Alcohol Program Manager, and other transit system management personnel on a need-to-know basis.
- 4) Records will be released to a subsequent employer only upon receipt of a written request from the employee.
- 5) Records of an employee's drug/alcohol tests shall be released to the adjudicator in a grievance, lawsuit, or other proceeding initiated by or on behalf of the tested individual arising from the results of the drug/alcohol test. The records will be released to the decision maker in the proceeding.
- 6) Records will be released to the National Transportation Safety Board during an accident investigation.
- 7) Information will be released in a criminal or civil action resulting from an employee's performance of safety-sensitive duties, in which a court of competent jurisdiction determines that the drug or alcohol test information is relevant to the case and issues an order to the employer to release the information. The employer will release the information to the decision maker in the proceeding with a binding stipulation that it will only be released to parties of the proceeding.
- 8) Records will be released to the DOT or any DOT agency with regulatory authority over the employer or any of its employees.
- 9) Records will be released if requested by a Federal, state or local safety agency with regulatory authority over The Madison County Transportation Authority or the employee.
- 10) If a party seeks a court order to release a specimen or part of a specimen contrary to any provision of Part 40 as amended, necessary legal steps to contest the issuance of the order will be taken

11) In cases of a contractor or sub-recipient of a state department of transportation, records will be released when requested by such agencies that must certify compliance with the regulation to the FTA.

This Policy was adopted by the *Madison County Board Of Commissioners* on
March 8, 2022


(*Chairman of the Board of Commissioners*)

Attachment A

<u>Job Title</u>	<u>Job Duties</u>	<u>Testing Authority</u>
Director	Operation of MCTA	FTA
Dispatcher	Dispatching/Scheduling	FTA
Operations/Fiscal Manager	All books/Documentation	FTA
Full time driver	Transport passengers	FTA
Part time driver	Transport passengers	FTA

All employees are drivers and considered FTA Safety Sensitive

Attachment B Contacts

Any questions regarding this policy or any other aspect of the substance abuse policy should be directed to the following individual(s).

Madison County Transportation Authority Drug and Alcohol Program Manager

Name: Daniel Metcalf

Title: Director

Address: 387 Long Branch Rd, Marshall, NC 28753

Telephone Number: 828-649-2219

Medical Review Officer

Name: Dr. Jerome W. Cooper

Title: MD

Address: 772 North Broad Street, Mooresville, NC 28115

Telephone Number: 704-660-8600

Substance Abuse Professional #1

Name: Laswell, Glenda

Title: LCSW

Address: 370 N Louisiana Ave, Suite G2, Asheville, NC 28806

Telephone Number: 828-215-7442

Substance Abuse Professional #2

Name: Montalvo, Mario

Title:

Address: 222 W Union St, Morganton, NC 28655

Telephone Number: 828-475-1804

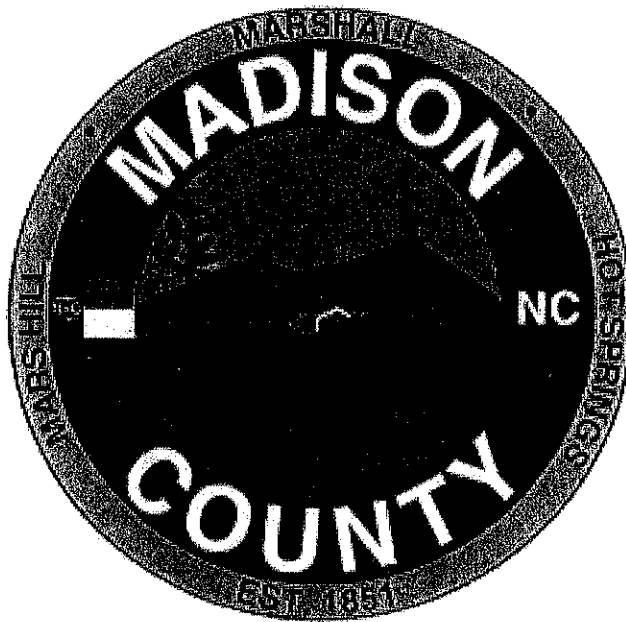
HHS Certified Laboratory Primary Specimen

Name: LabCorp RTP

Address: 1904 Alexander Drive Research Triangle Park, NC, 27709

Telephone Number: 800-833-3984

Madison County Transportation Authority (MCTA)



Safety and Security Plan (SSP)
March 8, 2022

1. Emergency Action Plan.....	4
2. Fire Prevention Plan.....	8
3. Preventive Maintenance Plan.....	23
4. Drug & Alcohol Policy.....	35
5. Safety & Security Plan.....	36
6. Continuity of Operations Plan.....	70

Introduction

Who we are:

Madison County Transportation Authority (MCTA) is a non-profit organization that provides transport services to the citizens of Madison County. We work with county agencies, medical facilities, and food providers to provide coordinated transportation efforts for residents in need of services. MCTA provides to originating services in Madison, and Buncombe counties. The agency is also ADA compliant for those who need non-emergency medical transport and mobility device transport.

Mission Statement:

The Mission of Madison County Transportation Authority is Excellence in Transportation in providing transportation services responsive to the needs of Madison County citizens.

Our Core Values:

The core values of Madison County Government provide a pathway for how MCTA serves the public of Madison County with their transportation needs:

- Respect
- Honest Communication
- Ethical standards
- Accountability
- Positive Pride

Safety and Security Plan (SSP):

This SSP represents our commitment to safety for our passengers, employees and the general public. Passengers are our passion. MCTA is dedicated to providing safe, reliable and responsive transportation.

MCTA reviews and updates the SSP as changes are made to policies, procedures or training, and submits to the Madison County Board of Commissioners in November of each year for approval. Updates may be the result of employee feedback, management's evaluation of the Plan, County policy changes or IMD requirement changes.

EMERGENCY ACTION PLAN

(Ref: 1910.38)

March 8, 2022

INTRODUCTION:

This document is a plan to prepare for workplace emergencies. By auditing the workplace, training employees, obtaining and maintaining the necessary equipment, and by assigning responsibilities, human life and company resources will be preserved. The intent of this plan is to ensure all employees a safe and healthful workplace. Those employees assigned specific duties under this plan will be provided the necessary training and equipment to ensure their safety. This plan applies to emergencies that could be reasonably expected in our workplace such as fire/smoke, tornadoes, bomb threats, leaks, etc.

EMERGENCY PLAN COORDINATORS:

Building/Department	Name/Title	Phone #
MCTA Building	Daniel Metcalf/Director	828 649 2219
MCTA Building	Kathy Proffitt, Fiscal Officer	828 649 2219
MCTA Building	Tamara Huffman, Dispatch	828 649 2219

Directors are responsible for the proper inventory and maintenance of equipment. They may be contacted by employees for further information on this Plan.

PLAN OUTLINE/DESCRIPTION:

- I. **Means of Reporting Emergencies:** All fires and emergencies will be reported by one or more of the following means as appropriate:
 - a. Verbally to the Director during normal working hours.
 - b. Via telephone if after hours/weekends.
 - c. Via the building alarm system.

Note: The following emergency numbers will be posted throughout the facility:

FIRE: 911

1.

LAW ENFORCEMENT: 828 649 2721 (911)

AMBULANCE: 911

March 8, 2022

I. Policy

Established March 8, 2022
(date)

Daniel Metcalf, MCTA Director
(Executive officer)

It is the policy of the Madison County Transportation Authority (MCTA) to provide to employees the safest practical workplace free from areas where potential fire hazards exist. The primary goal of this Fire Prevention Plan is to reduce or eliminate fire in the workplace by heightening the fire safety awareness of all employees. Another goal of this Plan is to provide all employees with the information necessary to recognize hazardous conditions and take appropriate action before such conditions result in a fire emergency.

This Fire Prevention Plan complies with the requirements of 29 CFR 1910.39.

This Plan details the basic steps necessary to minimize the potential for fire occurring in the workplace. Prevention of fires in the workplace is the responsibility of everyone employed by the company, but must be monitored by each supervisor overseeing any work activity that involves a major fire hazard. Every effort will be made by the company to identify those hazards that might cause fires and establish a means for controlling them.

The Fire Prevention Plan will be administered by **MCTA Director** who will compile a list of all major workplace fire hazards, the names or job titles of personnel responsible for fire control and prevention equipment maintenance, names or job titles of personnel responsible for control of fuel source hazards and locations of all fire extinguishers in the workplace. The Plan administrator, or safety officer, must also be familiar with the behavior of employees that may create fire hazards as well as periods of the day, month, and year in which the workplace could be more vulnerable to fire.

This Plan will be reviewed annually and updated as needed to maintain compliance with applicable regulations and standards and remain up-to-date with best practices in fire protection. Workplace inspection reports and fire incident reports will be maintained and used to provide corrections and improvements to the plan. This Plan will be available for employees to view at all times during normal working hours.

II. CLASSIFICATION

Fire is a chemical reaction involving the rapid oxidation or burning of a fuel. It needs four elements to occur as illustrated below in the tetrahedron. This is described by the following illustration:

- II. ***Alarm System Requirements:** Alarm system requirements for notifying employees during an emergency are as follows:
- a. Provides warning for safe escape.
 - b. Can be perceived by all employees.
 - c. Alarm is distinctive and recognizable.
 - d. Employees have been trained on the alarm system.
 - e. Emergency phone numbers are posted.
 - f. Emergency alarms have priority over all other communications.
 - g. Alarm system is properly maintained.
- III. **Sounding the Alarm:** The signal for immediate evacuation of the facility will be an All Call. The alternate means of notification will be a whistle.
- IV. **Evacuation Plans:** Emergency evacuation escape route plans (see Appendix E) are posted in key areas of the facility. All employees shall be trained on primary and secondary evacuation routes.
- V. **Employee Accountability:** In the event of an evacuation, all occupants shall promptly exit the building via the nearest exit. Go to your designated assembly point and report to your supervisor. Each supervisor (or designee) will account for each assigned employee via a head count. All supervisors shall report their head count to the MCTA Director.
Who will be located at MCTA and accessible via cell phone # 828 273 1891
- VI. **Building Re-Entry:** Once evacuated, no one shall re-enter the building. Once the Fire Department or other responsible agency has notified us that the building is safe to re-enter, then personnel shall return to their work areas.
- VII. **Hazardous Weather:** A hazardous weather alert consists of an all call.
When a hazardous weather alert is made, all employees shall immediately report to the Basement of the MCTA.
Stay in this area until given the all-clear sign which is an all call.
- VIII. **Training:** The personnel listed below have been trained to assist in the safe and orderly emergency evacuation of employees

Task	Building/Department	Name/Title/Phone#
Fire Extinguisher/Hoses	MCTA	Daniel Metcalf, 828 649 2292
Evacuation Assistant	MCTA	Kathy Proffitt, 828 649 2292
Emergency Shut-down	MCTA	Tamara Huffman, 828 649 2292

Employee training should be provided when:

- this Program is initiated
- the responsibilities of essential employees' changes
- when the Program is revised
- when new employees are hired.

Subjects addressed include:

- a. Emergency escape procedures/routes
- b. Fire extinguisher locations and proper use
- c. Head count procedures
- d. Major facility fire hazards
- e. Fire prevention practices
- f. Means of reporting fires/emergencies (use of alarm systems)
- g. Names/titles of Coordinators
- h. Availability of the plan to employees
- i. Housekeeping practices
- j. No smoking areas
- k. Hazardous weather procedures
- l. Special duties as assigned to Coordinators and those listed above.

Written records shall be maintained of all Emergency Action Plan training.

FIRE PREVENTION PLAN

March 8, 2022

I. Policy

Established March 8, 2022
(date)

Daniel Metcalf, MCTA Director
(Executive officer)

It is the policy of the Madison County Transportation Authority (MCTA) to provide to employees the safest practical workplace free from areas where potential fire hazards exist. The primary goal of this Fire Prevention Plan is to reduce or eliminate fire in the workplace by heightening the fire safety awareness of all employees. Another goal of this Plan is to provide all employees with the information necessary to recognize hazardous conditions and take appropriate action before such conditions result in a fire emergency.

This Fire Prevention Plan complies with the requirements of 29 CFR 1910.39.

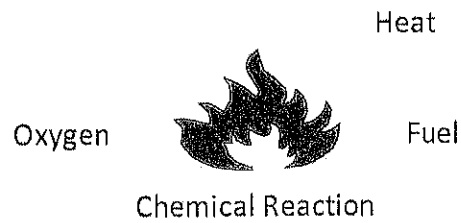
This Plan details the basic steps necessary to minimize the potential for fire occurring in the workplace. Prevention of fires in the workplace is the responsibility of everyone employed by the company, but must be monitored by each supervisor overseeing any work activity that involves a major fire hazard. Every effort will be made by the company to identify those hazards that might cause fires and establish a means for controlling them.

The Fire Prevention Plan will be administered by **MCTA Director** who will compile a list of all major workplace fire hazards, the names or job titles of personnel responsible for fire control and prevention equipment maintenance, names or job titles of personnel responsible for control of fuel source hazards and locations of all fire extinguishers in the workplace. The Plan administrator, or safety officer, must also be familiar with the behavior of employees that may create fire hazards as well as periods of the day, month, and year in which the workplace could be more vulnerable to fire.

This Plan will be reviewed annually and updated as needed to maintain compliance with applicable regulations and standards and remain up-to-date with best practices in fire protection. Workplace inspection reports and fire incident reports will be maintained and used to provide corrections and improvements to the plan. This Plan will be available for employees to view at all times during normal working hours.

II. CLASSIFICATION

Fire is a chemical reaction involving the rapid oxidation or burning of a fuel. It needs four elements to occur as illustrated below in the tetrahedron. This is described by the following illustration:



The first component of the tetrahedron is fuel. Fuel can be any combustible material such as: solid (such as wood, paper, or cloth), liquid (such as gasoline) or gas (such as acetylene or propane). Solids and liquids generally convert to gases or vapors before they will burn.

Another component of the tetrahedron is oxygen. Fire only needs an atmosphere with at least 16% oxygen.

Heat is also a component of the tetrahedron. Heat is the energy necessary to increase the temperature of the fuel source to a point in which sufficient vapors are emitted for ignition to occur.

The final side of the tetrahedron represents a chemical chain. When these components are brought together in the proper conditions and preparations, fire will develop. Take away any one of these elements, and the fire cannot exist or will be extinguished if it was already burning.

Fires are classified into four groups per sources of fuel: Class A, B, C, and D based on the type of fuel source. Table 1 below describes the classifications of fire which can be used in making hazard assessment.

Class A	Ordinary combustible materials such as paper, wood, cloth and some rubber and plastic materials.
Class B	Flammable or combustible liquids, flammable gases, greases and similar materials, and some rubber and plastic materials.
Class C	Energized electrical equipment and power supply circuits and related materials.
Class D	Combustible metals such as magnesium, titanium, zirconium, sodium, lithium and potassium.

III. DETERMINING FIRE HAZARDS

This section consists of two steps: first, identifying the existing fire hazards in the workplace and second, acting to resolve them. The inspection checklist, in Appendix A, provides a guide for precise fire-safe practices that must be followed. The location of these major fire hazards are denoted in Appendix C. Also included in Appendix C is a listing of the personnel responsible for the maintenance of the equipment and systems installed to prevent or control fires.

Material hazards shall be identified, as evident on the specific Material Safety Data Sheets (MSDS), and labeled on containers as soon as they arrive in the workplace. The identification system shall also include incorporation into the company's hazard communication program.

OXYGEN-ENERGIZED ATMOSPHERES

Oxygen-enriched atmospheres involve operating rooms and anesthesia machines, oxygen tents as used by ambulances, fire and police or rescue squads; hospitals and laboratory supply systems; cutting and welding. If practical, nonflammable anesthetic agents will be used. To prevent dangerous adiabatic heating of flammable anesthetic gases, the cylinder valves will be opened very slowly to allow the gradual introduction of the high-pressure gas downstream from the cylinder valve. This will permit a slow buildup of pressure and hence temperature. An aid to the identification of hazards associated with medical agents and gases in NFPA 704, Standard Systems for the Identification of the Fire Hazards of Materials.

INDUSTRIAL TRUCKS

The type of industrial truck being used shall be approved for use within any building storing hazardous materials. All refueling operations shall be conducted outside and away from storage of flammable materials. Areas that are used for maintenance and battery charging of electrical trucks should be separated from storage areas.

IV. STORAGE AND HANDLING PROCEDURES

The storage of material shall be arranged such that adequate clearance is maintained away from heating surfaces, air ducts, heaters, flue pipes, and lighting fixtures. All storage containers or areas shall prominently display signs to identify the material stored within. Storage of chemicals shall be separated from other materials in storage, from handling operations, and from incompatible materials. All individual containers shall be identified as to their contents.

Only containers designed, constructed, and tested in accordance with the U. S. Department of Transportation specifications and regulations are used for storage of compressed or liquefied gases. Compressed gas storage rooms will be areas reserved exclusively for that purpose with good ventilation and at least 1-hour fire resistance rating. The gas cylinders shall be secured in place and stored away from any heat or ignition source. Pressurized gas cylinders shall never be used without pressure regulators.

ORDINARY COMBUSTIBLES

- Wooden pallets will not be stacked over 6 feet tall. If feasible, extra pallets will be stored outside or in separate buildings to reduce the risk of fire hazards.
- Piles of combustible materials shall be stored away from buildings and located apart from each other sufficiently to allow firefighting efforts to control an existing fire.

FLAMMABLE MATERIALS

- Bulk quantities of flammable liquids shall be stored outdoors and away from buildings. Smaller quantities are subsequently brought into a mixing room where they are prepared for use. The mixing room shall be located next to an outside wall equipped with explosion relief vents. The room shall

also have sufficient mechanical ventilation to prevent the accumulation of flammable vapor concentration in the explosive range.

- Small quantities (limited to amount necessary to perform an operation for one working shift) of flammable liquids shall be stored in, and dispensed from, approved safety containers equipped with vapor-tight, self-closing caps, screens or covers.
- Flammable liquids shall be stored away from sources that can produce sparks.
- Flammable liquids shall only be used in areas having adequate and, if feasible, positive ventilation. If the liquid is highly hazardous, the liquid shall only be used in areas with a local exhaust ventilation.
- Flammable liquids shall never be transferred from one container to another by applying air pressure to the original container. Pressurizing such containers may cause them to rupture, creating a serious flammable liquid spill.
- When dangerous liquids are being handled, a warning sign will be posted near the operation, notifying other employees and giving warning that open flames are hazardous and are to be kept away.
- The storage and usage areas will include fire-resistive separations, automatic sprinklers, special ventilation, explosion-relief valves, separation of incompatible materials, and the separation of flammable materials from other materials.

V. POTENTIAL IGNITION SOURCES

- Ensure that utility lights always have some type of wire guard over them.
- Don't misuse fuses. Never install a fuse rated higher than specified for the circuit.
- Investigate any appliance or equipment that smells strange. Space heaters, microwave ovens, hot plates, coffee makers and other small appliances shall be rigidly regulated and closely monitored.
- The use of extension cords to connect heating devices to electric outlets shall be prohibited.
- If a hot or under inflated tire is discovered, it should be moved well away from the vehicle. As an alternative, the driver should remain with the vehicle until the tire is cool to the touch, and then make repairs. If a vehicle is left with a hot tire, the tire might burst into flames and destroy the vehicle and load.

Table 2 below lists common sources of ignition that cause fires in the workplace, gives examples in each case, and suggests preventive measures.

Sources of Ignition	Examples	Preventive Measures
Electrical equipment	electrical defects, generally due to poor maintenance, mostly in Wiring, motors switches, lamps and hot elements.	Use only approve equipment. Follow National Electrical Code. Establish regular maintenance.
Friction	Hot bearings, misaligned or broken machine parts, poor adjustment.	Follow a regular schedule of inspection maintenance and lubrication.

Open flames	Cutting and welding torches, gas oil burners, misuse of gasoline torches.	Follow established welding precautions. Keep burners clean and properly adjusted. Do not use open flames near combustibles.
Smoking and matches	Dangerous near flammable liquids and in areas where combustibles are stored or used.	Smoke only in permitted areas. Make sure matches are out. Use appropriate receptacles.
Static electricity	Occurs where liquid flows from pipes.	Ground equipment. Use static eliminators. Humidify the atmosphere.
Hot surfaces	Exposure of combustibles to	Provide ample clearances, insulation, air
Furnaces, electric lamps or irons	circulation. Check heating apparatus prior to leaving it unattended.	

