

The Madison County Board of Commissioners met in regular session on Tuesday, April 11, 2023, at 7:00 p.m. at the North Carolina Cooperative Extension-Madison County Center located at 258 Carolina Lane, Marshall, North Carolina.

In attendance were Chairman Matt Wechtel, Vice-Chairman Michael Garrison, Commissioner Bill Briggs, Commissioner Jeremy Hensley, Commissioner Alan Wyatt, County Manager Rod Honeycutt, County Attorney Donny Laws, and Clerk Mandy Bradley.

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

Agenda Item 1: Agenda Approval

Upon motion by Commissioner Wyatt and second by Vice-Chairman Garrison, the Board voted unanimously to approve. (Attachment 1.1)

Agenda Item 2: Consent Agenda

- a. Tax Refunds and Releases (Attachment 2.1)
- b. Kania Law Firm Tax Foreclosure Update (Attachment 2.2)
- c. Transportation Authority Updated Safety and Security Plan (Attachment 2.3)
- d. Vaya Health Letter of Support (Attachment 2.4)
- e. Approval of March 3, (Special) Meeting Minutes; March 14, 2023 (Regular) Meeting Minutes; March 28, 2023 (Special) Meeting Minutes

Upon motion by Commissioner Hensley and second by Commissioner Briggs, the Board voted unanimously to approve.

Agenda Item 3: Public Comment

Jimmy Huffman spoke regarding the Fairgrounds.
Anya Brown spoke regarding the Teens of Madison County group.
Katie Peel spoke regarding Madison County Youth League.
Tommy Laughter spoke regarding constituent services offered in the County by Congressman Chuck Edwards.
Julie Michalove spoke regarding Madison County Youth League.
John Bratz spoke regarding Madison County Youth League.
Tony Ponder spoke regarding the Planning Board and public health concerns.
Glennis Ponder spoke regarding Big Laurel Creek.
Lauren Bacchus declined to speak.
Bonnie Whitener declined to speak.
(Attachment 3.1)

Agenda Item 4: Matt Wechtel, Chairman

Chairman Wechtel presented and discussed a Public Safety Telecommunicator Week Proclamation with the Board. The Proclamation was read into record and Chairman Wechtel discussed the work of telecommunicators in the County as well as presented a new t-shirt design for the County's telecommunicator uniform. (Attachment 4.1)

Members of the Youth League present at the meeting were addressed by Chairman Wechtel.

Agenda Item 5: Public Hearing-Madison County Land Use Ordinance

a. Presentation of Proposed Land Use Ordinance Amendments-Brad Guth, Development Services Director

Mr. Guth presented and discussed proposed amendments to the County's Land Use Ordinance related to special event facilities as well as answered questions from members of the Board. Attorney John Noor with Roberts & Stevens, P.A. representing the County in Planning and Zoning matters discussed proposed amendments and the process utilized to develop the proposed

amendments. Information discussed included sections of the Ordinance affected by the most recent proposed changes, site plan and building requirements, violation compliance, and resolutions for violations. (Attachment 5.1)

b. Public Comment

Tony Ponder spoke regarding religious groups in relation to the Ordinance.
Ken Kashuba spoke regarding proposed revisions to the Ordinance.
Gloria Sundquist spoke regarding proposed revisions to the Ordinance.
Lauren Bacchus spoke regarding noise levels of the Ordinance.
Bonnie Whitener spoke regarding venues located in the County and compliance.

Chairman Wechtel opened the floor to additional speakers who were not previously signed up to speak.

Elaine Robbins spoke regarding the process used for revisions to the Ordinance.
Bodie Evans spoke regarding venues located in the County.
Glennis Ponder spoke regarding the development of housing in the County. (Attachment 5.2)

c. Discussion

Discussion was had by the Board regarding the process for developing proposed amendments to the Ordinance and public input during the process. Attorney Noor discussed the County's responsibility for due diligence in regard to public review including notice of the hearing, previous document drafts that were provided, and allowance for changes at any time during the process up until the time of adoption. Further discussion was had regarding changes requested by the Board including how to address existing venues, site plans, sound decibel levels for event venues and how those levels would be measured, violations, and remedies, with Attorney Noor discussing the process of investigating a complaint and issuance of violation.

Discussion was had by the Board and Attorney Noor regarding additional amendments to be included in the proposed Ordinance, providing the document for public review, and allowance for adoption at the next meeting of the Board with public hearing requirements already having been met.

d. Consideration of Adoption

No action taken.

Agenda Item 6: Brad Guth, Development Services Director

Mr. Guth presented and discussed proposed amendments to the Noise Ordinance and discussed the addition of newly proposed changes for consideration of inclusion.

Counsel was provided by County Attorney Laws who noted that a technical correction for the inclusion of daytime hours to be considered 7 a.m. to 10 p.m. was needed for consistency throughout the document.