WELDING AND CUTTING

Welding and cutting will not be permitted in areas not authorized by management.

If practical, welding and cutting operations shall be conducted in well-ventilated rooms with a fire-resistant floor. If this practice is not feasible, Madison County Maintenance shall ensure that the work areas have been surveyed for fire hazards; the necessary precautions taken to prevent fires; and issue a hot permit. This hot permit shall only encompass the area, item and time which is specified on it.

If welding is to be performed over wooden or other combustibles type floors, the floors will be swept clean, wetted down, and covered with either fire-retardant blankets, metal or other noncombustible coverings.

Welding will not be permitted in or near areas containing flammable or combustible materials (liquids, vapors, or dusts). Welding will not be permitted in or near closed tanks that contain or have contained flammable liquids unless they have been thoroughly drained, purged and tested free from flammable gases or vapors. Welding shall not begin until all combustible materials have been removed at least 35 feet from the affected areas, or if unable to relocate, covered with a fire-resistant covering. Openings in walls, floors, or ducts shall be covered if located within 35 feet of the intended work area. Welding will not be permitted on any closed containers.

Fire extinguishers will be provided at each welding or cutting operation. A trained watcher will always be stationed during the operation and for at least 30 minutes following the completion of the operation. This person will assure that no stray sparks cause a fire and will immediately extinguish fires that do start.

OPEN FLAMES

No open flames will be permitted in or near spray booths or spray rooms. If indoor spray-painting work needs to be performed outside of standard spray-painting booths, adequate ventilation will be provided. All potential ignition sources will also be eliminated.

Gasoline or alcohol torches shall be placed so that the flames are at least 18 inches away from wood surfaces. They will not be used in the presence of dusts, vapors, flammable combustible liquids, paper or similar materials. Torches shall never be left unattended while they are burning.

The company has a specific policy regarding cigarette/cigar/pipe smoking in the workplace. Smoking and no-smoking areas will be clearly delineated with conspicuous signs. Rigid enforcement will always be maintained. The plan administrator will enforce observance of permissible and prohibited smoking areas for employees and outside visitors to the workplace. Fire-safe, metal containers will be provided where smoking is permitted. No-smoking areas will be checked periodically for evidence of discard smoking materials.

STATIC ELECTRICITY

The company recognizes that it is impossible to prevent the generation of static electricity in every situation, but the company realizes that the hazard of static sparks can be avoided by preventing the buildup of static charges. One or more of the following preventive methods will be used: grounding, bonding, maintaining a specific humidity level (usually 60-70 percent), and ionizing the atmosphere.

Where a static accumulating piece of equipment is unnecessarily located in a hazardous area, the equipment will be relocated to a safe location rather than attempt to prevent static accumulation.

VII. HOUSEKEEPING PREVENTATIVE TECHNIQUES

The following are housekeeping techniques and procedures to prevent occurrences of fire.

- Keep storage and working areas free of trash.
- Place oily rags in covered containers and dispose of daily.
- Do not use gasoline or other flammable solvent or finish to clean floors.
- Use noncombustible oil-absorptive materials for sweeping floors.
- Dispose of materials in noncombustible containers that are emptied daily.

- Remove accumulation of combustible dust.
- Don't refuel gasoline-powered equipment in a confined space, especially in the presence of equipment such as furnaces or water heaters.
- Don't refuel gasoline-powered equipment while it is hot.
- Follow proper storage and handling procedures.
- Ensure combustible materials are present only in areas in quantities required for the work operation.
- Clean up any spill of flammable liquids immediately.
- Ensure that if a worker's clothing becomes contaminated with flammable liquids, these individuals change their clothing before continuing to work.
- Post "No Smoking" caution signs near the storage areas.
- Report any hazardous condition, such as old wiring, worn insulation and broken electrical equipment to the supervisor.
- Keep motors clean and in good working order.
- Don't overload electrical outlets.
- Ensure all equipment is turned off at the end of the workday.
- Maintain the right type of fire extinguisher available for use.
- Use the safest cleaning solvents (nonflammable and nontoxic) when cleaning electrical equipment.
- Ensure that all passageways and fire doors are unobstructed. Stairwell doors shall never be propped open, and materials shall not be stored in stairwells.
- Periodically remove over spray residue from walls, floors, and ceilings of spray booths and ventilation ducts.
- Remove contaminated spray booth filters from the building as soon as replaced, or keep immersed in water until disposed.
- (NA for MCTA) Don't allow material to block automatic sprinkler systems, or to be piled around fire extinguisher locations. To obtain the proper distribution of water, a minimum of 18 inches of clear space must be maintained below sprinkler deflectors. If there are no sprinklers, a 3-foot clearance between

piled material and the ceiling must be maintained to permit use of hose streams. These distances must be doubled when stock is piled higher than 15 feet.

- Check daily for any discard lumber, broken pallets or pieces of material stored on site and remove properly.
- Remove immediately any pile of material which falls into an aisle or clear space.
- Use weed killers that are not toxic and do not pose a fire hazard.

FIRE PROTECTION EQUIPMENT

Every building will be equipped with smoke detectors. The system will sound alarms that can be heard above the ambient noise levels throughout the workplace. The fire department will be called immediately for any fire (911).

NA -The automatic sprinkler system, if applicable, will adhere to NFPA 13, Standard for the Installation of Sprinkler Systems. The sprinkler system and components will be electrically supervised to ensure reliable operation. This includes gate valve tamper switches with a local alarm at a constantly attended site when the valve is closed. If a single water supply is provided to be a connection to the city mains, a low-pressure monitor is included. If pressure tanks are the primary source of water, air pressure, water level, and temperature they shall be supervised. If fire pumps are provided to boost system pressure, supervision will monitor loss of pump power, pump running indication, low system pressure, and low pump suction pressure.

In hospitals, every patient sleeping room will be provided with an outside window or door that can be opened from the inside; this will allow venting of products of combustion if there is a fire. A specially designed smoke control system can be a substitute for an outside window.

Portable fire extinguishers are placed in a building. Fire extinguishers must be kept fully charged and in their designated places. The extinguishers will not be obstructed or obscured from view. A map indicating the locations of all fire extinguishers for this company is located in Appendix E. The fire extinguishers will also be inspected by the MCTA director or designee, at least monthly, to make sure that they are in their designated places, have not been tampered with or actuated, and are not corroded or otherwise impaired. Attached inspection tags shall be initialed/dated each month.

The location of all hydrants, hose houses, portable fire extinguishers, or other fire protective equipment should be properly marked with arrows and signs painted on the pavement.

VII. TRAINING

All employees shall be instructed on the locations and proper use of fire extinguishers in their work areas. Employees shall also be instructed as to how to operate the building's fire alarm system and be familiar with evacuation routes. The training of all employees shall include the locations and types of materials and/or processes which pose potential fire hazards. The training program shall also emphasize the following:

1. Use and disposal of smoking materials

2. The importance of electrical safety
3. Proper use of electrical appliances and equipment
4. Unplugging heat-producing equipment and appliances at the end of each workday
5. Correct storage of combustible and flammable materials
6. Safe handling of compressed gases and flammable liquids (where appropriate)

Initial training and ongoing training shall include regularly scheduled fire drills. Training documentation shall be placed in Appendix D.

Appendix A

FIRE PREVENTION CHECKLIST

This checklist should be reviewed regularly and kept up to date.

ELECTRICAL EQUIPMENT

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> No makeshift wiring <input type="checkbox"/> Extension cords serviceable <input type="checkbox"/> Motors and tools free of dirt and grease
 <input type="checkbox"/> Lights clear of combustible materials | <ul style="list-style-type: none"> <input type="checkbox"/> Fuse and control boxes clean and closed <input type="checkbox"/> Circuits properly fused or otherwise protected <input type="checkbox"/> Equipment approved for use in hazardous areas (if required)
 <input type="checkbox"/> Safest cleaning solvents used |
|--|--|

FRICTION

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Machinery properly lubricated | <ul style="list-style-type: none"> <input type="checkbox"/> Machinery properly adjusted and/or aligned |
|--|---|

SPECIAL FIRE-HAZARD MATERIALS

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Storage of special flammable isolated | <ul style="list-style-type: none"> <input type="checkbox"/> Nonmetal stock free of tramp metal |
|--|---|

WELDING AND CUTTING

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Area surveyed for fire safety | <ul style="list-style-type: none"> <input type="checkbox"/> Combustible removed or covered <input type="checkbox"/> Permit issued |
|--|---|

OPEN FLAMES

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Kept away from spray rooms and booths | <ul style="list-style-type: none"> <input type="checkbox"/> Portable torches clear of flammable surfaces <input type="checkbox"/> No gas leaks |
|--|--|

PORTABLE HEATERS

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Set up with ample horizontal and overhead clearances <input type="checkbox"/> Secured against tipping or upset <input type="checkbox"/> Combustibles removed or covered | <ul style="list-style-type: none"> <input type="checkbox"/> Safely mounted on noncombustible surfaces <input type="checkbox"/> Use of steel drums prohibited <input type="checkbox"/> Not used as rubbish burners |
|--|--|

HOT SURFACES

- | | |
|--|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Hot pipes clear of combustible materials <input type="checkbox"/> Ample containers available and serviceable | <ul style="list-style-type: none"> <input type="checkbox"/> Soldering irons kept off combustible surfaces <input type="checkbox"/> Ashes in metal containers |
|--|--|

SMOKING AND MATCHES

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> "No smoking" and "smoking" areas clearly marked <input type="checkbox"/> Butt containers available and serviceable | <ul style="list-style-type: none"> <input type="checkbox"/> No discarded smoking materials in prohibited areas |
|--|---|

SPONTANEOUS IGNITION

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Flammable waste material in closed, metal containers | <ul style="list-style-type: none"> <input type="checkbox"/> Piled material, dry, and well ventilated |
|---|---|

Flammable waste material containers emptied frequently Trash receptacle emptied daily

STATIC ELECTRICITY

Flammable liquid dispensing vessels grounded and bonded Proper humidity maintained
 Moving machinery grounded

HOUSEKEEPING

No accumulation of rubbish
flammables Premises free of unnecessary combustibile materials_ Safe storage of
 No leaks or dripping of flammables and floor free
of spills
 Passageways clear of obstacles Fire doors unblocked and operating freely
 Automatic sprinklers unobstructed

FIRE PROTECTION

Proper type of fire extinguisher Extinguishing system in working order
 Fire extinguisher in proper location Service date current
 Access to fire extinguishers unobstructed Personnel trained in use of equipment
 Access to fire extinguishers clearly marked Personnel exits unobstructed and maintained
 Fire protection equipment turned on

APPENDIX B

INSPECTION LOGS AND FIRE INCIDENT REPORTS

Insert fire incident reports and inspection records behind in this section.

TRAINING RECORD

All training will be tracked by employee using an excel spreadsheet. This will document all required initial hire and yearly trainings.

	A	B	C	D	E	F	G	H	I	J	K	L
1	Madison County Transportation Authority (MCTA) Training											
2	Name:					Date Hired:						
3	Position:					Safety Sensitive:						
4	Location:					Last Day:						
6	Training History and Ride Checks											
8	Initial Training	Date	E	S	Initial Training	X	Date	E	S			
9	ADA											
10	BBP											
11	DD											
12	EP											
13	RC											
14	HIPAA											
15	D/A											
16	D/A RS*											
17												
18	E = Employee Intl. S = Supervisor Intl.											
19												
20	Refresher Training	X	Date	E	S	Refresher Training	X	Date	E	S		
21	ADA					ADA						
22	BBP					BBP						
23	DD					DD						
24	EP					EP						
25	RC					RC						
26	HIPAA					HIPAA						
27	D/A					D/A						
28	D/A RS*					D/A RS*						
29	ADA					ADA						
30	BBP					BBP						
31	DD					DD						
32	EP					EP						
33	RC					RC						
34	HIPAA					HIPAA						

APPENDIX E

PREVENTATIVE MAINTENANCE PLAN

Preventive maintenance is a term used to describe the performance of regularly scheduled maintenance procedures of a vehicle to prevent the possibility of malfunctions. It is this agency's policy to follow that minimum required maintenance set forth by the manufacturer standards. All preventative maintenance will be reported/completed in a timely manner.

MAINTENANCE

Each Madison County Transportation vehicle is assigned a number by the Director of Transportation which is affixed to each vehicle in a visible location (driver side front under the headlight, on the cover for the gas tank and the back passenger side above the brake light. The phone number and facility name are put on the vehicles when purchased.

Every transit driver is responsible for ensuring that periodic maintenance is performed on the vehicle assigned to him/her. The transit driver will indicate on the Pre-Trip Inspection Form when the vehicle is within 500 miles of the next scheduled service.

All requests for service and maintenance must be given to the Director or designee. Repairs are posted on the Maintenance Repair form generated by the AssetWorks program. A copy of the form must be taken with the vehicle to the maintenance provider and a copy of the form is filed with the director or operations manager and posted in the Vehicle Maintenance Log.

In the event of a mechanical failure while the vehicle is in service, the driver will call the director/dispatch to report the need for service. The director will contact the maintenance provider during normal business hours or the wrecker service at other times.

Preventative Maintenance Schedule

Be alert and ready to make schedule alterations per your specific needs. When making alterations, be sure to document any changes and update this list for reference.

Regularly

Wash vehicle interior and exterior – determine need by the amount of use and road conditions. (Salt used for clearing roads and chloride compounds used to control dust on unpaved roads may require more frequent washes.

Clean the windshield wiper blades as required.

Unscheduled

Replace:

- Alternator
- Starter motor
- Windshield wiper motor
- Windshield wiper blades

- Exhaust components: muffler, manifolds, pipes, hangers and clamps, headlamps, turn signal bulbs, brake lights and marker lights.
- Vehicle interior fittings, seat materials
- Wheelchair lift components
- Wheelchair restraint components

Every Year

Flush radiator
 Replace coolant
 Service air conditioner

Every 2 Years

Replace all hoses; more often if necessary.

Every 2 Years

Replace battery

Mileage Specific

* In dusty areas, the air filter should be replaced every 10,000 miles.

** PVC valve and brake pad replacements and engine tune-ups may need to be performed more often than suggested in this schedule.

5,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.

10,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses.

15,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.

20,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, Check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake and brake hoses, inspect CV joints (if equipped) and front suspension components.

25,000 Change oil, oil filter, lubricate outer tie rod ends, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses

and clamps, check transfer case fluid level, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components.

- 30,000 Change oil, oil filter, flush and replace engine coolant regardless of mileage, lubricate outer tie rod ends, lubricate front suspension ball joints, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
- 35,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses. Inspect CV (if equipped) and front suspension components.
- 40,000 Change oil, oil filter, flush and replace engine coolant, lubricate out tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 45,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required.
- 50,000 Change oil, oil filter, flush and replace engine coolant, replace ignition cables, replace ignition cables, replace engine air cleaner filter, replace spark plugs, lubricate steering linkage, rotate tires, check transfer case fluid level, check transmission fluid level, and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace as necessary, inspect auto tension drive belt and replace if required.
- 55,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped).
- 60,000 Change oil, oil filter, lubricate steering linkage, rotate tires, lubricate outer tie rod ends, lubricate front suspension ball joints, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required, inspect and replace auto tension drive belt if required.

- 65,000 Change engine oil, oil filter, flush and replace engine coolant, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect CV joints (if equipped) and front-end suspension components.
- 70,000 Change oil, and filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 75,000 Change oil, oil filter, drain and refill transfer case fluid, lubricate front suspension ball joints, lubricate outer tie rod ends, replace ignition cables, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace if necessary, inspect auto tension drive belt and replace if required, inspect front wheel bearings, clean and repack if required, inspect auto tension drive belt and replace if required.
- 80,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 85,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
Drain and fill automatic transmission fluid, change filter, and adjust bands, flush and replace engine coolant, flush and replace power steering fluid.
- 90,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 95,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses.
- 100,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
- 105,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, Check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake and brake hoses, inspect CV joints (if equipped) and front suspension components.

- 110,000 Change oil, oil filter, lubricate outer tie rod ends, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, check transfer case fluid level, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components.
- 115,000 Change oil, oil filter, flush and replace engine coolant regardless of mileage, lubricate outer tie rod ends, lubricate front suspension ball joints, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
- 120,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses. Inspect CV (if equipped) and front suspension components.
- 125,000 Change oil, oil filter, flush and replace engine coolant, lubricate out tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 130,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required.
- 135,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 140,000 Change oil, oil filter, flush and replace engine coolant, replace ignition cables, replace ignition cables, replace engine air cleaner filter, replace spark plugs, lubricate steering linkage, rotate tires, check transfer case fluid level, check transmission fluid level, and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace as necessary, inspect auto tension drive belt and replace if required.
- 145,000 Change oil, oil filter, lubricate steering linkage, rotate tires, lubricate outer tie rod ends, lubricate front suspension ball joints, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, Inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required, inspect and replace auto tension drive belt if required.

- 150,000 Change engine oil, oil filter, flush and replace engine coolant, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect CV joints (if equipped) and front end suspension components.
- 155,000 Change oil, and filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
- 160,000 Change oil, oil filter, Drain and refill transfer case fluid, lubricate front suspension ball joints, lubricate outer tie rod ends, replace ignition cables, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace if necessary, inspect auto tension drive belt and replace if required, inspect front wheel bearings, clean and repack if required, inspect auto tension drive belt and replace if required.
- 165,000 Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components. Drain and fill automatic transmission fluid, change filter, and adjust bands, flush and replace engine coolant, flush and replace power steering fluid.
- 170,000 Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.

Wheelchair Lift Maintenance Schedule

Perform lift maintenance at scheduled intervals according to number of cycles or elapsed time, whichever comes first. Correct any potentially dangerous situations at once.

Daily Inspections

Pre/Post-trip inspections are crucial to the success of every agency's Preventative Maintenance Program. Each driver will inspect his or her vehicle before leaving the parking area by completing the Pre-Trip Vehicle Inspection Form. The completed checklist must be submitted to the Director or designee at the end of the driver's shift so that necessary maintenance can be noted and scheduled accordingly. Drivers must sign each checklist for each vehicle used that day (electronically in CTS).

PRE-TRIP INSPECTION

Under the Hood

Check for problems under the hood at the beginning of the inspection before starting the engine. It is easier and safer when the engine is cool.

Check the oil, radiator and battery fluid levels. If low, list this on the inspection checklist. If any fluids are below the safe level, see the Transit Director for assistance.

Also, check hoses for cracks or possible leaks and belts for any visible damage. Report any wear on the checklist, as soon as it begins to show.

Vehicle Interior

Since the vehicle will need to remain started while you conduct the inspection, best practices encourage placing chocks behind the wheels prior to starting the motor.

First, engage the parking brake.

Second, start the vehicle.

Next, check the oil pressure, fuel and alternator gauges.

If the oil pressure light remains on or the gauge shows the oil pressure to be dangerously low, turn the motor off until the problem can be corrected. Alert the Transit Director and document this information on the pre-trip inspection form.

If the alternator or generator light stays on, the battery may not be charging. To guard against the possibility of becoming stranded along the route by a dead battery, have the problem located and corrected right away.

Check the windshield wipers to make sure they are working and not worn or stripped.

Vehicle Exterior

Turn on all exterior lights. With the vehicle in park and the emergency brake still on, begin the exterior check from the front of the vehicle.

During the exterior inspection, be sure to note and report any evidence of fresh damage to the vehicle. Reporting such damage now may save you a lengthy and difficult explanation or report later. Space is provided for you on the Daily Vehicle Inspection Checklist to note and describe any exterior damage.

Check the all lights (clearance, head, tail, signal and emergency flashers) to make sure they are working. (You may need a co-worker's assistance).

Check the left front tire for any signs of road damage or under-inflation.

- Check the air pressure with an air pressure gauge.

- Take care to maintain your tires at the recommended pressure.

- A soft tire is very susceptible to severe road damage.

- An over-inflated tire causes a bumpier and less comfortable ride,

- Especially for elderly or disabled passengers.

- Check the condition of the side marker light.

Move to the back of the vehicle and inspect the rear left tire or duals for obvious damage.

Check the air pressure with an air pressure gauge.

While at the back of the vehicle, check the taillights, the brake lights, turn signal lights, emergency flashers and any other clearance lights, reflectors or signs. (This will require assistance).

Make sure tires are free of mud and dirt buildup.

Store a cloth to clean any dirty lights, which may be hard to see even after dark.

Check the right rear tire. If there are any other lights or outside signs for your boarding doors or lifts, make sure they are in place and clean.

Next, look under the vehicle. Make sure there are no foreign or unfamiliar objects hanging down or wedged underneath.

Also, check to see if there are any puddles of vehicle fluids under the vehicle. If the vehicle is leaking fluid, report it to the Transit Director.

Move to the front of the vehicle and examine the right front tire in the same manner as the left tire and check the condition of the side marker light.

Adjust each mirror so that you can see what you need to see from your normal driving position. When adjusting mirrors, keep in mind what you want to be able to see within your safety zone.

Test the horn to make sure it works.

Turn the steering wheel gently to make sure it is not loose.

Depress the brake pedal. If the tension feels spongy or soft, note this on your checklist, the brakes may need to be adjusted.

Check the blower fan to verify it works so the heater, defroster or air conditioner can all be utilized.

Check the interior lights. If any lights are not working, note this on the checklist.

Note on your checklist anything in the interior of the vehicle that needs attention.

Safety Equipment

Check your emergency equipment to make sure it is in the right location and in working order.

Emergency equipment should include:

- A properly charged fire extinguisher
- Warning devices such as cones, triangles, flares
- A first aid kit
- Extra fuses
- A flashlight with fresh batteries
- Blood Borne Pathogens Kit

Look around the inside of your vehicle to make sure it is clean. Clear out trash, debris or loose items. Trash or debris left in the vehicle can be tossed about by careless passengers and can cause slips, falls and fires. A clean vehicle presents a professional image.

Check any special accessibility equipment if your vehicle is so equipped.

Examine tie downs for signs of damage or excessive wear. Make sure they can be properly secured to the floor.

Check all lifts and ramps by operating them through one complete cycle. Make sure they are functioning properly. (You may have to move the vehicle to ensure proper clearance while performing this part of the inspection.)

Make sure all doors and emergency exits are functional and unobstructed.

PRE/POST-TRIP INSPECTION WORKSHEET (COMPLETED IN CTS)

Date: _____

Vehicle: _____

Mileage: _____ Maintenance Due Date: _____ Wheelchair Lift Cycles: _____

UNDERHOOD

- Oil level
- Oil added _____ quarts
- Radiator level
- Battery level
- Windshield washer fluid level
- Engine/hoses/belts

EXTERIOR

- Tires
- Turn signals
- Headlights
- Tail/brake lights
- Windshield wipers
- Fresh body damage
- Cleanliness
- Cycle lift (light oil every 2 wks.)

ACCESSIBILITY EQUIPMENT

- Fully operable wheelchair lift
- Proper number of belts/securement devices

SAFETY EQUIPMENT

- Fire extinguisher
- Web cutter
- Triangles
- First Aid Kit
- Back-up alarm
- Rear door buzzer (LTV only)
- Blood borne Pathogen Kit

INTERIOR

- Brakes
- Steering
- Transmission
- Mirrors
- Gauge/instruments
- Controls (equipment)
- Radio (two-way)
- Damage/cleanliness

- Wheelchair lift ramp
- Belts/securement devices in good condition

Notes: _____

Operator Name & Signature: _____

Management Comments: _____

Management Signature: _____

MAINTENANCE REPAIR REQUEST FORM

VAN # _____ MILEAGE _____

- Air Conditioner: _____
- Belts & Hoses: _____
- Brakes: _____
- Battery: _____
- Oil Change (Last Oil Change Mileage): _____
- Lights: _____
- Wheelchair Lift: _____
- Radiator: _____
- Transmission: _____
- Tires: _____
- Other: _____

Driver _____

Date in Garage _____



Date _____

Date out of Garage _____

DRUG AND ALCOHOL POLICY

See attached Policy

5. SAFETY AND SECURITY PLAN

February 8, 2022

Table of Contents

PREFACE	37
5.1 MISSION DEFINITION	38
5.1.1 INTRODUCTION – ESTABLISHING THE PARAMETERS OF THE PLAN.....	38
5.1.2 SYSTEM OVERVIEW – WHO WE ARE AND WHAT WE DO.....	40
5.2 PREPARATION	42
5.2.1 OVERVIEW.....	42
5.2.2 HAZARD AND THREAT ASSESSMENT.....	42
5.2.3 COMMUNICATING ABOUT RISK: TRANSIT THREAT ALERT SYSTEM	50
5.2.4 EMERGENCY PLANNING	50
5.2.5 COORDINATING WITH STAKEHOLDERS.....	51
5.2.6 EXERCISES AND DRILLS.....	54
5.3 PREVENTION	55
5.3.1 OVERVIEW.....	55
5.3.2 RISK REDUCTION.....	55
5.3.3 TRAINING AND DEVELOPMENT.....	62
5.3.4 SECURITY AWARENESS	65
5.3.5 SAFETY DATA ACQUISITION/ANALYSIS PROCEDURES.....	67

PREFACE

Community transportation systems operate in a wide variety of environments including rural, urban and resort areas. Community transit includes fixed route, shared ride, paratransit and specialized service for the general public, as well as high-risk passengers such as individuals with disabilities, the elderly and young children.

Safety has always been a priority for local community transportation providers, state Departments of Transportation and the Federal Transit Administration. As a result of 9/11, and the transit attacks in Spain, England and India, there are heightened concerns for transit security even in rural communities. The destruction wrought by Hurricanes Katrina, Rita and other acts of nature have renewed our national awareness for the role that public transportation can play as a first responder resource.

Every transit system - whether a large fixed-route bus system or a small rural provider – is being asked to designate safety, security and emergency preparedness as a top priority, and to prepare to manage critical incidents for the wide array of the hazards that transit faces.

Critical Incidents could include accidents, natural disasters, sabotage, civil unrest, hazardous materials spills, criminal activity, or acts of terrorism. Regardless of the cause, critical incidents require swift, decisive action to protect life and property. Critical incidents must be stabilized prior to the resumption of regular service or activities. Successful resolution of critical incidents typically requires cooperative efforts by a variety of responding agencies.

To establish the importance of safety, security and emergency preparedness in all aspects of our organization, Madison County Transportation Authority has developed this Safety, Security and Emergency Preparedness Plan (SECURITY PLAN). This SECURITY PLAN outlines the process used by Madison County Transportation Authority to make informed decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Madison County Transportation Authority achieves not only an effective physical security program, but enhances associations with the local public safety agencies in our service area. Improved communication increases their awareness of our resources and capabilities, and improves our readiness to support their efforts to manage community-wide emergencies, including, accidents and incidents, acts of nature, hazardous materials, criminal activity and terrorism.

In order to be effective for Madison County Transportation Authority, the activities documented in this SECURITY PLAN focus on establishing responsibilities for safety, security and emergency preparedness, identifying our methodology for documenting and analyzing potential safety, security and emergency preparedness issues, and developing the management system through which we track and monitor our progress in addressing these issues.

The structure of this SECURITY PLAN focuses first on a description of Madison County Transportation Authority's Mission and a comprehensive overview of the system, then on Preparation – identifying critical assets, threats and vulnerabilities to the transit system and the environment in which it operates, along with preparing our transit

staff to manage incidents in concert with external emergency management organizations and first responders, followed by Prevention – strategies for reducing risk, including training on safety/security awareness, then on Response – staff responsibilities and emergency protocols, and finally, on Recovery – putting things back together. The Appendix of this SECURITY PLAN contains forms that we use to ensure documentation of our SECURITY PLAN activities.

MISSION DEFINITION

1.1 Introduction – Establishing the parameters of the plan

1.1a. - AUTHORITY

The authority for implementing the SECURITY PLAN resides with the Madison County Transportation Authority (MCTA)

1.1b. - PURPOSE

This SECURITY PLAN defines our process for addressing safety, security and emergency preparedness as:

- **System Safety** – The application of operating policies and procedures to reduce vulnerability to safety-related hazards.
- **System Security** – The application of operating policies and procedures to reduce vulnerability to security threats.
- **Emergency Preparedness** – The system of policies and procedures that assure rapid, controlled, and predictable responses to a wide variety of safety and/or security incidents.

The SECURITY PLAN supports MCTA's efforts to address and resolve critical incidents on our property and within our community.

Critical Incidents – Critical Incidents could include accidents, natural disasters, sabotage, civil unrest, hazardous materials spills, criminal activity, or acts of terrorism. Regardless of the cause, critical incidents require swift, decisive action to protect life and property. Critical incidents must be stabilized prior to the resumption of regular service or activities. And successful resolution of critical incidents typically requires cooperative efforts by a variety of responding agencies.

The overall purpose of the MCTA SECURITY PLAN is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to MCTA's passengers, employees, volunteers and contractors, and any other individuals who come into contact with the system, both during normal operations and under emergency conditions.

This SECURITY PLAN demonstrates the MCTA's commitment to do the following:

- **Prepare**
 - Identify assets essential to our mission
 - Assess hazards and threats facing our agency and our community
 - Train staff how to prevent, respond to and recover from prime risks
 - Coordinate with other emergency response organizations

- **Prevent**
 - Take steps to eliminate threats where possible
 - Institute policies and procedures that reduce the likelihood of incidents occurring
 - Take steps that reduce the impact on system assets when incidents do occur

- **Respond**

React quickly and decisively to critical incidents focusing on:

 - Life Safety
 - Property Protection
 - Stabilization of Incident

- **Recover**
 - Resume service delivery based on availability of resources
 - Repair and replace critical assets
 - Assess incident response and make changes based on lessons learned.

1.1c. - GOALS

The SECURITY PLAN provides MCTA with a safety, security and emergency preparedness capability that:

- Ensures that safety, security and emergency preparedness are addressed during all phases of system operation including hiring and training of personnel; procurement and maintenance of equipment; development of policies and procedures; delivery of service, and coordination with local emergency management and first responder agencies
- Creates a culture that supports employee safety and security through the appropriate use and operation of equipment and resources
- Promotes analysis tools and methodologies that identify changing threat conditions and bolster agency response capabilities
- Ensures that our agency achieves a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies
- Identifies and pursues grant funding opportunities at the state and federal level to support safety, security, and emergency preparedness efforts
- Makes every effort to ensure that, if confronted with a safety or security event or major emergency, our personnel will respond effectively, using good judgment and building on best practices identified in policies and procedures and exercised through drills and training

1.1d. - OBJECTIVES

In this new environment, every threat cannot be identified and eliminated, but the MCTA takes steps to be more aware, to better protect passengers, employees, facilities and equipment, and stands ready to support community needs in response to a critical incident. To this end, our SECURITY PLAN has five objectives:

1. Achieve a level of security performance and emergency readiness that meets or exceeds the operating experience of similarly-sized agencies around the nation.
2. Partake in and strengthen community involvement and participation in the safety and security of our system.
3. Develop and implement a Threat and Vulnerability Assessment program and, based on the results of this program, establish a course of action for improving physical safety and security measures and emergency response capabilities.
4. Expand our training program for employees, volunteers and contractors to address safety and security awareness and emergency management concerns.
5. Enhance our coordination with partner agencies regarding safety, security and emergency preparedness issues.

1.1e. - DEFINITION

In this SECURITY PLAN, the terms "transit vehicle" or "bus" are used to describe all types of transit surface conveyances including sedans, mini-vans, vans, body-on-chassis, mini-buses and the wide range of full-size coaches.

1.2 System Overview – Who We Are and What We Do

1.2a. - ORGANIZATIONAL DESCRIPTION

Madison County Transportation Authority (MCTA) is a rural demand response transit system in Madison County, NC. It is a part of the Madison County Community Services Department that provides broad reaching services to our medically fragile, disabled and elder citizens of the County. MCTA is supported by Madison County Government, Federal and State programs.

1.2b. - MISSION STATEMENT

"Excellence in Transportation" achieved through the core values and organizational mission of Madison County: respect, honest communication, ethical standards, accountability, stewards, positive pride and

professional/individual growth. These core values provide a pathway for how the employees of Madison County serve the public with transportation needs and enhance the lives of our citizens.

1.2c. - ORGANIZATIONAL STRUCTURE

County Manager
MCTA Director
Operations Manager
Dispatcher
Drivers

1.2d. - SERVICE AREA

Madison County is a rural mountainous area. It is a 497 square mile area that has three major towns: Marshall, County Seat, Mars Hill and Hot Springs. The population from the 2010 census finds roughly 20,000 inhabitants in Madison County. The largest employers are the County Government and Mars Hill University. The population projections by 2025 will represent 50% of the population at 50 years and older.

1.2e. - SERVICE DESIGN

Demand Response

1.2f. - FUNDING SOURCES

5311, ROAP, Home Care Community Block Grant
MCTA also contract with NCTRACKS to provide NEMT services, a local nursing home, and a local group home to meet their service needs.

1.2g. - VEHICLES AND FACILITIES

MCTA works out of one building located on 387 Long Branch Road. The 11 transit vehicles are house on the property each evening behind a chain link fence. There are 8 lift vans and 2 conversion vans, and one minivan for transport.

2. PREPARATION

2.1 Overview

While safety addresses the day-to-day issues of transporting passengers in the community safely and without accident, security deals with the entire transit system and the potential for threats against it. Security also includes MCTA as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The MCTA Threat and Vulnerability Assessment provides a framework by which to analyze the likelihood of hazards and threats damaging critical assets. Included in this assessment are:

- Historical analysis
- Physical surveys
- Expert evaluation
- Scenario analysis

The Threat and Vulnerability Assessment offers MCTA the ability to identify critical assets and their vulnerabilities to threats, to develop and implement countermeasures, and to monitor and improve program effectiveness. This analysis is guided by clear investigation of three critical questions:

1. Which assets can we least afford to lose?
2. What is our responsibility to protect these assets?
3. Where do we assume total liability for risk and where do we transfer risk to others, such as local public responders, technical specialists, insurance companies, and the state and Federal government?

2.2 Hazard and Threat Assessment

2.2a. – CRITICAL ASSETS – IDENTIFYING THE IMPORTANT ELEMENTS OF OUR ORGANIZATION REQUIRING PROTECTION

Overview

In security terms, MCTA's assets are broadly defined as:

- **People** – Passengers, employees, visitors, contractors, vendors, community members, and others who come into contact with the system
- **Information** – Employee and customer information, computer network configurations and passwords, ridership, revenue and service statistics, operating and maintenance procedures, vehicle identification systems
- **Property** – Revenue vehicles, non-revenue vehicles, storage facilities, passenger facilities, maintenance facilities and equipment, administrative offices, computer systems and communications equipment

Assets are critical when their loss either endangers human life or impacts the MCTA's ability to maintain service. In reviewing assets, the transportation system has prioritized which among them has the greatest consequences for the ability of the system to sustain service. These critical assets may require higher or special protection.

Asset Analysis

In identifying and analyzing critical assets for the entire system, under the full range of operational conditions, a simple process called "asset criticality valuation" has been performed by MCTA. This process helped MCTA management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis MCTA considered the following:

- Criticality to mission
- Asset replacement cost
- Severity of impact on public health and safety
- Impact on other assets including intangibles such as public trust and employee morale

For those assets that are mission-critical, steps are taken for risk **avoidance** (i.e. stop the activity altogether), risk **retention** (e.g. accept the risk but take steps to reduce the likelihood or impact of an incident) and risk **transference** (e.g. have someone else, like an insurer, assume the risk).

2.2b. – THREAT AND VULNERABILITY ANALYSIS

A threat is any action with the potential to cause harm in the form of death, injury, destruction of property, interruption of operations, or denial of services. MCTA threats include accidents and incidents, hazardous materials, fires, acts of nature, or any event that could be perpetrated by criminals, disgruntled employees, or terrorists.

Threat analysis defines the level or degree of the threats by evaluating the probability and impact of the threat. The process involves gathering historical data about threatening events and evaluating which information is relevant in assessing the threats against MCTA. Some of the questions answered in our threat analysis include.

- How safe are vehicles and equipment?
- How secure is the transportation facility?
- What event(s) or act(s) of nature has a reasonable probability of occurring?
- Have similar-sized agencies been targets of criminal or terrorist acts in the past?
- How significant would the impacts be?

A vulnerability is anything that can make an agency more susceptible to a threat. This includes vulnerabilities in safety/security procedures and practices involving transit facilities, transit equipment and transit staff. Vulnerability analysis identifies specific weaknesses to threat that must be mitigated.

Threat and Vulnerability Identification

The primary method used by MCTA to identify the threats to the transit system and the vulnerabilities of the system is the collection of historical data and incident reports submitted by drivers and supervisors and information provided by federal and state agencies and local law enforcement.

Information resources include but are not limited to the following:

- Operator incident reports
- Risk management reports
- Bus maintenance reports
- Marketing surveys
- Passengers' letters and telephone calls
- Management's written concerns
- Staff meeting notes
- Statistical reports
- Special requests
- Historical data
- Information from public safety officials

MCTA reviews safety/security information resources and determines if additional methods should be used to identify system threats and vulnerabilities. This includes a formal evaluation program to ensure that safety/security procedures are maintained and that safety/security systems are operable. Safety/security testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:

1. Equipment preparedness
2. Employee proficiency
3. System effectiveness

Scenario Analysis

Scenario analysis is brainstorming by transportation personnel, emergency responders, and contractors to identify threats to the system and to assess vulnerability to those threats. By matching threats to critical assets, MCTA identifies the capabilities required to counteract vulnerabilities. This activity promotes awareness and enables staff to more effectively recognize, prevent, and mitigate the consequences of threats.

For each scenario, the MCTA has attempted to identify the potential impacts of probable threats using a standard risk analysis protocol in which threats are segmented by probability from low to high and severity of impact from modest to catastrophic.

Scenario-based analysis is not an exact science but rather an illustrative tool demonstrating potential consequences associated with low-probability to high-impact events. To determine the actual need for additional countermeasures, and to provide the rationale for allocating resources to these countermeasures, the MCTA uses the scenario approach to pinpoint the vulnerable elements of the critical assets and make evaluations concerning the adequacy of current levels of protection.

At the conclusion of the scenario-based analysis, the MCTA assembled a list of prioritized vulnerabilities for its top critical assets. These vulnerabilities are divided into the following categories:

- lack of planning;
- lack of coordination with local emergency responders;
- lack of training and exercising; and
- lack of physical security

Based on the results of the scenario analysis, the MCTA identified countermeasures to reduce vulnerabilities.

2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS

MCTA is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. MCTA understands that threat reaction planning and preparation is a dynamic and ongoing process which requires constant attention and organizational energy. It is essential to identify each potential threat that a transit system could face, evaluate those threats in terms of their potential impact on transit system assets and to analyze transit system vulnerability to those threats. The MCTA has done such a Threat and Vulnerability Assessment for the following potential threats:

ACCIDENTS AND INCIDENTS

- **Transit vehicle accidents**
Can be defined as collisions with other vehicles, objects or persons with the potential for damage to people and/or property and the possibility of lawsuits and/or criminal charges.
- **Transit passenger incidents**
Involve passenger falls, injuries relating to lift and securement operation, injuries before boarding or after alighting and passenger illnesses
- **Employee accidents and incidents**
Include injuries within the office, on official travel, while maintaining the equipment, and on-premises, but not while operating a vehicle for public transport. Such accidents/incidents create the possibility for loss of workforce, lawsuits and worker's compensation claims.

ACTS OF NATURE

- **Floods**
Are caused by heavy rain, storm surge, rapid snowmelt, ice jams, dam breaks or levee failures and can result in loss of life damage to facilities, danger to vehicles on roadways and loss of power and communications. Such events could require use of transit system assets for evacuation purposes.
- **Winter weather**
Snow and ice storms can cause power failures, make roads dangerous or impassable, cause sidewalk hazards, and affect the ability to deliver transit service.
- **Tornado/hurricane**
High winds have the potential to cause flying debris, down trees and/or power lines, make roadways impassable or dangerous, damage facilities or vehicles and threaten the safety of passengers and employees. Such events could require use of transit system assets for evacuation purposes.
- **Thunderstorms**
May trigger flash flooding, be accompanied by strong winds, hail or lightning, can possibly cause power or communication system outages, damage facilities and equipment and make roads dangerous or impassable.
- **Wildfire**
Whether natural or human-caused, are particularly dangerous in drought conditions, can reduce visibility, impair air quality, and have the potential to damage facilities, equipment and make roadways impassable. Such an event could require use of transit system assets for evacuation purposes.