Discussion was had by the Board regarding sound measurement, decibel levels, exemptions, penalties, and remedies. Counsel was provided by Attorney Noor and the Board requested that penalties be modified as follows:

- First Offense: Written Notice of Violation
- Second Offense: \$250
- Third Offense: \$500
- Fourth Offense: \$1,000
- Fifth Offense: \$2,500
- Subsequent Offenses: \$5,000

Upon motion by Commissioner Wyatt and second by Chairman Wechtel, the Board voted unanimously to approve as modified this evening. A copy of the approved Noise Ordinance is hereby attached to the Madison County Ordinance Book. (Attachment 6.1)

Agenda Item 7: James Bence, Mauldin and Jenkins

Mr. Bence attended via electronic means and presented a Power Point presentation for the FY 22 Audit. Information discussed included the report on basic financial statements, compliance, audit scope, and procedures. Mr. Bence answered questions from board members and noted that the audit has been finalized and accepted. Discussion was had by the Board and Mr. Bence with counsel being provided by County Attorney Donny Laws.

Agenda Item 8: Misty Varnell, Extension Agent North Carolina Cooperative Extension-Madison County Center

Ms. Varnell presented a Power Point presentation and discussed the programming of Madison County 4-H as well as answered questions from members of the Board. Information discussed included the 4-H mission, programming, enrollment, program impact for the year 2022, costs to participants, club involvement, and community partners.

County Attorney Laws exited the meeting at 10:09 p.m.

Agenda Item 9: Tammy Cody, Health Director

a. Opioid Settlement Planning

A Power Point presentation was presented by Ms. Cody who discussed current opioid settlement funding being received by the County, an overview of the opioid settlement case, and opioid use issues in America. She noted that current opioid settlement funding allocations include a total amount of \$1,500,000.00 to be paid to the County over an eighteen (18) year period and that in order to utilize the funds, the Board would need to provide spending directives from two approved lists of options in the form of Track A and Track B. She also discussed funds for a second opioid settlement case that could be received by the County in the future and noted participation requirements including financial reporting and public engagement for both settlements.

County Attorney Laws returned to the meeting at 10:18 p.m.

Approved programming for spending of the funds was discussed by Ms. Cody who noted that the County already utilizes some of the programming. Discussion was had by the Board and Ms. Cody and counsel was provided by County Attorney Laws.

b. Dogwood Health Trust Leverage Fund Assistance Grant

The Dogwood Health Trust Leverage Fund Assistance Grant was presented for consideration of the Board by Ms. Cody who discussed that the program assists small counties with securing grants and that the funding would be utilized to provide payment for a grant writer who previously provided services to the Health Department for grant writing.

Upon motion by Commissioner Hensley and second by Commissioner Wyatt, with discussion by the Board and counsel by County Attorney Laws regarding the appropriate process for consideration of the Board, the Board voted unanimously to approve. (Attachment 9.2)

Agenda Item 10: Kary Ledford, Finance Officer

a. Budget Amendment #10

Ms. Ledford presented and discussed Budget Amendment #10 for consideration of the Board and answered questions from members of the Board.

Upon motion by Vice-Chairman Garrison and second by Commissioner Wyatt, the Board voted unanimously to approve. (Attachment 10.1)

b. Financial Report

The March 2023 financial report was presented to the Board by Ms. Ledford who also answered questions from members of the Board. (Attachment 10.2)

Agenda Item 11: Rod Honeycutt, County Manager

a. North Carolina Forest Service Office

Bo Dossett and Trent Duncan with the North Carolina Forest Service provided information regarding the North Carolina Forest Service and answered questions from members of the Board. Mr. Dossett also presented a Power Point presentation.

Information discussed included functions of the Forest Service, needs of the Madison County Office including a new building and property to locate the new building, the previous allocation from the State for a new location in the County, and proposed sites for the facility including the request of possible utilization of County owned property located on Carolina Lane in Marshall.

b. County Board Appointments

Mr. Honeycutt discussed current vacancies in consideration for appointment of County Boards.

Discussion was had regarding the Transportation Authority. Upon motion by Chairman Wechtel and second by Commissioner Briggs, the Board voted unanimously that Tommy Justice maintain the seat for a two (2) year term.

Discussion was had regarding the consideration of an appointment of a member of the Board to the Juvenile Crime Prevention Council. Commissioner Briggs nominated Vice-Chairman Michael Garrison and the nomination was seconded by Commissioner Hensley. Discussion was had by the Board regarding Vice-Chairman Garrison having already served and the need for an alternate selection. Upon motion by Chairman Wechtel and second by Commissioner Hensley, the Board voted unanimously to appoint Commissioner Bill Briggs.

Discussion was had regarding the consideration of an appointment of a member of the Board to the Public Safety Board. Upon motion by Chairman Wechtel and second by Vice-Chairman Garrison, the Board voted unanimously to appoint Commissioner Alan Wyatt.

Discussion was had by the Board.

Agenda Item 11: Adjournment

Upon motion by Commissioner Briggs and second by Commissioner Hensley, the Board voted unanimously to adjourn at 11:04 p.m.