- **Earthquake**
Has the potential to cause extensive damage to buildings, water systems, power systems, communications systems, roads, bridges and other transportation infrastructure. Such events often overwhelm first responder resources. In coastal areas, tsunamis, or tidal waves, are a hazard following major earthquakes and underwater tectonic activity. A transit system's assets could be used for evacuation purposes after damage assessment.
- **Landslide/Avalanche**
Has the potential to close roadways, damage vehicles and facilities and injure employees and passengers.
- **Dust storm**
Usually arrives suddenly in the form of an advancing wall of dust and debris which may be miles long and several thousand feet high, and usually last only a few minutes. Blinding, choking dust can quickly reduce visibility, causing accidents. While dust storms may last only a few minutes, they tend to strike with little warning.

CRITICAL INFRASTRUCTURE

- **Power outages**
Whether short or long in duration, can impact overall ability to operate transit services and limit functional nature of transit equipment and facilities.
- **Computer crashes/cyber attacks**
Cause loss of critical data and negatively impact the ability to schedule and dispatch services.
- **Communication system failure**
Can have serious effects on the ability to deliver service and keep employees out of harm's way.
- **Supply chain interruption**
Transit service is dependent upon a continuous supply of fuel, lubricants, tires, spare parts, tools, etc. Interruption of material supplies due to weather conditions, roadway closures, acts of terrorism, acts of war, or loss of supplier facilities can limit your ability to maintain service.
- **Vehicle fires**
Cause transit employee and passenger injuries and death and damage or loss of transit equipment and have the potential for lawsuits.

- **Facility loss**
Loss of administrative, maintenance, or operations facilities— whether caused by structural collapse, presence of toxic materials, violation of municipal codes, or significant events on neighboring properties – can hamper the ability to sustain service.
- **Structural Fire**
Whether natural or human-caused, can threaten employees and customers and damage facilities and equipment. Such an event could require use of transit vehicles for temporary shelter, or for evacuation purposes.
- **Staff shortage**
Caused by labor disputes, poor human resource management, or regional employee shortages. Can have immediate impacts on ability to deliver service, and longer-term impacts on facility and equipment resources.
- **Employee malfeasance**
Illegal and illicit behavior by agency employees, particularly when in uniform or on duty, can seriously damage intangible assets such as organizational image and employee morale.

HAZARDOUS MATERIALS.

- **Blood borne pathogens**
Exposure can put drivers, passengers, maintenance employees and bus cleaners at risk of contracting disease.
- **Toxic material spills**
Toxic materials fall into four basic categories: blister agents such as solvents; cardio-pulmonary agents such as chlorine gas; biological agents such as anthrax; and nerve agents such as Sarin. While some of these materials may be agents of terrorist acts, accidental release is also possible. Additionally, low-level exposure to maintenance related chemicals and vehicle fluids can pose a risk to employee and environmental health.
- **Radiological emergencies**
Could include accidental release of radioactivity from power plants or from materials being transported through the service area by truck or train. Have the potential to cause danger to human life or the need for use of transit system assets for evacuation purposes.
- **Fuel related events**
Include accidental release of natural gas and petroleum, rupture of pipelines, and fire and explosion involving alternative fuel use. Dangers include risk of human life, damage to facilities and vehicles, and events that may require use of transit system assets for evacuation purposes.

CRIMINAL ACTIVITY

- **Trespassing**
Penetration of organizational security system can increase vulnerability to criminal mischief, theft, workplace violence, and terrorist attack.
- **Vandalism/Criminal mischief**
Includes graffiti, slashing, loitering, or other such events that damage buses, bus stops, shelters, transit facilities and/or organizational image.
- **Theft and burglary**
Includes loss of assets due to break-in to facilities and into vehicles as well as employee theft, and can threaten information assets, property assets, and organizational image.
- **Workplace violence**
Includes assaults by employees on employees, passengers on passengers, and passengers on employees including menacing, battery, sexual assault, and murder.
- **Commandeered vehicle**
The taking of a transit vehicle to perpetrate a crime and the taking of hostages as a negotiating tool. Puts the lives of transit employees and passengers at risk.

TERRORISM

- **Dangerous mail**
Chemical, biological, radiological and explosive devices delivered through the mail put the lives of transit employees and occupants of transit facilities at risk, and have the potential for damage of facilities and equipment.
- **Suicide bombers**
Internationally, transit systems have been common terrorist targets. American transit systems are not immune. The major inherent vulnerabilities of transit are that transit systems by design are open and accessible, have predictable routines/schedules, and may have access to secure facilities and a wide variety of sites, all of which make transit an attractive target.
- **Improvised Explosive Devices (IED)**
Activities could involve the use of conventional weapons and improvised explosive devices or bombs on transit vehicles, within transit facilities or within the environment of the transit service area, putting the lives of transit employees, passengers and community members at risk. Such events could require the use of transit vehicles in evacuation activities.

- **Weapons of mass destruction**

Use of chemical, biological or radiological weapons could cause massive loss of life involving everyone in the community and lead to the destruction of transit vehicles and facilities, as well as require the use of transit vehicles for evacuation purposes.

2.3 Communicating about Risk: Transit Threat Alert System

The Federal Transit Administration has developed a transit *Threat Condition Model* that parallels that of the Department of Homeland Security. The FTA model progresses from green through red to indicate threat levels from low to severe. It also includes purple designating disaster recovery. This model, along with its recommended protective measures, has been adapted for use by MCTA.

2.4 Emergency Planning

2.4a. – INTERNAL CONTACT INFORMATION

The MCTA maintains accurate and up-to-date internal contact information on key staff and board members required to respond to safety and security emergencies.

2.4b. – EXTERNAL CONTACT INFORMATION

MCTA maintains accurate and up-to-date external contact information on key community emergency management personnel and first responders to be notified in the case of safety and security emergencies.

2.4c – EMERGENCY RESPONSE TEAM ROSTER

MCTA maintains an accurate and up-to-date roster that includes contact information of the transit incident management team in advance of any incident. This team is based on the Incident Command System (ICS) discussed in Chapter 4 and includes representation from each area of the organization.

2.4d – PHONE/Text TREES

MCTA maintains an accurate and up-to-date call/text tree with staff names and phone numbers. The call tree enables everyone in the organization to be contacted quickly, with each staff member having to make no more than a couple of calls. Details on *use* of the call list are included in Chapter 4 – Response. Quarterly exercises using the phone tree should be run so that all members of the team are familiar with its use and application.

2.4c. – DELEGATION OF AUTHORITY

MCTA has a plan to ensure continuity of management throughout any emergency incident. The succession plan provides for automatic delegation of authority in cases where:

- The Emergency Response Coordinator (ERC) or other agency incident response personnel are no longer able to perform incident-related duties due to injury, illness or exhaustion/rest and recuperation.
- A member of the incident response team is temporarily unable to perform incident-related duties due to loss of radio or phone service.
- Regular members of the agency incident response team are unavailable due to travel (e.g., vacation, professional development, etc.)

The succession plan designates the next most senior leader required to manage temporary duties normally assigned to higher-level personnel.

2.5 Coordinating with Stakeholders

MCTA is committed to proactively coordinate with local emergency management, law enforcement and other first responders in preparing for an integrated response to emergencies and security related events. Toward this end MCTA meets on a regular basis with local emergency management staff, local law enforcement and other first responders, and reviews local and transit agency emergency plans to ensure that transit is integrated into these plans and is prepared to play its defined role in any emergency.

2.5a. – COORDINATION WITH EMERGENCY MANAGEMENT

Effective emergency response does not happen by accident. It is the result of planning, training, exercising, and intra/interagency cooperation, coordination and communication. Integration into the local community's emergency planning process is central to the success of the MCTA SECURITY PLAN and to the preparedness of the system. MCTA coordinates with local community emergency management to fulfill all SECURITY PLAN functions

including threat mitigation, consequence management planning, exercising and training, and post-incident analysis.

In this SECURITY PLAN, MCTA has defined its internal processes for identifying safety and security events, mitigating consequences and managing or assisting in incident response.

2.5b. – COORDINATION WITH FIRST RESPONDERS

Law Enforcement

MCTA management regularly works with the local and state law enforcement to improve security and emergency/incident preparedness and response capabilities. These activities include:

- Maintaining regular communications with law enforcement
- Meeting at least once a year to ensure transit issues are understood by law enforcement
- Developing an emergency contact list for dispatchers
- Communicating regularly on optimal incident reporting methods that will offer law enforcement all the information they need
- Participating in cooperative emergency preparedness training programs
- Establishing appropriate methods of communication for continuous coordination during an emergency
- Establishing procedures for supplying the unique types of emergency service that may be required in particular emergency situations

Fire

MCTA works with the local fire departments on a regular basis to support improved security and emergency/incident preparedness and response. This includes the following activities:

- Maintaining regular communications with fire services
- Establishing the level of service (e.g., equipment and personnel) to be delivered in response to various types of emergencies
- Specifying in advance the level of notification, command and control, and degree of responsibility that will apply on site
- Establishing appropriate methods of communication, and developing procedures for continuous coordination and transfer of command

- Providing training for fire department personnel to familiarize them with transit vehicles and equipment, including wheelchair lifts and access/egress procedures
- Conducting periodic drills in cooperation with the fire department
- Scheduling a meeting at least annually to ensure transit issues (e.g., evacuation of transit vehicles, considerations for persons with disabilities) are understood by fire officials
- Identifying any special tools and equipment the firefighters might need to address transit emergencies (particularly items that they would not normally possess) by inviting firefighters to visit the agency annually, and walking them through transit vehicles and facilities
- Reviewing current fire-related plans and policies
- Ensuring fire annunciation and evacuation procedures are part of the standard procedures and training for operators

Emergency Medical Services

MCTA works with the local emergency medical services including hospitals on a regular basis to support improved medical response. Preparations include the following activities:

- Maintaining regular communications with EMS
- Scheduling a meeting on transit property or at the offices of EMS at least annually to ensure transit issues are understood by the organization
- Establishing appropriate EMS unit jurisdictions
- Establishing the level of service (equipment, personnel, etc.) to be delivered in response to various types and degrees of emergencies
- Establishing appropriate methods of communication for continuous coordination during a response
- Familiarizing EMS personnel with transit vehicles and facilities
- Conducting periodic drills in conjunction with EMS personnel

Training of First Responders on Transit Equipment

MCTA holds annual training with local first responders to improve familiarity with transit fleet, facilities and operations. Key areas covered include:

- Vehicle and facility entry - windows, doors and hatches
- Hazardous materials
- Facility escape routes and safety zones
- Equipment shutdown
- Emergency dump valves
- Battery cut-off switches
- Appropriate zones to breach transit vehicles in event of an incident

- Communications compatibility

2.6 Exercises and Drills

In crisis management as in sports, the transit agency plays the way it practices. That is why MCTA is committed to testing their emergency preparedness plans through disaster drills and exercises.

MCTA is committed to participating in community emergency response exercises. This commitment requires the transportation system and community public response agencies to plan and conduct increasingly challenging exercises over a period of time. Implementation of such a program allows the collective community to achieve and maintain competency in executing the transportation component of local emergency response plans.

There are five major types of exercises that comprise this program, each with a different purpose and requirement. Each step is progressively more sophisticated in nature and will be undertaken in a step-by-step and long-term implementation plan that is integrated into overall community response.

1. Basic awareness training to familiarize participants with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities.
2. Operational training to familiarize front-line staff with roles, plans, procedures, and resolve questions of coordination and assignment of responsibilities.
3. Tabletop exercises that simulate emergency situations in an informal, low stress environment. It is designed to elicit discussion as participants examine and resolve problems based on existing crisis management plans and practical working experience.
4. Drills that test, develop or maintain skills in a single response procedure (e.g., communications, notification, lockdown, evacuation procedures, etc.). Drills can be handled within the organization, or coordinated with partner agencies, depending upon the drill objective(s). Drills help prepare players for more complex exercises in which several functions are simultaneously coordinated and tested.
5. Functional exercises are full-scale simulated incidents that tests one or more functions in a time-pressured realistic situation that focuses on policies, procedures, roles and responsibilities. It includes the mobilization of emergency personnel and the resources appropriate to the scale of the mock incident. Functional exercises measure the operational capability of emergency response management systems in an interactive manner resembling a real emergency as closely as possible.

3. PREVENTION

3.1 Overview

MCTA follows the guidelines provided by the Federal Transit Administration's (FTA) description of Core Elements addressing *Model Bus Safety Programs* in our internal focus on safety and the FTA's *Public Transportation System Security and Emergency Preparedness Planning Guide* in our internal focus on security.

3.2 Risk Reduction

The MCTA reviews current methods of threat and vulnerability resolution and establish procedures to 1) eliminate; 2) mitigate; 3) transfer, and/or 4) accept specific risks. Prioritization of safety/security remediation measures are based on risk analysis and a course of action acceptable by MCTA management.

Risk reduction/elimination implies changes to equipment, facilities, training or operational implementation in order to no longer be exposed to the hazard (e.g. moving maintenance facility out of the floodplain). **Risk control/mitigation** implies changes in policies or procedures that reduce the likelihood of an event, or reduce its impact on critical assets (e.g. defensive driver training). **Risk transference** implies that the risk exposure is borne by someone else (e.g. hazard and liability insurance).

3.2a. - STRATEGIES TO MINIMIZE RISK

Protocol that MCTA employs to reduce vulnerability to unknown hazards and threats includes:

- Involving staff in the identification of hazards and threats
- Involving staff in creating strategies that prevent or mitigate unwanted incidents
- Providing training that raises staff awareness, across all departments, about agency-specific hazards and threats
- Using tabletop exercises to establish, assess and improve emergency response protocols
- Conducting Drills that raise staff proficiency in reacting to unwanted incidents, including proper use of emergency equipment and communication technologies
- Participating in exercises that improve coordination across departments and between responding agencies for any sort of critical incident

3.2b. - EMERGENCY OPERATIONS POLICIES

Checking Weather and Other Hazardous Conditions

MCTA has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At MCTA, management is responsible for checking weather and other reports to ensure it is safe to send vehicles on the road. This designated individual checks this information before each shift and at appropriate intervals, especially if severe weather is expected. Drivers performing their routes continuously assess road conditions, evaluating weather, construction, accidents, and other situations to ensure it is safe to proceed. Every effort is made to avoid sending drivers on routes if it is unsafe to do so. However, if a condition arises requiring a driver to abort a route, the dispatcher will contact the driver (or the driver will alert the dispatcher), and the dispatcher will provide instructions on how to proceed.

MCTA uses National Weather Service warnings, forecasts, and advisories available at www.weather.gov, and weather radios monitored at dispatch site to track real-time information on the following conditions:

- Hazardous weather outlooks
- Special weather statements
- Winter storm watches
- Winter storm warnings
- Snow and blowing snow advisories
- Winter weather advisories
- Heavy freezing spray warnings
- Dense fog warnings
- Fire weather forecasts
- High wind warnings
- High wind watches
- Wind advisories
- Gale warnings
- Tornado watches and warnings
- Hurricanes
- Flood warnings
- Flood statements
- Coastal flood statements

MCTA also maintains a dispatcher log, a narrative description of what occurs during each shift. This enables the incoming dispatcher to read the previous shift log and know what needs to be tracked, problem areas of concern, or what is going right and wrong.

Aborting or Changing Route Due to a Hazard

To the extent possible, MCTA avoids sending vehicles out in conditions that might pose a hazard. It is the responsibility of the management to check weather and other relevant conditions at the beginning of a shift, and on an ongoing basis, to safeguard the wellbeing of passengers, employees, and others. If a hazard is encountered that causes it to be unsafe to continue on a route, agency policy is as follows:

- If the hazard is noted by the driver, he/she must call the dispatcher, describe the situation, and await further instruction.
- If the hazard is noted by staff other than the driver (e.g., the dispatcher becomes aware that a tornado is approaching), the dispatcher will contact the driver and provide direction.

Direction may be as follows:

- To abort the route, and drive the passengers to the nearest emergency drop point (see policy on emergency drop points)
- To abort the route and return to the agency (particularly if there are no passengers on the vehicle)

- To drop off some or all passengers at the next stops and to then abort the route, following the instructions of the dispatcher (returning to the agency or using an emergency drop point)

With most hazards or emergencies, it is the primary policy of MCTA that the driver, first, communicates with the dispatcher, describes the situation, and awaits instruction. The exception to this is in the case of an immediate life threatening situation when the driver acts first, then communicates. Policies are in place for a range of situations.

3.2c. – TRANSIT FACILITY SAFETY AND SECURITY REVIEW

MCTA assesses on an ongoing basis the system's physical and procedural security systems and exposures. Findings from past and current threat and vulnerability assessments are of particular significance.

The conditions affecting facility security change constantly. Employees come and go, a facility's contents and layout may change, various threats wax and wane, and operations may vary. Even such mundane changes as significant growth of bushes or trees around a facility's exterior may affect security by shielding the view of potential intruders. MCTA reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. MCTA also does the following:

- updates risk assessments and site surveys;
- reviews the level of employee and contractor compliance with security procedures;
- considers whether those procedures need modification; and
- Establishes ongoing testing and maintenance of security systems including access control, intrusion detection and video surveillance.

Special attention is given by MCTA to:

- developing and refining security plans
- encouraging personnel to maintain heightened awareness of suspicious activity
- providing special attention to perimeter security and access control
- maintaining a proactive effort of facility visitor access and control
- verifying the identify of service and delivery personnel
- heightening security measures involving buses and other vehicles
- securing access to utilities, boiler rooms and other facility maintenance operations
- examining and enhancing physical security measures related to outside access to HVAC (heating, ventilation and air conditioning) systems and utility controls (electrical, gas, water, phone)
- securing chemical and cleaning product storage areas and maintaining appropriate records of such items
- conducting status checks of emergency communication mechanisms
- implementing information security programs including web site access to sensitive information
- identifying high risk facilities, organizations and potential targets in the community surrounding the transit facility
- using ID badges for all employees for security purposes

- considering using cameras to monitor facilities and/or transit vehicles
- ensuring adequate lighting for the facility grounds
- considering placing fencing or similar barrier around perimeter of facility and storage areas
- developing, reviewing, refining and testing crisis preparedness procedures

Bus Stop Locations

When a decision is made to establish a bus stop, MCTA assesses bus stop locations to ensure that stops are located in the most secure areas possible. Guidelines for this assessment are:

- Highly visible
- Well lighted
- Located in populated areas when possible
- Located away from unsafe areas
- Co-located with other activity centers if possible

3.2d. - OSHA REQUIREMENTS

MCTA periodically inspects its facilities and staff working conditions in order to ensure that the agency is compliant with all applicable OSHA requirements.

3.2e. – ALTERNATE BUSINESS LOCATIONS

MCTA has established plans for alternate facilities, equipment, personnel, and other resources necessary to maintaining service during crisis, or to resume service as quickly as possible following disaster.

Emergency Drop Points

Emergency drop points are pre-designated safe locations that are used by drivers to drop off passengers whenever instructed to do so by the dispatcher or the designated backup. In the event of an emergency, the dispatcher ensures that the driver has been contacted and given instructions as to where to drop off passengers, and the estimated time to drop off.

Decisions on selection of drop points are based on the following:

- All points must be manned
- Geographic distribution
- Physical safety of drop points
- Prioritization of passenger needs based on critical factors (i.e., medical needs of persons in the area, environmental conditions, etc.)
- Availability of on-site personnel to address passenger needs

Pre-existing agreements are in place for all drop points and the list of drop points is maintained by MCTA and reviewed on a quarterly basis.

3.2f. – COMPUTER SECURITY

Computer backups of key financial, personnel, dispatching, and other information are performed regularly. These backups are stored in a fireproof and secured location. Computer backups and duplicate hard copies of important documents are kept off-site in a secured location with a rotation schedule that is updated daily so that at no time are all copies on property at the same time.

3.2g. – VEHICLE INSPECTION

Driver's Vehicle Checklist

MCTA drivers complete a vehicle pre-trip inspection checklist when putting a vehicle into service. This pre-trip inspection includes:

- Inspection of the vehicle's required safety equipment
- Inspection of the interior of the vehicle to detect unauthorized objects or tampering
- Inspection of the interior lights to make sure they are operational and have not been tampered with
- Inspection under the vehicle to detect items taped or attached to the frame
- Inspection of the exterior of the vehicle for unusual scratches or marks made by tools; signs of tampering; unusually clean or dirty compartments; or items attached using magnets or duct tape
- Following established policy governing suspicious packages, devices, or substances to determine if an unattended item or an unknown substance found during inspection is potentially dangerous
- Immediately notifying a supervisor in the case of a potentially suspicious packages(s) or evidence of tampering. Do not start or move the vehicle or use electronic means of communication.

Periodically throughout the driver's shift, the above inspections are conducted.

Mechanic's Vehicle Checklist

MCTA mechanics or contracted mechanics make the following security checks before releasing a vehicle for revenue service:

- Ensures that required safety equipment is on vehicle
- Inspects the interior of the vehicle for unknown objects or tampering
- Inspects the interior lights to make sure they are operational and have not been tampered with
- Inspects under the vehicle for items taped or attached to the frame
- Inspects the exterior of the vehicle for unusual scratches or marks made by tools; signs of tampering; unusually clean or dirty compartments; or items attached using magnets or duct tape

- Inspects the gas cap for signs of tampering or unusual items
- Inspects the engine compartment and other areas to detect foreign objects or false compartments in the air filter area or the cold oil filter. Also look for additional wires running to or from the battery compartment, and take note of unusually clean components and devices
- Inspects the fuel and air tanks to detect inconsistent and missing connections

Note: If the mechanic finds an unattended item or an unknown substance while conducting the inspection, the policy on suspicious packages, devices, or substances to determine whether the package is potentially dangerous is followed, and a supervisor is immediately notified.

3.2h. - VEHICLE MAINTENANCE

MCTA provides proper maintenance of vehicles and equipment critical to the continued safe operation of the transit system. Unsafe vehicles present unnecessary hazards to the driver, passengers and other vehicles on the road. Basic vehicle maintenance practices regularly address safety-related vehicle equipment to ensure that no unsafe vehicles are dispatched for service. Safety-related vehicle equipment includes:

- Service brakes and parking brake
- Tires, wheels, and rims
- Steering mechanism
- Vehicle suspension
- Mirrors and other rear vision devices (e.g., video monitors)
- Lighting and reflectors or reflective markings
- Wheelchair lifts

Most safety-related equipment is inspected during a pre-trip inspection to ensure that the vehicle is fit for service. MCTA has an established formal plan to address the maintenance requirements of our vehicles and equipment. The vehicle maintenance program addresses the following categories:

- **Daily servicing needs** – This relates to fueling, checking and maintaining proper fluid levels (oil, water, etc.), vehicle cleanliness, pre- and post-trip inspections and maintenance of operational records and procedures.
- **Periodic inspection** – These activities are scheduled to provide maintenance personnel an opportunity to detect and repair damage or wear conditions before major repairs are necessary. Inspection items include suspension elements, leaks, belts, electrical connections, tire wear, and any noticeable problems.
- **Interval related maintenance** – This focus is to identify wear, alignment, or deterioration problems of parts or fluids. Replacement intervals of these items are determined through transit agency experience and manufacturer recommendations.
- **Failure maintenance** - Regardless of the preventative maintenance activities, in-service failures will occur. When a failure is encountered that makes the vehicle unsafe or unable to continue operation, the vehicle is usually removed from service and returned to the garage for repair.

When possible, MCTA vehicles are stored in a secured and well- lighted location.

3.2i. – VEHICLE READINESS

It is the policy of MCTA to maintain fully stocked first aid kits, biohazard cleanup packs, fire suppression equipment, vehicle emergency equipment, and emergency instructions in all vehicles. Battery operated equipment batteries will be replaced semi-annually. The assigned driver inspects the vehicle daily for the following emergency supplies and documents the results on the pre-trip inspection sheet. In addition, when a mechanic places a vehicle back in service, he/she ensures the required safety equipment is on the vehicle. The required safety equipment includes:

First Aid Kit	Bio-hazard Kit
Fire Extinguisher	Reflective Triangles
Seat Belt Cutter	Flashlight

3.2j. – OPERATOR SELECTION

Operator selection is critical to MCTA safe transit operations. The driver of a MCTA transit bus is directly responsible for the safety of his or her passengers and other drivers that share the road with the transit vehicle. The driver selection criterion addresses specific, safety-related items.

- **Licensing** – The driver is properly licensed and the license is appropriate for the type of vehicle the driver is assigned. Licensing also considers local jurisdiction requirements.
- **Driving record** – The driver has an acceptable past driving record over a reasonable period of time. The driving record demonstrates an ability to follow traffic rules and regulations and thus avoid accidents.
- **Physical requirements** - The driver is physically able to perform the functions associated with the assignment. These factors include good eyesight with true color perception, good hearing, physical strength and dexterity to assist disabled passengers (especially in demand responsive/para-transit assignments), or other factors that may be unique to the service area and/or specific driving assignments.
- **Background checks** - MCTA does background checks on all employees to protect against hiring personnel with a history of aberrant behavior.

3.2k. - DRUG AND ALCOHOL POLICIES

A critical element of MCTA's commitment to safe operations is ensuring that our employees are not impaired due to the use of alcohol, illegal drugs, prescription drugs or over-the-counter medication.

MCTA follows the requirements set forth under 49 CFR Part 655 and 49 CFR Part 40 Amended as mandated by the FTA. The bottom line is protection of the riding public and transit employees, and all efforts are geared toward this end. The MCTA drug and alcohol program includes specific policies, procedures and responsibilities, or references the appropriate master document containing that information.

3.3 Training and Development

3.3a. – VEHICLE OPERATOR/DRIVER TRAINING

Driver Training

Once qualified candidates are identified and hired, MCTA provides initial and ongoing refresher training critical to ensure proper operations and adherence to the transit providers' rules and regulations. MCTA understands that proper qualification of operating and maintenance personnel is a vital part of a safe transit environment. Driver training addresses specific safety-related issues appropriate to the type of vehicle and driving assignment. Special consideration is also given to crisis management concerns such as fire and evacuation.

- **Traffic Regulations** – Training addresses state and local traffic rules and regulations, traffic signs and signals, and proper vehicle operations (including proper use of hand signals).
- **Defensive Driving and Accident Prevention** – Training stresses defensive driving principles, collision prevention, and concepts of preventable accidents as a measure of defensive driving success.

MCTA drivers are taught to always drive defensively. This means driving to avoid and prevent accidents. It means driving with the vehicle under control at all times, within the applicable speed limits, or less if driving conditions so indicate, and anticipating possible unsafe actions of other drivers. Special attention is given in the MCTA safety program to hazardous conditions. These hazardous conditions include but are not limited to:

Winter driving	Fog
Rainstorms/thunderstorms	Flash flooding
Tornadoes	Skids
Intersections	Following distance
Backing	Passing
Lane changes and turns	Pedestrians, bicycles and motorcycles
Railroad crossings	Rollovers
Expressways	Traffic congestion

- **Vehicle Orientation and Inspection** – Training focuses on the type of vehicle that will be used in service. Significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.

- **Behind-the-wheel Training** – Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents, stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.
- **Passenger Sensitivity and Assistance Training** – Training covers topics ranging from general customer service techniques to elderly and disabled sensitivity to technical skills in lift and securement. The following subjects are included in the training:
 - Understanding passenger needs
 - Understanding disabilities
 - Americans with Disabilities Act (ADA)
 - Communicating with passengers
 - Sensitivity to passenger needs
 - Mobility devices
 - Lifting and body mechanics
 - Providing assistance to passengers
 - Wheelchair management
 - Lift and ramp operations
 - Emergency procedures

Radio Usage

To ensure the safety of our drivers and passengers and to enhance the performance of our operations, all MCTA employees are familiar with two-way radio operations. Basic procedures are as follows:

- Staff using the two-way radio will follow the standard use practices of the FCC. Profanity, abusive language, or other inappropriate transmissions are not allowed, and could result in disciplinary action.
- All transmissions will be as brief as possible.
- All base stations and vehicle units shall be tuned to the appropriate assigned frequency at all times.
- Staff will initiate communications by first stating who they are calling, and then who is making the call. At the completion of the transmission both parties will indicate that the transmission is completed by stating their call sign and “clear”.
- Except in the event of an emergency, all staff will listen for five seconds before transmitting to ensure there are no transmissions in progress. Other units’ transmissions will not be interrupted unless it is an emergency.
- When an emergency is declared, all non-emergency transmissions will cease until a supervisor clears the emergency.
- In the event of an emergency, establish communications on the primary frequency and immediately shift to the secondary frequency. State the nature of the emergency and what assistance is required. To ensure appropriate help arrives promptly, staff will transmit the following items as soon as possible:
 - Who they are and their location, in detail,
 - What assistance they need,
 - How many passengers they have and the nature of their condition(s),

- Staff not involved with the emergency will stay off the radio; communications will be between Dispatch and the unit requesting assistance.
- After initial contact, emergency communications may also take place between a supervisor and the unit, or between Dispatch and a supervisor.

Crisis Management Training – Training covers emergencies the driver may face while out on the bus. Topics of this training range from breakdowns to accidents to fire/evacuation to handling violent perpetrators. The following subjects are included in the training:

- Accidents
- Ill and Injured passengers
- Lift operations
- Fire safety
- Vehicle evacuation
- Blood borne pathogens (bodily fluid spill containment and clean up)
- Handling conflict
- Basic crisis management steps
- Transit security
- Securing the vehicle

First Aid

MCTA provides basic First Aid training to drivers, including triage procedures, focusing on:

- Clearing air passages
- Controlling bleeding
- Blood borne pathogen protection
- Handling shock victims
- Reacting to seizures

3.3b. – TRAINING OF OTHER PERSONNEL

At a minimum, MCTA includes this as part of the training curriculum for agency personnel not directly involved in revenue service:

Maintenance

- Mechanic Skill Development
- Defensive Driving
- CPR/First Aid/Triage
- Incident response protocols

Scheduling and Dispatching

- Scheduling and Dispatching Skill development
- Customer Relations
- Radio Usage
- Crisis Management
- Incident response protocols

Management and Supervision

- Leadership Skills
- Coaching, Counseling and Discipline
- Crisis Management
- Accident Investigation
- Crime scene Preservation and evidence collection requirements

3.3c. – TRAINING DOCUMENTATION

The MCTA maintains complete and accurate records of all driver training and certification, as well as the training materials and grading mechanism. Drivers are required to demonstrate skill and performance competency in the type of vehicle to which they are assigned as a part of training requirements. Because training transit operations personnel is not a onetime activity MCTA provides ongoing/recurring training necessary to reinforce policies and procedures as well as to provide a mechanism to brief drivers on new policies, procedures and/or regulations.

3.4 Security Awareness

3.4a. – TRANSIT WATCH

The MCTA supports Transit Watch and prepares all its employees to help promote safety and security within the community, region and nation.

Transit Watch was developed by the Federal Transit Administration (FTA) and encourages transit employees, transit riders and community members to be aware of their surroundings and alert to activities, packages or situations that seem suspicious. If something out of the ordinary and potentially dangerous is observed, it is to be reported immediately to the proper transit supervisor who may investigate and/or notify law enforcement authorities.

3.4b. – SUSPICIOUS ITEMS, VEHICLES, PEOPLE AND ACTIVITIES

MCTA understands that it has a role to play in being a part of the eyes, ears and liability of the community and a part of the community's first line of defense. Therefore, it is vigilant and is committed to train and encourage all employees to be on the lookout for any suspicious people, activities, vehicles, packages or substances. Because MCTA employees know their operating environment, know what is usual and unusual, they are taught to trust

their gut reactions and report anything unusual, out of place or suspicious to dispatch/management who will then immediately pass this information on to the appropriate authorities.

All MCTA employees are "On the Look Out" for and report to the transit agency the following:

Suspicious Items

Public transportation systems deal with items left unattended in stations and on vehicles all the time. These unattended packages impose a tremendous burden on security. Although unattended packages are rarely linked to explosive devices, they all represent a potential threat and need to be examined systematically. If an unattended package is not deemed suspicious, it will be treated as lost property and handled according to agency protocol.

MCTA trains employees to identify items, packages and devices as suspicious if they meet any of the following criteria:

- Common objects in unusual locations
- Uncommon objects in common locations
- A threatening message is attached
- Unusual wires or batteries are visible
- Stains, leaks or powdery residue are evident
- Sealed with excessive amounts of tape or string
- Lopsided or lumpy in appearance
- Tanks, bottles or bags are visible
- A clock or timer is attached
- A strange odor, cloud, mist, vapor or sound emanates from it
- Addressed with cut and paste lettering and/or common words misspelled
- Have excessive postage attached
- Abandoned by someone who quickly leaves the scene
- No one in the immediate area claims it as theirs
- An active attempt has been made to hide it (i.e. Placed in an out-of-the-way location)

Once an item, package or device is determined to be suspicious

- the item is not touched or moved
- the area or vehicle is immediately evacuated uphill and upwind
- Radio and cell phones should not be used within 300 feet of the suspicious package
- system management is notified, and
- Appropriate action is taken (i.e., notifying of bomb analysis team).

Suspicious Vehicles

MCTA understands that vehicles (cars, trucks, boats, bikes) are frequently used in criminal or terrorist attacks. Therefore, agency employees are trained to be alert to suspicious vehicles in and around their work environment.

Employees are told to report vehicles to system management and authorities when they notice any of the following:

- Show signs of forced entry
- Have altered or makeshift company insignia or license plates
- Are located in an unauthorized area or near a potentially catastrophic target
- Contain unusual equipment which could be used in a violent act
- Appear to be overloaded and/or have bulging tires or sagging frames
- Emit unusual odors, leaks or residues

Suspicious People and Activities

MCTA teaches its employees to be aware of suspicious people and activities. Employees are taught to focus on behaviors and not on a person's color, nationality, ethnicity or religion. The key concern in determining what is suspicious is always based on 1) where someone is, 2) when he or she is there, and 3) what he or she is doing. Employees are encouraged to trust their judgment based on their experience in and around the community, and the transit system, and that it normally is a combination of factors taking place that will accurately identify a suspicious person or act.

Specific actions that are of concern and may meet the threshold of reporting as suspicious include people appearing to be:

- gathering intelligence
- running security tests
- attempting infiltration
- conducting a dry run/drill
- deploying assets

Employees are taught by MCTA to determine if a behavior is suspicious based on the following categories:

- attitude of the person
- apparel and accessories
- body language (e.g. reaction to uniformed presence)
- actions in and around crowds

3.5 Safety Data Acquisition/Analysis Procedures

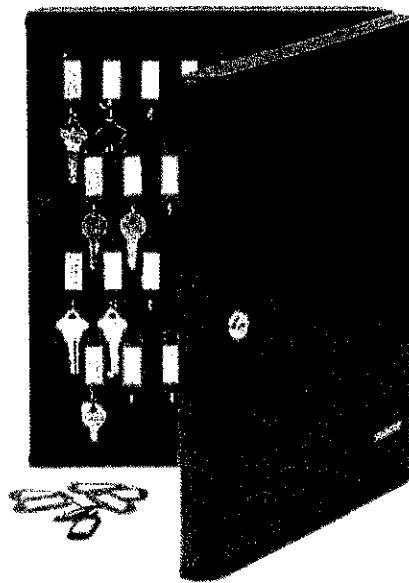
To MCTA, understanding safety data is an important step toward allocating finite resources to implement safety program elements. Data on safety-related events such as

- passenger injuries or claims
- passenger complaints
- employee injuries

- accidents
- incidents
- EOL's
- turnarounds
- bus stops
- shelters

SECURITY PLAN-KEY CONTROL

All keys for MCTA are kept behind lock and key on the key board and under camera surveillance at all times. Drivers take the van keys they are assigned each day and returned at the end of their route. If a van is placed out of commission for needed servicing or repairs an out of service tag is placed on the hook and the keys removed. Extra keys are kept in a locked cabinet with the dispatcher.



CONTINUITY OF OPERATIONS PLAN

FOREWORD

Local Communities have an ethical responsibility to ensure the safety of their community. They also have a legal obligation to operate in a prudent and efficient manner, even during an impending threat or following a disaster.

This continuity of operations (COOP) plan provides guidance for the Madison County Transportation Authority to perform its essential functions as part of a COOP capability.

Recommended changes to this document may be addressed, at any time, to the Madison County EMS



Chief Municipal Officer

Introduction

The Madison County Transportation Authority resides in a rural and economically depressed county in Western North Carolina. MCTA covers 947 miles of mountainous region with three small towns; Hot Springs, Marshall, and Mars Hill. There are slightly over 20,000 residents. MCTA typically transports the elderly and medically fragile in Madison County.

Purpose

This continuity of operations (COOP) plan for the Madison County Transportation Authority (MCTA), hereinafter called Community, presents a management framework, establishes operational procedures to sustain essential functions, and guides the restoration of full functions if normal operations in one or more of the Community's locations are not feasible.

This plan was prepared in accordance with Department of Homeland Security (DHS) Headquarters Continuity of Operations (COOP) Guidance Document, dated April 2004, which provides a structure for formulating a COOP plan; Presidential Decision Directive-67, "Ensuring Constitutional Government and Continuity of Government Operations," which requires all Federal departments and agencies to have a viable COOP capability; and State of North Carolina requires all local communities to prepare for emergencies and disasters.

This document focuses on the basic COOP elements: essential functions, critical systems, alternative facilities, orders of succession, delegations of authority, and vital records. Development of procedures that address the basic COOP elements and work in concert with business continuity and disaster recovery plans allows for uninterrupted delivery of the Community's essential functions.

This document applies to the full spectrum of threats and emergencies that may affect the Community. Specifically, this COOP plan is based on an event scenario that disrupts the Community's essential functions. In this scenario, the Community location is closed for normal business activities. The most likely causes of such disruption are severe winter storms (i.e., ice or snow), widespread utility failure, multiple explosions, civil disturbance, or credible threats of actions that would preclude access to or use of Community facilities. Under this scenario, Community offices relocate staff and resources to a remote facility identified as the Emergency Relocation Site (ERS).

Essential functions

This COOP plan is based on the Community's essential functions. It serves as an operational guide to facilitate the relocation of Community staff to an ERS and the backup of critical systems and vital records so that essential functions may continue. The level and manner of support needed to continue essential functions is dependent on the nature of an event. This plan describes the processes and procedures needed to support continuation of essential functions identified in the following table.

Priority	Department	Essential Functions
1	MCTA	Transportation Services – Dialysis
2		Transportation Services - Cancer Treatment
3		Transportation Services – Medical Appointments
4		Transportation Services – Shopping/life needs
5		
6		
7		
8		
9		

A specific Community department oversees each essential function listed above, which in turn, is supported by specific critical systems and/or vital records. Therefore, to maintain an operational status, the Community must support the required department (staff), critical systems, and vital records at the ERS.

Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed in Annex A.

Concept of Operations

A COOP plan must be maintained at a high level of preparedness and be ready to be implemented without significant warning. It should be implemented fully no later than 12 hours after activation and provide guidance to sustain operations for up to 30-days. The broad objective of this COOP plan is to provide for the safety and well-being of Community employees. In addition, this plan will facilitate the execution of the Community’s essential functions during any crisis or emergency in which one or more Community locations are threatened or not accessible. Specific Community COOP Plan objectives include the following:

- Enable staff to perform essential functions to prepare for and respond to the full spectrum of possible threats or emergencies including terrorism, technological catastrophes, natural or manmade disasters, and other crises.
- Identify key principals and supporting staff who will relocate.
- Ensure that the Emergency Relocation Site (ERS) can support Emergency Relocation Group (ERG) operations.
- Protect and maintain vital records and critical systems.

An emergency, such as an explosion, fire, or hazardous materials incident, may require the evacuation of one or more Community locations with little or no advance notice. Building evacuation, if required, is accomplished via implementation of Occupant Emergency Plans for each location. **This COOP Plan is not an evacuation plan**, rather it provides for a deliberate and preplanned movement of selected principals and supporting staff to the ERS.

Following an incident so severe that one or more Community locations are rendered unusable, or if such an event appears imminent, the Chief Municipal Officer instructs the Emergency Management Director or Senior COOP Official to activate the Community COOP Plan. The Emergency Management Director or Senior COOP Official deploys the appropriate members of the ERG.

Phase I: Activation and Relocation

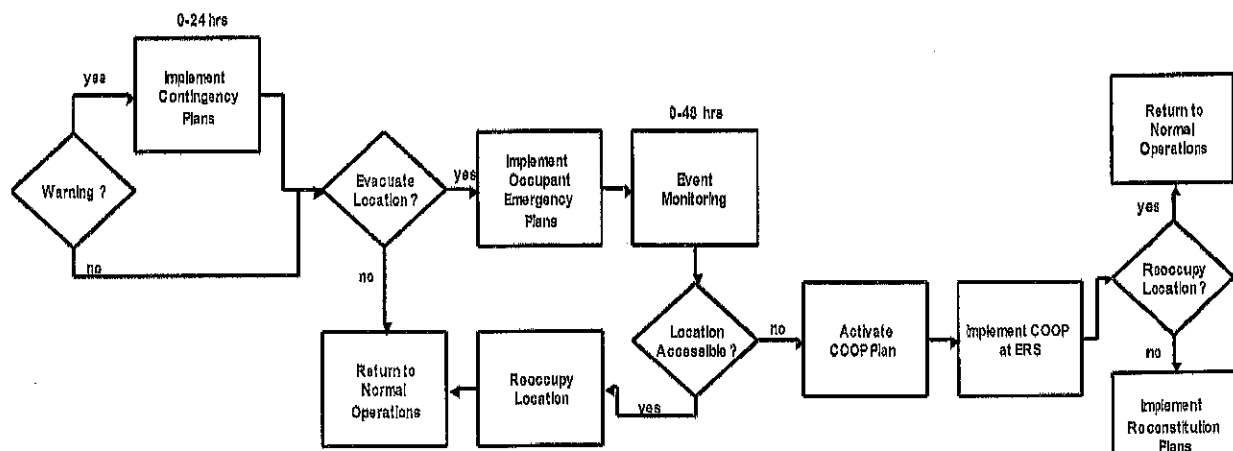
The extent to which orderly alert and notification is possible depends on the amount of warning received, whether personnel are on duty at Community locations or off duty at home or elsewhere, and, possibly, the extent of risk for Community personnel or locations.

Decision Process

Execution of this COOP plan focuses on continuing the Community's essential functions via the relocation of select personnel, ERS operations, and critical systems recovery. This COOP plan may be executed in several phases that are delimited by the time from warning dissemination and the activities being performed. Depicted below is the Community's decision process.

Any disaster, whether natural, manmade, or technological, that adversely affects the Community's ability to perform essential functions, requires activation of this plan.

Alert, Notification, and Implementation Process



Community staff will be contacted with alert and notification information using the following contact lists.

- County Manager, MCTA Director, MCTA Operations Manager, MCTA Dispatcher, Drivers
- Community Emergency Telephone Directory
- FEMA Regional Office Contact Information

Note: Information and guidance for Community members is normally relayed by network messages, e-mail, or phone using existing emergency calling plans. All members of the Emergency Relocation Group (ERG) will be notified initially by phone; however, other Community staff members will be notified via network alerts and/or public address announcements, as appropriate. Based on the situation, current information may also be available via announcements released to and made by local radio and TV stations.

Employees should listen for specific instructions and specifically for the words “Emergency Personnel.” All Community employees should remain either at their office or at home until specific guidance is received.

Leadership

Orders of Succession

In the event of a vacancy in the position of Director, or the absence of the incumbent in this position, another individual serving in an acting capacity shall temporarily assume the duties of the position.

- Successor #1 MCTA Operations Manager
- Successor #2 MCTA Dispatcher
- Successor #3
- Successor #4

Delegation of Authority

The Community and its Chief Municipal Officer are charged with maintaining a comprehensive State - wide program of public transportation. This is carried out through execution of the following tasks:

- Transportation for Madison County residents for medical appointments and general life needs.

Delegations of authority from the position of Chief Municipal Officer are established to ensure the ability of Community staff members to perform essential functions while remaining a viable part of the organization. Persons in the following positions, listed in order of precedence, are assigned continuity of operations responsibilities by the Chief Municipal Officer:

- MCTA Operations Manager
- MCTA Dispatcher

Emergency Response Group

Personnel with select knowledge, skills, and abilities are required to perform the tasks associated with the Community’s essential functions. The following personnel are identified as critical members of the ERG.

Emergency Personnel			
Office/Division	Position	Duties	Number
<i>Office A</i>	<i>Director</i>	<i>Direction and Control</i>	<i>1</i>
	Operations Manager	Direction/Control/Scheduling	1
<i>Office A</i>	<i>Dispatcher</i>	<i>Scheduling/Communication</i>	<i>1</i>

Execution

Departure of ERG Advance Team:

The Community Chief Municipal Officer, or other person with delegated authority, directs the Emergency Management Director or Senior COOP Official to begin the movement of the ERG.

- The Senior COOP Official notifies the Relocation Site Support Official that the ERG has departed.
- ERG members depart with their flyaway kits.

- The Senior COOP Official notifies other Community offices outside the affected area and clients, as appropriate, that the activation of the COOP Plan is in progress.

Departure of Non-ERG Agency Personnel:

At the time of an emergency notification, and in the absence of guidance to the contrary, non-ERG personnel present at each affected Community location are directed to go home to await further instructions.

Transition of Responsibilities to the Deployed ERG:

- Following arrival at the ERS, the Community Chief Municipal Officer, or designee, orders the cessation of operations at the affected Community location(s).
- The Senior COOP Official notifies other offices outside the affected area that Community operations have shifted to the ERS.
- The Senior COOP Official notifies Community clients that operations have shifted to the ERS.
- As appropriate, the Senior COOP Official, or designated representative, notifies vendors and other service providers that Community operations have been relocated temporarily and provides direction to either continue or temporarily suspend provision of service.

Phase II: Alternate Facility Operations

Alternative facilities (i.e., ERSs) must be capable of supporting operations in a threat-free environment in the event that essential functions and supporting staff are relocated to the site. A relocation site must have sufficient space and equipment to sustain operations for a period of up to 30-days. An ERS must also have the appropriate physical security and access controls. The Senior COOP Official, or designated alternate, conducts semiannual reviews of the space allocations with each ERS Support Official to ensure the adequacy of space and other resources. The eleven transportation vans, and two hand held radios (with chargers) will be moved to the alternate location.

Mission Critical Systems

In general, the telecommunication and information system support provided at Community locations is available independently at the ERS. It is imperative that the Senior COOP Official ensures that unique or critical information system requirements are considered in planning and, if appropriate, identified as capabilities to be provided by support organizations at the ERS. Community offices shall maintain all necessary and up-to-date files, computer software, and databases required to carry out essential functions.

Vital Files, Records, and Databases

System Name	Current Location	Other Locations
CTS	MCTA	System is web based
NCTracks, EPS, Trapeze, Arms	MCTA	Systems are web based
One Drive	MCTA	Web based

One COOP Plan responsibilities is to comply with the U.S. National Archives and Records Administration Code of Regulations, Subchapter B – Records Management, to ensure the protection and continuous availability of vital records. Vital records are documents, references, and records, regardless of media type, that are needed to support essential functions under the full spectrum of emergencies and disasters.

All vital records must be protected from damage or destruction. Community vital records are stored in a properly equipped, environmentally controlled facility that is secure but also accessible when needed for records retrieval. The Senior COOP Official is to make certain that databases and other references supporting the essential functions of the Community are prepositioned at each ERS, carried with deploying personnel, or available through a backup process.

Over time, vital records become outdated and require updating through a process called cycling. Inclusion of cycling procedures in the Vital Records Management Program ensures that vital records are current and accurate when needed.

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
CTS	Electronic			X
NC Tracks	Electronic			X
EPS	Electronic			X
Trapeze	Electronic			X
Arms	Electronic			X
One Drive	Electronic			X
Rider Files	Hardcopy		X	

Phase III: Reconstitution

Within hours of relocating to the ERS, the Senior COOP Official, with the approval of Federal, State, and local law enforcement and emergency services, initiates operations to salvage, restore, and recover the Community location(s). These reconstitution efforts generally begin when the Chief Municipal Officer, or other authorized person, ascertains, in coordination with Federal, State, and local authorities that the emergency has ended and is unlikely to recur. However, once the appropriate Community official determines that the emergency has ended; immediate reconstitution may not be practical. Depending on the situation, one of the following options should be considered for implementation:

- Continue to operate from the ERS.
- Begin an orderly return to Community locations and reconstitute from remaining Community offices or other resources.
- Begin to establish a reconstituted Community in some other facility.

COOP Planning Responsibilities

Chief Municipal Officer

- Provides overall policy direction, guidance, and objectives for COOP planning.
- Provides policy direction, guidance, and objectives during an incident for the implementation of the COOP Plan.
- Consults with and advises appropriate officials during implementation of the COOP Plan.
- Serves as the principal Community representative to external parties and groups during implementation of the COOP Plan.

Emergency Management Director or Senior COOP Official

- Serves as the Community COOP program point of contact.
- Coordinates implementation of the COOP Plan and initiates appropriate notifications inside and outside the Community during COOP Plan implementation.
- Coordinates the COOP Training, Testing, and Exercising Program.
- Aids ERG efforts at the ERS.
- Initiates recovery of Community, as part of reconstitution.

ERS Support Official

- Prepares site support plans to support the implementation of the COOP Plan to facilitate the smooth transition of direction and operations from the Community location(s) to the ERS.
- Provides for the proper storage of backup copies of vital records and other pre-positioned items.
- Designates personnel responsible to assist the arriving ERG Advance Team.
- Maintains a current roster of designated site support staff.
- Supports periodic coordination visits by Community offices.
- Keeps the Senior COOP Official informed of site vulnerabilities or changes in site resources that may impact the effective implementation of the COOP Plan.
- Requests an annual security risk assessment of the ERS by security staff to assist in ensuring COOP relocation site readiness.
- Coordinates appropriate billeting arrangements with the ERS, if appropriate, for employees who will not commute and need to remain overnight near the ERS.
- Conducts periodic coordination visits to the ERS.
- Participates in scheduled tests, training, and exercises.

Department Director

- Appoints a COOP point of contact for coordination and implementation of the COOP Plan.
- Keeps the Senior COOP Official informed of any changes in the designation of the office COOP point of contact.
- Identifies essential functions to be performed when any element of the Community is relocated as part of the COOP Plan.
- Identifies those functions that can be deferred or temporarily terminated in the event the COOP Plan is implemented.
- Maintains a current roster of office personnel designated as ERG members.
- Maintains current personnel emergency notification and relocation rosters.
- Prepares backup copies or updates of vital records.

- Ensures that the time and attendance function is represented on the ERG.
- Designates personnel to assist security officials in securing office equipment and files at Community locations when implementing the COOP Plan.
- Conducts periodic tests of the office telephone notification cascade(s).

Community Staff

- Review and understand the procedures for emergency evacuation of Community locations in the Occupant Emergency Plan.
- Review and understand responsibilities related to COOP support functions and performance of Community essential functions at a relocation site.
- Report to work to perform essential functions as detailed in this COOP plan or as requested.
- Provide current contact information to supervisors.

Logistics

Alternate Location

The Community has designated one ERS to support the ERG following an event that disables the infrastructure supporting Community activities that occur at town hall and/or department offices. The ERS should be used when town hall and/or department offices buildings are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Interoperable Communications

The success of Community operations at the Emergency Relocation Site (ERS) depends upon the availability and redundancy of significant communication systems to support connectivity to internal organizations, other agencies, critical customers, and the public. Interoperable communication should provide a capability to correspond with the Community's essential functions, to communicate with other Federal agencies, State agencies, and local emergency support personnel, and to access other data and systems necessary to conduct all activities.

Test, Training, and Exercises

A changing threat environment and recent events emphasize the need for COOP capabilities that enable the Community to continue its essential functions across a broad spectrum of emergencies. Federal Preparedness Circular (FPC) 66, in accordance with FPC 65, states that testing, training, and exercising of COOP capabilities are necessary to demonstrate and improve the ability of agencies to execute their essential functions. The Community Tests, Training, and Exercises (TT&E) Program incorporates the three functional areas of testing systems and equipment, training personnel, and exercising plans and procedures.

Multi-Year Strategy and Program Management

Multiyear Strategy

The Community COOP Plan Multiyear Strategy includes the objectives and key strategies for developing and maintaining a viable COOP program, including the support for short- and long-term initiatives.

Program Management

The Program Management Plan is a critical element of the Community's strategic planning activities because it documents the tactics executed to achieve the initiatives in the multiyear strategy. It describes

the Community's needs, defines roles and responsibilities, and documents specific program timelines. In addition, it provides an effective program management tool for oversight, resource allocation, and progress evaluation.

COOP Plan Maintenance

To maintain viable COOP capabilities, the Community is continually engaged in a process to designate essential functions and resources, define short- and long-term COOP goals and objectives, forecast budgetary requirements, anticipate and address issues and potential obstacles, and establish planning milestones. Following is a list of standardized list of activities necessary to monitor the dynamic elements of the Community COOP Plan and the frequency of their occurrence.

Activity	Tasks	Frequency
Plan update and certification	Review entire plan for accuracy. Incorporate lessons learned and changes in policy and philosophy. Manage distribution.	Annually
Maintain orders of succession and delegations of authority	Identify current incumbents. Update rosters and contact information.	Semi-annually
Maintain emergency relocation site readiness	Check all systems. Verify accessibility. Cycle supplies and equipment, as necessary.	Monthly
Monitor and maintain vital records management program	Monitor volume of materials. Update/remove files.	On-going

Annex A: Authorities and References

Authority, support, and justification for continuity of operations (COOP) planning are provided through the documents listed below.

Federal Guidance

Executive Order 12148–Federal Emergency Management. EO 12148 establishes Federal policies and coordinates civil emergency planning, management, and assistance functions. It also establishes the President’s role in working with State and local governments.

Executive Order 12472–Establishment of the National Communications System. EO 12472 establishes the National Communication Systems as a Federal interagency group assigned national security and emergency preparedness telecommunications responsibility throughout the full spectrum of emergencies. Responsibilities include planning, developing, and implementing enhancements to the national telecommunications infrastructure to achieve measurable improvements in survivability, interoperability, and operational effectiveness under all conditions. This is accomplished by effective management and by using national telecommunication resources to support the Government during any emergency.

Executive Order 12656–Assignment of Emergency Preparedness Responsibilities. EO 12656 is the foundation of these mandates. It requires Federal agencies to develop plans and procedures that ensure the survival of the U.S. Constitution and American Government by enabling them to continue to provide essential functions and services during and following a disaster or emergency. Executive Order 12656 assigns national security management preparedness responsibilities to Federal departments and agencies.

Presidential Decision Directive 63. PDD–63 is a national-level effort to ensure the security of the increasingly vulnerable and interconnected infrastructure of the United States. It requires departments and agencies to develop a plan for protecting critical infrastructures, including telecommunications, banking and finance, energy, transportation, and other essential functions and services. The directive addresses those services provided by Federal, State, and local governments.

Presidential Decision Directive 67. PDD–67 directs the Federal executive branch departments and agencies to have a viable COOP Plan and capability. Departments and agencies must be able to operate at their alternative facilities with or without warning no longer than 12 hours after the disaster and to maintain sustained operations for a minimum period of up to 30-days. The plans identify those requirements necessary to support the primary functions, such as emergency communications, establishing a chain of command, and delegations of authority.

Executive Order 13228—Establishing the Office of Homeland Security and the Homeland Security Council. EO 13228 establishes the Office of Homeland Security in response to the terrorist attacks on September 11, 2001. Responsibilities of the office include developing and coordinating the implementation of a comprehensive national strategy to secure the United States from terrorist threats or attacks. The office shall coordinate the executive branch’s efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

Executive Order 13231—Critical Infrastructure Protection in the Information Age. EO 13231 establishes a protection program that consists of continual efforts to secure information systems for critical infrastructure that includes emergency preparedness communications. To achieve this policy, there will be a senior executive branch committee to coordinate that will have cognizance over all Federal efforts and programs involving continuity of operations, continuity of government, and Federal department and agency information systems protection.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, Amended (U.S. Code Title 42 Section 5121). This act provides for an orderly and continual means of assistance by the Federal Government to State and local governments for carrying out their responsibilities to alleviate the suffering and damage that result from disasters. 42 USC 5121 encourages the development of comprehensive disaster preparedness and assistance plans, programs, capabilities, and organizations by the States and local governments.

U.S. National Archives & Records Administration (NARA) Code of Federal Regulations. The NARA Code of Federal Regulations (CFR), Subchapter B, Records Management, provides guidance and prescribes policies for records management programs relating to record creation and maintenance, adequate documentation, and proper record disposition.

Homeland Security Presidential Directive–1. The Homeland Security Council (HSC) shall ensure coordination of all homeland security-related activities among executive departments and agencies and promote the effective development and implementation of all homeland security policies. The HSC Principals Committee (HSC/PC) shall be the senior interagency forum under the HSC for homeland security issues. The HSC Deputies Committee (HSC/DC) shall serve as the senior sub-Cabinet interagency forum for consideration of policy issues affecting homeland security. HSC Policy Coordination Committees (HSC/PCC) shall coordinate the development and implementation of homeland security policies by multiple departments and agencies throughout the Federal Government and shall coordinate those policies with State and local government.

Homeland Security Presidential Directive–3. The Homeland Security Advisory System provides warnings in the form of a set of graduated “Threat Conditions” that would increase as the risk of the threat increases. At each threat condition, Federal departments and agencies implement a corresponding set of “Protective Measures” to further reduce vulnerability or increase response capability during a period of heightened alert. This system is intended to create a common vocabulary, context, and structure for an ongoing national discussion about the nature of the threats that confront the homeland and the appropriate measures that should be taken in response. It seeks to inform and facilitate decisions appropriate to different levels of government and to private citizens at home and at work.

FEMA Federal Preparedness Circular (FPC) No. 65–Federal Executive Branch Continuity of Operations (COOP). FPC 65 provides guidance to Federal executive branch departments and agencies for developing viable and executable contingency plans for continuity of operations. COOP planning facilitates the performance of department/agency essential functions during any emergency or situation that may disrupt normal operations. FPC 65 requires that each agency appoint a senior Federal Government executive as an emergency coordinator to serve as program manager and agency point of contact for coordinating agency COOP activities. This ensures continuous performance of an agency’s essential functions during an emergency and protects essential facilities, equipment, records, and other assets. The actions recommended in FPC 65 will reduce disruptions to operations and loss of life, and minimize damage and losses. It achieves a timely and orderly recovery from an emergency and resumption of full service to customers.

Federal Preparedness Circular No. 66–Test, Training and Exercise (TT&E) Program for Continuity of Operations (COOP). FPC 66 provides guidance to Federal executive branch departments and agencies for use in developing viable and executable TT&E programs to support the implementation and validation of COOP plans. These activities are important elements of a comprehensive emergency preparedness program necessary to improve the ability of agencies to effectively manage and execute their COOP plans.

Federal Preparedness Circular No. 67–Acquisition of Alternate Facilities for Continuity of Operations (COOP). FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating

facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

State Guidance

North Carolina (N.C.) General Statutes 58-9; 118-38; 143-166.1, 143-507 through 517, 153-A and 160-A

N.C. General Statutes 166A

N.C. Executive Order 72.

N.C. General Statutes 115C-242 (6)

N.C. General Statutes Article 36A of Chapter 14

State of North Carolina Executive Order 43, North Carolina Emergency Response Commission (NCERC), April 7, 1987

North Carolina General Statute, Chapter 95, Article 8, The Hazardous Chemical Right-To-Know Act

North Carolina Hazardous Materials Right-To-Know Law

Annex B: Alternate Location/Facility Information

The Community has designated one primary Emergency Relocation Site (ERS) to support the Emergency Relocation Group (ERG) following an event that disables the infrastructure supporting Community activities that occur at town hall and/or department offices buildings. The ERS should be used when town hall and/or department offices buildings are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Emergency Relocation Site Information	
Address	348 Medical Park Dr, Marshall, NC 28753
Phone Number	828-649-2721
Relocation Site Official	Sherriff's Office
Directions	1 mile away
Map	

Annex C: Plan Activation and Notification

The Community has designated one primary Emergency Relocation Site (ERS) to support the Emergency Relocation Group (ERG) following an event that disables the infrastructure supporting Community activities that occur at town hall and/or department offices buildings. The ERS should be used when the headquarters

Emergency Level	Type of Events	COOP Plan Activation Authority	Notification Method
(Local Emergency)	(Fire, attack on your headquarters', etc.)	Daniel Metcalf/Director	Phone/Text Tree - Employees
		Any situation that prohibits operations at this location.	(Agency specific announcement) Made by the county alert / call system
(Regional or National Emergency)	(Hurricane, flood or other localized disasters)	County EMS , County Manager	Phone /Text Tree – Employees County Call system
		Any local disaster that causes operations to be moved to the alternate location.	(Media announcement addressing Federal government activities and directing Federal employees to report to alternate emergency work locations)
(National Security Emergency)	(Terrorist use of weapons of mass destruction)	County EMS, Sherriff, County Manager	Phone /Text Tree- Employees County Alert call system
			(Media announcement addressing Federal government activities, if available. If unavailable, activation is automatic after 4 hours.)
(Other type of Emergency)	(Event)	(Name & Title)	(Telephone tree)
		(Describe Trigger(s) that activates plan)	

and/or regional office buildings are closed for normal business activities. The relocation site has adequate space, the necessary equipment, and the connectivity to support relocating each ERG responsible for performing essential functions.

Annex D: Definitions and Acronyms

The following terms or phrases are found in this document.

Advance Team. ERG personnel who immediately deploy to the Emergency Relocation Site (ERS) upon receiving a COOP warning or activation, to initiate actions at the ERS in preparation for the arrival of the main body of Emergency Personnel. Advance Team plus Emergency Personnel constitute an ERG.

Business Continuity Plan (BCP). The BCP provides procedures for sustaining an organization's business functions during and after a disruption. An example of a business function may be an organization's payroll process or consumer information process. A BCP may be written for a specific business process or may address all key business processes.

Business Recovery Plan (BRP). The BRP addresses the restoration of business processes after an emergency, but unlike the BCP, lacks procedures to ensure continuity of critical processes throughout an emergency or disruption.

Continuity of Operations (COOP) Plan. An action plan that provides for the immediate continuity of essential functions of an organization at an alternative facility for up to 30-days in the event an emergency prevents occupancy of its primary facility.

Disaster Recovery Plan (DRP). The DRP applies to major, usually catastrophic, events that deny access to the normal facility for an extended period. Frequently, DRP refers to an IT-focused plan designed to restore operability of the target system, application, or computer facility at a relocation site after an emergency.

Emergency Personnel. The key principals and staff members of the ERG, responsible for the execution of essential functions. Advance Team plus Emergency Personnel constitute an ERG.

Emergency Relocation Group (ERG). Predesignated principals and staff who move to a relocation site to continue essential functions in the event that locations are threatened or incapacitated. The ERG comprises Advance Team plus Emergency Personnel.

Emergency Relocation Site (ERS). A remote alternative facility to which the ERG moves to continue essential functions in the event that traditional work sites are incapacitated.

Essential functions. Essential functions are those functions, stated or implied, that are required to be performed by statute or Executive order, or other functions deemed essential by the heads of principal organizational elements (i.e., administrators, office directors, and division directors).

Occupant Emergency Plan (OEP). The OEP provides the response procedures for occupants of a facility in the event a situation poses a threat to the health and safety of personnel, the environment, or property. Such events include a fire, hurricane, criminal attack, or a medical emergency.

Point of Contact (POC). The designated focal point for actions involving a specific plan, as in "COOP POC."

Relocation Site (RS) Support Official. Serves as the COOP point of contact at each ERS. Responsible for the readiness and operational condition of the ERS, as appropriate, including telecommunications, infrastructure, and equipment; and support the billeting and meal needs of the ERG.

Senior COOP Official. Serves as the COOP point of contact. Responsible for coordinating implementation of the COOP Plan; initiating appropriate notifications inside and outside the Agency during COOP Plan implementation; being the point of contact for all COOP training, testing, and exercising; assisting ERG efforts at the ERS; and initiating recovery of the Agency as part of reconstitution.

SIGNATURE AND CERTIFICATION PAGE

The Madison County Board of Commissioners has reviewed each of the Six Plans comprised in the System Safety Plan (SSP). During this review suggestions were made and the Plan was updated to reflect the suggestions.

Transit Director

Date:

I hereby certify this Plan for
Madison County Transportation Authority (MCT).



CHAIR BOARD SIGNATURE
Authorized Representative

Date:

3/8/22

STATE OF NORTH CAROLINA
COUNTY OF WAKE

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION

and

MADISON COUNTY TRANSPORTATION AUTHORITY

NONURBANIZED AREA PUBLIC TRANSPORTATION SUPPLEMENTAL
AGREEMENT FORCORONAVIRUS AID, RELIEF AND ECONOMIC SECURITY (CARES ACT)
PROGRAM SECTION 5311*Federal Award Identification*

Agreement Number:	2000040611
NCDOT Project Number:	20-CA-018-03
Approved Indirect Cost Rate:	NA
FAIN Number(s):	NC-2020-011-00
CFDA Number:	20.509
DUNS Number:	831052873
Total Amount of Award (Federal):	\$417,189

.....

THIS SUPPLEMENTAL AGREEMENT entered into this the 8 day of March, 2022 by and between **MADISON COUNTY TRANSPORTATION AUTHORITY** (hereinafter referred to as the "Contractor"), and the **NORTH CAROLINA DEPARTMENT OF TRANSPORTATION** (hereinafter referred to as the "Department"), witnesseth that:

WHEREAS, the Contractor heretofore entered into an agreement with the Department to implement, carry out capital projects funded with Federal Transit Administration 5311 grant program funds administered by the State; and

WHEREAS, the said agreement dated **June 15, 2020** sets forth the purpose of the Agreement and the public transportation capital projects and services as described in the project application (hereinafter referred to as "Project") properly prepared, endorsed, approved, and transmitted by the Contractor to the Department, and states the terms and conditions as to the manner in which the Project will be undertaken; and

WHEREAS, the Agreement allows for the Contractor and the Department to revise or amend the agreement when there is a change in project circumstances or information causing an inconsistency with the terms of the Agreement and requires said agreement to be signed by the original signatories or their authorized designees; and

WHEREAS, the Contractor and Department find it necessary to revise the Project Agreement to correct language in Section 3: Period of Performance and Section 5: Cost of Project/Project Budget.

NOW THEREFORE, in consideration that the Department has determined that the Agreement be revised as follows:

That language appearing in Section 3 of the agreement and reading as follows:

3. Period of Performance:

This Agreement shall commence upon the date of execution with a period of performance for all expenditures that extends from **January 20, 2020 to June 30, 2022**. Any requests to change the Period of Performance must be made in accordance with the policies and procedures established by the Department or FTA. The Subrecipient shall commence, carry on, and complete the approved Project in a sound, economical, and efficient manner.

That language appearing in Section 5 of the agreement and reading as follows:
Section 5: Project Implementation.

b. Cost of Project. The total cost of the Project approved by the Department is **THREE HUNDRED NINE THOUSAND NINE HUNDRED EIGHTY-THREE DOLLARS (\$309,983)** as set forth in the Project Description and Budget, incorporated into this Agreement as Attachment A. The Department shall provide, from Federal, the percentages of the actual net cost of the Project as indicated below, not in excess of the identified amounts for eligible administrative, operating, and capital expenses. The Contractor hereby agrees that it will provide the percentages of the actual net cost of the Project, as indicated below, and any amounts in excess of the Department's maximum (Federal). The net cost is the price paid minus any refunds, rebates, or other items of value received by the Contractor which have the effect of reducing the actual cost.

Operating WBS	Operating Total	Operating Federal (100%)	Operating State (0%)	Operating Local (0%)
49233.39.1.2	\$309,983	\$309,983	\$0	\$0
Agreement #	2000040611			
Project Total	Project Total	Project Total Federal	Project Total State	Project Total Local
	\$309,983	\$309,983	\$0	\$0

Be, and hereby amended and revised to read as follows:

Section 3. Period of Performance.

This Agreement shall commence upon the date of execution with a period of performance for all expenditures that extends from **January 20, 2020 to June 30, 2023.**

Section 5. Project Implementation.

- b. Cost of Project. The Project Operating budget is increased by \$107,206 to provide additional funding operational needs due to Covid-19. The project budget is amended as follows: Federal: \$417,189 State: \$0, Local: \$0.
- c. The project budget is hereby amended to incorporate the total cost of the Project approved by the Department as **FOUR HUNDRED SEVENTEEN THOUSAND ONE HUNDRED EIGHTY-NINE DOLLARS (\$417,189)** The Department shall provide, from Federal funds, the percentages of the actual net cost of the Project as indicated below, not in excess of the identified amounts for eligible administrative, operating, and capital expenses. The Contractor hereby agrees that it will provide the percentages of the actual net cost of the Project, as indicated below, and any amounts in excess of the Department's maximum (Federal plus State shares). The net cost is the price paid minus any refunds, rebates, or other items of value received by the Contractor which have the effect of reducing the actual cost.

Operating WBS	Operating Total	Operating Federal (100%)	Operating State (0%)	Operating Local (0%)
49233.39.1.2	\$417,189	\$417,189	\$0	\$0
Agreement #	2000040611			
Project Total	Project Total	Project Total Federal	Project Total State	Project Total Local
	\$417,189	\$417,189	\$0	\$0

IN WITNESS THEREOF, this Supplemental Agreement has been executed by the Department, an agency of the State of North Carolina, and **MADISON COUNTY TRANSPORTATION AUTHORITY**, the Contractor, by and through a duly authorized representative, and is effective the date and year first above written. By reference, this Supplemental Agreement incorporates and extends all of the provisions of the attached "Agreement" dated June 15, 2020.

**MADISON COUNTY TRANSPORTATION
AUTHORITY**

BY: Mark D. Sullivan

TITLE: CHAIRMAN

(SEAL)

ATTEST: [Signature]

TITLE: Clerk

**NORTH CAROLINA DEPARTMENT OF
TRANSPORTATION**

BY: _____

TITLE: DEPUTY SECRETARY FOR MULTI-MODAL
TRANSPORTATION

ATTEST: _____

TITLE: SECRETARY

APPENDIX A

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 PUBLIC TRANSPORTATION DIVISION
 PROJECT NUMBER: 20-CA-018-03
 APPROVED BUDGET SUMMARY
 EFFECTIVE DATE NOVEMBER 10, 2021

PROJECT SPONSOR: MADISON COUNTY TRANSPORTATION AUTHORITY
 PROJECT DESCRIPTION: FY2020 CORONAVIRUS AID, RELIEF AND ECONOMIC SECURITY (CARES ACT)

I. TOTAL PROJECT EXPENDITURES

DEPARTMENT - 4522 OPERATING- 49233.39.1.2 \$417,189
 PERIOD OF PERFORMANCE JANUARY 20, 2020 - JUNE 30, 2023

II. TOTAL PROJECT FUNDING

		<u>TOTAL</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>
OPERATING	49233.39.1.2	100%	100%	0%	
AGREEMENT #		\$417,189	\$417,189	\$0	\$0
TOTAL		\$417,189	\$417,189	\$0	\$0

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 PUBLIC TRANSPORTATION DIVISION
 APPROVED PROJECT BUDGET
 EFFECTIVE AUGUST 14, 2020

PROJECT: 20-CA-018
 SPONSOR: MADISON COUNTY TRANSPORTATION AUTHORITY
 WBS: 49233.39.1.2

 DEPARTMENT 4522 - OPERATING

<u>OBJECT-TITLE</u>	<u>APPROVED BUDGET</u>
G315 EMER RELIEF – OPERATING 100% activities	\$ 126,667
G849 Other Contra Accounts	\$ (1,200)
TOTAL OPERATING	\$ 125,467

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 PUBLIC TRANSPORTATION DIVISION
 APPROVED PROJECT BUDGET
 EFFECTIVE AUGUST 14, 2020

PROJECT: 20-CA-018-01
 SPONSOR: MADISON COUNTY TRANSPORTATION AUTHORITY
 WBS: 49233.39.1.2

DEPARTMENT 4522 - OPERATING

<u>OBJECT-TITLE</u>	<u>APPROVED</u>	<u>+ / -</u>	<u>PROPOSED</u>
	<u>BUDGET</u>	<u>CHANGE</u>	<u>BUDGET</u>
G315 EMER RELIEF – OPERATING 100% activities	\$ 126,667	\$ 94,444	\$ 221,111
G849 Other Contra Accounts	\$ (1,200)		\$ (1,200)
TOTAL OPERATING	\$ 125,467		\$ 219,911

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 PUBLIC TRANSPORTATION DIVISION
 APPROVED PROJECT BUDGET
 EFFECTIVE MARCH 25, 2021

PROJECT: 20-CA-018-03
 SPONSOR: MADISON COUNTY TRANSPORTATION AUTHORITY
 WBS: 49233.39.1.2

DEPARTMENT 4522 - OPERATING

<u>OBJECT-TITLE</u>	<u>APPROVED BUDGET</u>	<u>+ / - CHANGE</u>	<u>PROPOSED BUDGET</u>
G315 EMER RELIEF – OPERATING 100% activities	\$ 221,111	\$ 90,072	\$ 311,183
G849 Other Contra Accounts	\$ (1,200)		\$ (1,200)
TOTAL OPERATING	\$ 219,911		\$ 309,983

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 PUBLIC TRANSPORTATION DIVISION
 APPROVED PROJECT BUDGET
 EFFECTIVE NOVEMBER 10, 2021

PROJECT: 20-CA-018-03
 SPONSOR: MADISON COUNTY TRANSPORTATION AUTHORITY
 WBS: 49233.39.1.2

 DEPARTMENT 4522 - OPERATING

<u>OBJECT-TITLE</u>	<u>APPROVED BUDGET</u>	<u>+ / - CHANGE</u>	<u>PROPOSED BUDGET</u>
G315 EMER RELIEF - OPERATING 100% activities	\$ 311,183	\$ 107,606	\$ 418,789
G849 Other Contra Accounts	\$ (1,200)	(400)	\$ (1,600)
TOTAL OPERATING	\$ 309,983	\$ 107,206	\$ 417,189

**Madison County
Board of Commissioners**

Attachment 7.1

**Budget Amendment #9
March 8, 2022**

Description	Line Item	Debit	Credit
Tax Administration			
2022 Ad Valorem Tax	10.3100.2022		\$ 2,099.00
2020 Ad Valorem Tax	10.3100.2020		\$ 2,744.00
2016 Ad Valorem Tax	10.3100.2016	\$ 2,744.00	
Adjust to actual tax revenue.			
Register of Deeds			
Fees	10.3418.4100		\$ 25,000.00
Adjust to actual			
Maintenance			
Repair and Maintenance Building	10.4261.3510	\$26,357.57	
Finance			
National Timber Receipts	10.3313.2300		\$ 635.26
National Timber Receipts	10.5911.6700	\$ 635.26	
Surplus Property Expense	10.5211.8800	\$ 241.43	
Recording additional revenue			
Occupancy Fund			
Occupancy Tax	22.3414.1200		\$ 65,435.00
Professional Services	22.4140.1900	\$ 63,471.95	
TDA Professional Services	22.4140.1910	\$ 1,963.05	
Adjust to actual increase of revenue			
Emergency Management			
Homeland Security Grant	10.3443.3355		\$ 16,000.00
EMP Optionals	10.4330.4605	\$ 16,000.00	
Temp Salaries	10.4330.1260	\$ 1,000.00	
Professional Services	10.4330.1990		\$ 500.00
Record grant revenue			
Fire Department			
Mars Hill Fire Dept	10.3187.0155		\$ 40,000.00
Big Pine Fire Dept	10.3187.0175		\$ 8,000.00
Country Fire Dept	10.3187.0180		\$ 5,000.00
Walnut Fire Dept	10.3187.0190		\$ 13,000.00
Spring Creek Fire Dept	10.3187.0195		\$ 4,500.00
Mars Hill Fire Dept	10.4341.0154	\$ 40,000.00	

Big Pine Fire Dept	10.4341.0175	\$ 8,000.00
Country Fire Dept	10.4341.0185	\$ 5,000.00
Walnut Fire Dept	10.4341.0190	\$ 13,000.00
Spring Creek Fire Dept	10.4341.0195	\$ 4,500.00

Revenue and expenditures were budgeted according to estimates.

Sales Tax

1/4 cent sales tax	10.3232.3115	\$ 51,851.59
--------------------	--------------	--------------

Education/Schools

1/4 cent sales tax	10.5911.7200	\$ 51,851.59
--------------------	--------------	--------------

Sheriff's Office

SCIF Grant	39.3511.3000	\$ 84,269.66
Capital Equipment	39.5211.5000	\$ 84,269.66
Recording of new funds		

Contingency	10.7000.0000	
--------------------	--------------	--

We are at 66.64% of the FY22 budget.

Bank balances at February 28, 2022 are as follows:

	Unrestricted	Restricted	
General Fund	\$4,815,454.69		
Debt Service Fund	\$48,529.70		
Capital Outlay Fund	\$326,145.31		
Capital Management	\$13,760,936.84		
Occupancy Tax Fund		\$138,516.64	
Revaluation Fund		\$74,415.95	
Tourism Development		\$1,268,246.50	
Automation Fund		\$153,123.83	
Drug Seizure Fund		\$7,505.44	
Inmate Trust Fund		\$49,950.78	
Soil & Water Conservation		\$62,954.64	
Total of All Accounts:	\$18,951,066.54	\$1,754,713.78	
New Jail Loan	\$ -	(Due in February)	
School Debt Service	\$ -	(Due in February)	
40-42 Set Aside for Schools	\$ (1,476,421.01)		
Unspent Grant/Restricted Proceeds	\$ (767,625.28)		
Adoption Promotion Fund	\$ (145,391.53)		
Encumbered Amounts	(\$5,286,863.38)		
Total assigned and restricted Bank Balance:	\$ (7,676,301.20)		
	General	Landfill	911
Unassigned and Unrestricted totals by Fund:	\$11,005,261.00	(\$116,928.18)	\$503,343.57

SUMMARIES:

Percentage of budget at February 2022 is:

All Funds:		YTD	% OF BUDGET
Revenues	\$1,809,489.95	\$23,950,621.31	89.33
Expenditures	\$2,346,949.10	\$18,684,247.64	58.58

General Fund	MTD	YTD	Encumbered	% OF BUDGET	Year to Date 02/21
Revenues to Date:	\$1,713,121.08	\$21,415,772.21		78.46	\$21,459,852.20
Expenditures to Date:	\$2,005,859.17	\$17,121,777.89	\$ 4,774,745.38	55.7	\$16,342,428.76
Gain/Loss to Date:	(\$292,738.09)	\$4,293,994.32			\$5,117,423.44

Contingency

Landfill	MTD	YTD	Encumbered	% OF BUDGET	Year to Date 02/21
Revenues to Date:	\$84,636.95	\$2,440,541.03		100.2	\$2,363,792.29
Expenditures to Date:	\$339,439.93	\$1,499,429.88	\$512,118.00	61.47	\$1,274,717.95
Gain/Loss to Date:	(\$254,802.98)	\$941,111.15			

Contingency

911 Emergency Telephone Services	MTD	YTD		% OF BUDGET	Year to Date 02/21
Revenues	\$11,731.92	\$94,308.07		37.61	\$89,210.69
Expenditures	\$1,650.00	\$63,039.87		25.14	\$110,785.54
Gain/Loss	\$10,081.92	31,268.20			(\$21,574.85)

Contingency \$-

GENERAL FUND:

DEPARTMENT	MTD	YTD	% OF BUDGET	Year to Date 02/21
Vehicle Tax	\$87,200.04	\$629,018.33	62.9	\$660,430.18
Overages/Underages				
Ad Valorem Tax Interest	\$14,959.12	\$121,964.52	93.82	\$99,016.49
Late Listing Fee	\$750.85	\$15,460.78	103.07	\$13,978.77
Legal Fees				
2009 Ad Valorem Tax		\$336.60	99	\$164.25
2010 Ad Valorem Tax		\$747.60	99.68	\$150.51
2011 Ad Valorem Tax	\$95.98	\$1,248.52	62.43	\$1,677.76
2012 Ad Valorem Tax		\$4,732.77	67.61	\$2,924.71
2013 Ad Valorem Tax		\$6,982.34	99.75	\$3,671.83
2014 Ad Valorem Tax		\$6,362.31	79.53	\$2,772.63
2015 Ad Valorem Tax		\$6,762.29	84.53	\$7,129.32
2016 Ad Valorem Tax	\$949.03	\$13,328.95	66.64	\$14,106.07
2017 Ad Valorem Tax	\$1,336.25	\$27,192.07	90.64	\$21,645.92
2018 Ad Valorem Tax	\$3,041.44	\$38,205.46	63.68	\$61,538.92
2019 Ad Valorem Tax	\$5,393.38	\$67,871.36	67.87	\$187,538.10
2020 Ad Valorem	\$28,632.09	\$192,744.68	101.44	\$11,435,201.21
2021 Ad Valorem	\$178,360.14	\$11,537,712.44	97.19	\$18,293.70
2022 Ad Valorem	\$1,523.26	\$6,459.62	148.16	
Collection Fees: Marshall				
Collection Fees: Mars Hill				
Collection Fees: Hot Springs				
Sale of Tax Maps		\$414.00	207	
Tax Office Copies				
Returned Check	\$268.97	\$766.57		\$879.93
Refunds/Overpayment of Taxes	\$31,159.97	\$50,636.79		\$2,000.00
Contra: Returned Check				
Sale of Foreclosed Property				
Contra: Foreclosed Property Expenses				
Sales Tax/Video Programming		\$7,018.42	70.18	\$4,023.55
Sales Tax	\$570,543.02	\$2,671,507.75	48.27	\$2,618,194.02
Gas Tax Refund/State	\$2,105.05	\$9,139.49	45.70	\$12,775.56
Payment In Lieu of Taxes				
Forest Service Timber Sales	\$635.26	\$635.26		
Clerk of Court	\$6,061.43	\$45,512.68	91.30	\$39,943.34
Board of Elections		\$13,342.31	99.36	\$31,368.82
Register of Deeds	\$32,507.00	\$428,984.15	105.04	\$380,778.75
Sheriff's Department	\$281,576.36	\$1,052,432.88	61.36	\$988,602.97
Emergency Management	\$ 12,695.45	\$34,191.50	86.46	\$20,625.00
Inspections	\$3,002.08	\$158,493.76	85.30	\$142,171.19
Animal Control	\$106.00	\$25,242.00	74.24	\$28,915.09
Transportation	\$37,938.68	\$237,816.96	46.42	\$148,073.06
Cooperative Extension Service	2700	\$2,700.00	90	
Soil & Water Conservation				

DEPARTMENT	MTD	YTD	% OF BUDGET	Year to Date 02/21
Grant Revenues/JCPC/DJJD	\$8,035.00	\$66,325.00	19.88	\$190,787.70
Health Department	\$164,228.66	\$1,894,746.10	63.38	\$1,325,950.42
Medicaid Hold Harmless Tax		\$86,912.75	100	\$58,054.46
Social Services	\$197,244.30	\$1,250,037.75	50.56	\$1,306,603.20
AFDC				
Foster Care	\$49,182.75	\$257,495.79	37.17	\$243,405.03
Medicaid				\$370.00
Adoption	\$4,875.00	\$7,650.00	4.04	\$127,116.07
Child Support Enforcement	\$1,242.94	\$42,814.80	38.09	\$63,936.88
In Home Aldes	\$8,626.48	\$38,167.03	43.87	\$31,698.60
Beech Glen Center	\$407.00	\$4,477.00	89.54	
Nutrition	\$8,196.00	\$88,881.94	51.06	\$76,900.51
State Lottery Funds/Education				
Library	\$6,597.00	\$64,285.32	57.84	\$56,297.26
Parks & Recreation	\$2,600.00	\$67,431.00	94.28	\$6,370.00
Interest Earned		\$832.30	29.73	\$1,330.55
Rent of County Property	\$4,327.50	\$36,280.00	55.2	\$37,470.00
Finance/Other		\$15,194.54	101.33	\$12,389.04
Miscellaneous Income		\$47,500.00	100	\$505,047.08
Fund Transfer In				
Totals	\$1,713,121.08	\$21,415,772.21	78.46	\$21,459,852.20

GENERAL FUND EXPENDITURES

DEPARTMENT	MTD	YTD	Encumbered	% OF BUDGET	Year to Date 02/21
Governing Body	\$4,868.08	\$67,951.70		52.58	\$117,089.13
Finance Office	\$51,833.02	\$351,587.16	\$ 1,970.00	47.73	\$310,315.43
Tax Collector	\$15,601.94	\$157,198.57	\$ 40,000.00	49.2	\$171,498.52
Tax Supervisor	\$10,037.36	\$141,246.64		54.49	\$146,433.04
Land Records	\$6,085.89	\$52,975.00		56.24	
Professional Services		\$19,725.00		30.35	
Court Facilities	\$18.50	\$5,414.57	\$ 10,098.00	13.94	\$10,239.20
Board of Elections	\$10,953.27	\$126,319.23		34.81	\$266,125.71
Register of Deeds	\$38,330.63	\$276,935.81		72.39	\$242,391.03
Register of Deeds- Automation	3000	\$14,979.00	\$ 3,000.00	100	\$19,999.00
Custodial	5887.74	\$46,731.34	\$ 1,875.18	54.57	\$2,584.73
Maintenance	\$57,449.97	\$275,356.35	\$ 45,245.50	42.35	\$266,702.03
Sheriff's Department	\$396,216.78	\$2,861,888.23	\$ 1,175.10	64.67	\$2,110,194.76
Emergency Management	\$6,835.72	\$78,418.21		72.19	\$51,042.48
911 Dispatchers	\$54,689.94	\$435,334.69	\$ 5,850.00	59.95	\$404,050.16
Fire Contract/Forest Service	\$20,510.49	\$49,467.52		50.75	\$46,599.48
Inspections	\$42,250.11	\$218,320.11	\$10,000.00	69.86	\$155,459.68
Economic Development	\$9,035.54	\$45,090.80	\$5,000.00	38.48	\$54,205.71
Medical Examiner	\$400.00	\$8,250.00		66	\$6,500.00
Ambulance Service Contract	\$142,916.67	\$1,143,333.36	\$1,430,833.33	66.38	\$1,143,333.36
Animal Control	\$18,931.10	\$182,581.62		44.78	\$179,959.11
Transportation - Admin	\$9,442.88	\$78,412.86		63.44	\$61,751.65

DEPARTMENT	MTD	YTD	Encumbered	% OF BUDGET	Year to Date 02/21
Transportation - Operating	\$27,430.39	\$261,473.20	\$120.00	56.36	\$166,472.37
Transportation - Capital Outlay					
Transportation - EDTAP					\$67.50
Planning & Development	695.40	\$75,562.43		16.08	\$123,458.94
Information Technology	15,124.59	\$15,093.22	\$158.00	59.69	\$155,547.18
Cooperative Extension	32,779.46	\$182,402.47		57.6	\$146,566.63
Soil & Water	\$10,678.61	\$87,750.45		57.07	\$82,570.75
Health Department	\$274,611.87	\$2,171,301.72	\$92,447.27	51.81	\$1,824,657.04
Drug Free Community	5428.6	\$58,510.21	2125	46.65	\$90,030.31
Management Admin.	\$4,358.44	\$216,656.25		39.09	\$254,376.39
Social Services	\$196,666.05	\$1,698,210.42		54.44	\$1,693,939.78
AFDC		\$612.27		7.65	\$2,830.26
Special Assistance	\$6,381.00	\$56,531.61		43.49	\$71,299.49
State Foster Care	\$14,218.00	\$121,779.79		17.4	\$87,174.43
Foster Care Program	\$18,894.87	\$168,525.78		41.1	\$205,928.99
Medical Assistance Program					
Adoption Assistance	\$13,293.31	\$65,506.23			\$52,751.55
Crisis Intervention	\$28,156.51	\$158,965.22		41.61	\$170,038.24
Child Support	\$6,709.95	\$63,849.24	\$5,414.00	48	\$62,692.01
in Home Aides	\$3,949.18	\$53,489.92		35.39	\$73,191.76
Nutrition	\$56,396.58	\$353,004.14		56.52	\$335,921.40
Education	\$305,947.26	\$2,944,672.26	\$ 3,053,120.00	60.69	\$3,353,219.44
A-B Technical College	\$9,542.00	\$76,336.00	\$ 66,794.00	66.67	\$76,336.00
Bank Charges	\$314.15	\$9,694.87		55.4	\$8,702.07
Library	\$44,596.25	\$351,941.02	\$1,490.00	59.85	\$319,763.76
Parks & Recreation	\$29,212.32	\$106,863.07		53.82	\$57,632.63
Debt Services					
Debt Services Interest					
Fund Transfer In/ Landfill & Library					
Fund Transfer Out/Revaluation					
TOTALS	\$2,005,859.17	\$17,121,777.89	\$ 4,774,745.38	55.7	\$16,342,428.76

LANDFILL FUND

REVENUES	MTD	YTD	% OF BUDGET	Year to Date 02/21
Transfer From Fund Balance				
Landfill Miscellaneous Fees				
Returned Check Fees				
Surplus Property Proceeds				
State Tire Disposal Fee	\$ 8,882.79	\$17,750.81	88.75	\$14,340.33
Local Tire Disposal Fee	\$502.50	\$1,118.75	159.82	\$705.00
White Goods Tax	2868.6	9053.51	146.5	
Sale of White Goods	\$1,540.80	\$29,630.50	105.82	\$10,531.40
Household Hazardous Waste				
Temporary Disposal Cards	\$12,650.00	\$48,127.82	139.2	\$67,771.48
Duplicate Disposal Cards	\$175.00	\$87,110.35	101.29	\$82,002.83
Landfill Disposal Cost Fees		\$93,415.40	74.73	\$71,327.84
Landfill Sale of Recyclables	\$5,748.20	\$66,858.63	109.42	\$29,409.03
Nuisance Tires				
Disposal Cards	\$45,822.28	\$2,035,394.59	100.84	\$2,081,726.65
Construction Demolition	\$1,901.73	\$24,342.11	64.06	\$27,998.90
Solid Waste Disposal Distribution	4706.06	\$13,688.06	136.88	\$8,926.75
Grant/State				
Electronics Management	151.62	\$151.62		
Electronics (County)		\$6,885.00	114.75	\$1,320.00
Interest				
Totals	\$84,636.95	\$2,440,541.03	100.2	\$2,363,792.29

EXPENSES:	MTD	YTD	Encumbered	% OF BUDGET	Year to Date 02/21
Landfill	\$323,178.91	\$1,353,437.72	\$499,987.00	62.63	\$1,125,192.50
Recycling	\$16,079.82	\$126,930.28	\$7,226.00	51.7	\$133,450.00
Scrap Tires	\$181.20	\$19,061.88	\$4,905.00	71.93	\$16,039.45
White Goods					
Closure/Post Closure					
Totals	\$339,439.93	\$1,499,429.88	\$512,118.00	61.47	\$1,274,717.95

Report Parameters:

Release Date Start: 2/1/2022
 Release Date End: 2/28/2022
 Tax District: ALL

Sort-By: Bill #, Taxpayer Name, Release Date, Billing Date, Operator ID, Release Amount
 Grouping: No Grouping

#	Taxpayer Name	Bill Date	Release Reason	Operator ID (Name)	Release Date	Orig Bill Amount(\$)	Release Amount(\$)	Bill Amount after
00000570-2021-0000-00-REG	COUNTY OF MADISON MADISON	9/15/2021	Landfill error	DIANA	2/9/2022	360.00	360.00	0.0
00002049-2021-0000-00-REG	CUTSHAW, LARRY	9/15/2021	Landfill error	DIANA	2/16/2022	342.21	180.00	162.2
00009264-2021-0000-00-REG	COFFEY, JOHN JOSEPH	9/15/2021	Landfill error	DIANA	2/16/2022	755.63	180.00	575.6
00010949-2021-0000-00-REG	FLOYD, KATHY S.	9/15/2021	Landfill error	DIANA	2/16/2022	303.57	180.00	123.5
00012342-2021-0000-00-REG	JENKINS, ELBERT MICHAEL	9/15/2021	Landfill error	DIANA	2/7/2022	742.36	180.00	562.3
00017024-2021-0000-00-REG	CABINS OF MADISON COUNTY	9/15/2021	Sold/Traded	COLTON KENT	2/17/2022	45.36	45.36	0.0
00019645-2021-0000-00-REG	ROBERTS, JERRY LEE	9/15/2021	Landfill error	DIANA	2/3/2022	405.44	180.00	225.4
00571210-2021-0000-00-REG	MASSEY, BURLIN LEWIS	9/15/2021	Assessed In Err	DIANA	2/1/2022	120.40	84.00	36.4
total							1,389.36	
total							1,389.36	

TX Type	Bill Number	Period #	Source Type	Adjustment (C/B)	Adjustment Reason	Date of Adj.	Additional Comments	Refund Recipient Name	Refund Address Line 1	Refund Address Line 2	Refund City	Refund State	Refund Zip Code	Jurisdiction	Case No.	Refund ID	Refund Amount (\$)	Includes Refund Request	MAILED WITH REFUND	MAILED DATE	Pre-Retain (\$)
0001	300001015 2000 0000 0000 00	160373	1601	0.00	Overpaid	2/11/2021 13:05:56 AM	Primary	BILL OWEN	100 FRED FOSTER RD		MAUD HILL	NC	27104	MAUD HILL			26.78	N	26.78	0.00	0.00
0002	00001015 2000 0000 0000 00	160371	1601	0.00	Overpaid	2/11/2021 11:55:24 AM	Primary	BILL OWEN	100 FRED FOSTER RD		MAUD HILL	NC	27104	MAUD HILL			4.82	N	3.00	0.00	4.82
0003	00001015 2000 0000 0000 00	160371	1601	0.00	Overpaid	2/11/2021 11:55:24 AM	Primary	BILL OWEN	100 FRED FOSTER RD		MAUD HILL	NC	27104	MAUD HILL			180.00	N	180.00	180.00	0.00
0003	00001015 2000 0000 0000 00	160371	1601	0.00	Overpaid	2/23/2021 10:18:48 AM	Secondary	PEDHART, JAGDELINE	791 BERNHARD BOONCH		LEDS ETTA	NC	27104	MAUD HILL			211.00	N	211.72	183.00	4.12
Total																					

Authorization _____ Date _____
 3/2/2022

Appendix A

COST SCHEDULE FOR MOWING AREAS

The bidder shall complete "Appendix A" of this RFP and return with the bid package.

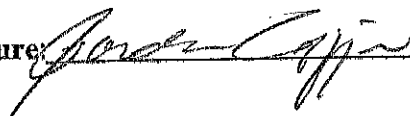
Enter the proposed cost for services per mowing cycle of the below properties (and as referenced in "Section E." above).

- Walnut Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 594.00 weekly
- Beech Glen Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 594.00 weekly
- Ebbs Chapel Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 396.00 weekly
- Barnard Park - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 198.00 weekly
- Animal Shelter - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 198.00 weekly
- Transportation Authority - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 198.00 weekly
- Marshall Senior Center - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 297.00 weekly
- Health Department - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 495.00 weekly
- Marshall Library - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

- \$ 198.00 weekly
- **Madison County Courthouse - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.**
\$ 99.00 weekly
- **Finance Office - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.**
\$ 297.00 weekly
- **Admin Building - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.**
\$ 297.00 weekly
- **Agriculture Extension Agency - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.**
\$ 297.00 weekly
- **Law Enforcement Firing Range - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.**
\$ 99.00 weekly

TOTAL "NOT-TO-EXCEED COST" PER MOWING CYCLE

\$ 4257.00 weekly

Proposal Signature: 

Printed Name: Jordan Griffin

Date: 03-04-2022

Appendix A

COST SCHEDULE FOR MOWING AREAS

The bidder shall complete "Appendix A" of this RFP and return with the bid package.

Enter the proposed cost for services per mowing cycle of the below properties (and as referenced in "Section E." above).

- Walnut Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 175⁰⁰/week
- Beech Glen Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
✓ \$ 130⁰⁰/week
- Ebbs Chapel Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 175⁰⁰ week
- Barnard Park - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 110⁰⁰ week
- Animal Shelter - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 125⁰⁰/week
- Transportation Authority - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 125⁰⁰/week
- Marshall Senior Center - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 150⁰⁰/week
- Health Department - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 325⁰⁰/week
- Marshall Library - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 150⁰⁰/week

- Madison County Courthouse - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 75⁰⁰/week

- Finance Office - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 125⁰⁰/week

- Admin Building - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 125⁰⁰/week

- Agriculture Extension Agency - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 225⁰⁰/week

- Law Enforcement Firing Range - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 125⁰⁰/week

TOTAL "NOT-TO-EXCEED COST" PER MOWING CYCLE

\$ 2,140⁰⁰/week

Proposal Signature: Matthew Garrett

Printed Name: Matthew Garrett

Date: 2/26/2022

Matthew Garrett
(828) 206. 2343
P.O. Box 1574
Mars Hill, NC 28754

Insured

Thank you for your consideration

Appendix A

COST SCHEDULE FOR MOWING AREAS

The bidder shall complete "Appendix A" of this RFP and return with the bid package.

Enter the proposed cost for services per mowing cycle of the below properties (and as referenced in "Section E." above).

- Walnut Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 200.00
- Beech Glen Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 250.00
- Ebbs Chapel Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 150.00
- Barnard Park - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 150.00
- Animal Shelter - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 100.00
- Transportation Authority - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 100.00
- Marshall Senior Center - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 150.00
- Health Department - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 250.00
- Marshall Library - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 40.00

- Madison County Courthouse - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 30.00

- Finance Office - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 100.00

- Admin Building - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 200.00

- Agriculture Extension Agency - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 100.00

- Law Enforcement Firing Range - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 150.00

TOTAL "NOT-TO-EXCEED COST" PER MOWING CYCLE

\$ 1,970

Proposal Signature: Emory Cody

Printed Name: Emory Cody

Date: 3/3/22

Appendix A

COST SCHEDULE FOR MOWING AREAS

The bidder shall complete "Appendix A" of this RFP and return with the bid package.

Enter the proposed cost for services per mowing cycle of the below properties (and as referenced in "Section E." above).

- Walnut Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 17,280.00
- Beech Glen Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 17,280.00
- Ebbs Chapel Community Center and ball field - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 17,280.00
- Barnard Park - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 11,520.00
- Animal Shelter - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 11,520.00
- Transportation Authority - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 11,520.00
- Marshall Senior Center - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 8,640.00
- Health Department - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.
\$ 11,520.00
- Marshall Library - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 5,760.00

- Madison County Courthouse - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 2,880.00

- Finance Office - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 11,520.00

- Admin Building - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 11,520.00

- Agriculture Extension Agency - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 8,640.00

- Law Enforcement Firing Range - mowing and ancillary services including weed-eating, blowing, and cleanup as well as maintenance of shrubbery of the grounds.

\$ 5,760.00

TOTAL "NOT-TO-EXCEED COST" PER MOWING CYCLE

\$ 152,640.00

Proposal Signature: 

Printed Name: Kevin Douglas Garrison

Date: 2/25/2022

FY22-23 Community Promotions Funding Guidelines/Madison County

I. Purpose

The Madison County recognizes and supports programs and organizations that promote history, art, education, agriculture and economic development in the County as areas of Interest.

II. Funding

Appropriations are supported through general County funds, which are budgeted as part of the Madison County's annual budget in the community promotions line.

III. Eligibility

To be eligible for community promotions funding an organization or project must meet the following criteria:

- a. **Nonprofit.** Organizations must be incorporated as nonprofit organizations, classified as tax exempt by the Internal Revenue Service, or a government agency in Madison County doing work on projects or programs that effect the County. Organizations must be in operations for a minimum of 2 years. Organizations must operate in Madison County with service to Madison County. If an organization does not meet this criteria, it may partner with another organization to serve as fiscal agent for purposes of receiving community promotions funds.
- b. **Public Purpose:** Local government may only appropriate taxpayer funds for those projects/programs that meet a public purpose under the North Carolina Constitution and fall within County authority to fund per the North Carolina General Statutes. Any proposed funding will receive legal review for this requirement by the County attorney.
NO FUNDING IS ALLOWED FOR CAPITAL (BUILDING/BRICK AND MORTAR PROJECTS)
- c. **Application:** Organizations must submit all documentation required by the County Manager on or before the information deadline. No late applications or requests will be considered for funding.
- d. **Funding:** Funding for any organization is only guaranteed for the fiscal year in which the appropriation is made. Future funding is not guaranteed and organizations will be required to submit new applications annually. Funding will be limited to a dollar amount set by the County in its annual budget. The Board may not be able to meet all funding requests to the full amount requested
- e. **Funding request review:** All requests for funding will be reviewed by staff and presented to the Board in budgeting work sessions. Priority will be given to programs/projects primarily located within the County and benefiting residents in one or more of the areas of interest. The Board reserves the right to request additional information from an organization regarding its request for funding. A final decision on funding will be made at the adoption of the fiscal budget.
- f. **Award of funding:** Organizations will be notified of funding in July after the budget is adopted.
- g. **Contract:** Funding will be administered via performance contracts. Contracts will require the organization to demonstrate/provide the following:
 - How the funding was used within the project/program

- **Execute the attached Standard Assurances**
- **Submit copies of nonprofit status documentation**
- **Submit copies of annual IRS tax filing (form 990s)**
- **Submit financial statements in accordance with applicable Statements on Standards for Accounting and Review Services (SSARS) or a copy of the organization's annual audit to indicate the funding was used as claimed.**

IV. The County Manager will have applications for funding requests available at County Manager's Office or upon request via email.