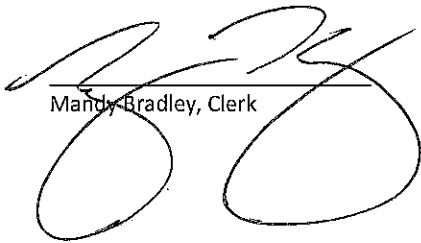
This the 11th day of April 2023.

MADISON COUNTY



Matt Wechtel, Chairman
Board of Commissioners

ATTEST:



Mandy Bradley, Clerk

Tax Year	Adjustment Reason	Refund Recipient Name	Refund Amount (\$)	MADISON Portion Refund (\$)	SOLID WASTE FEES	Fire District	Fire Refund (\$)
MADISON Refunds							
2021	Assessed In Err	MYERS, CHRISTINA	291.23	291.23	0.00		0.00
2021	Assessed In Err	MYERS, CHRISTINA	52.42	0.00	0.00	EBBS CHAPEL FD	52.42
2022	Landfill error	COATES, J. C.	186.30	0.00	186.30		0.00
2022	Landfill error	HOT SPRINGS COMMUNITY LEARNING CENTER	180.00	0.00	180.00		0.00
2022	Landfill error	HOT SPRINGS COMMUNITY LEARNING CENTER	360.00	0.00	360.00		0.00
2022	Landfill error	KACZOR, WILLIAM J.	540.00	0.00	540.00		0.00
2022	Landfill error	TWELVE SPRINGS, LLC	360.00	0.00	360.00		0.00
			1,969.95	291.23	1,626.30		52.42

Date run: 4/4/2023 9:20:25 AM
 Data as of: 4/3/2023 7:10:30 PM

TR-304 Bill Release Report

NCPTS V4

Report Parameters:

Release Date Start: 3/1/2023 Release Date End: 3/31/2023
 Tax District: ALL

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

Bill #	Taxpayer Name	Bill Date	Release Reason	Operator ID (Name)	Release Date	Orig Bill Amount(\$)	Release Amount(\$)	Bill Amount after
000001000-2022-0000-00-REG	BURNETTE, DONNA R.	8/21/2022	Landfill error	DIANA	3/1/2023	1,461.91	360.00	1,101.91
000002550-2022-0000-00-REG	COATES, BERNARD	8/21/2022	Landfill error	DIANA	3/17/2023	3,278.56	180.00	3,098.56
000002685-2020-2020-0000-00-REG	TRUSTEES FOR BETHEL BAPTIST	9/21/2020	Landfill error	DIANA	3/3/2023	180.00	180.00	0.00
000004266-2022-0000-00-REG	COATES, BERNARD	8/21/2022	Landfill error	DIANA	3/17/2023	1,225.01	180.00	1,045.01
000004269-2022-0000-00-REG	COATES, BERNARD	8/21/2022	Landfill error	DIANA	3/17/2023	355.08	180.00	175.08
000005295-2021-0000-00-REG	DIXON, ARON	9/15/2021	Landfill error	APRIL	3/6/2023	265.56	180.00	85.56
000005295-2022-0000-00-REG	DIXON, ARON	8/21/2022	Landfill error	APRIL	3/6/2023	265.56	180.00	85.56
000007705-2022-0000-00-REG	COATES, J. C.	8/21/2022	Landfill error	DIANA	3/17/2023	1,406.25	180.00	1,226.25
000009352-2020-2020-0000-00-REG	BEAR RIVER, LLC	9/21/2020	Assessed In Err	APRIL	3/27/2023	274.34	274.34	0.00
000009352-2021-2021-0000-00-REG	BEAR RIVER, LLC	9/15/2021	Assessed In Err	APRIL	3/27/2023	274.34	274.34	0.00
000009352-2022-0000-00-REG	BEAR RIVER, LLC	8/21/2022	Assessed In Err	APRIL	3/27/2023	274.34	274.34	0.00
000010298-2022-0000-00-REG	GOSNELL, KENNETH	8/21/2022	Landfill error	DIANA	3/17/2023	588.68	180.00	408.68
000013633-2020-2020-0000-00-REG	NOWHERE BRANCH ANGORA GOATS	9/21/2020	Business closed	APRIL	3/10/2023	115.34	105.60	9.74
000013633-2022-0000-00-REG	NOWHERE BRANCH ANGORA GOATS	8/21/2022	Business closed	APRIL	3/10/2023	180.21	170.47	9.74
000017518-2022-0000-00-REG	PAYNE, STACY DELANO	8/21/2022	Sold/Traded	APRIL	3/20/2023	174.35	6.60	167.75
000017546-2021-2021-0000-00-REG	RAMSEY, CHERYL	9/15/2021	Not in County	APRIL	3/31/2023	186.13	186.13	0.00
000017546-2022-0000-00-REG	RAMSEY, CHERYL	8/21/2022	Not in County	APRIL	3/31/2023	173.10	173.10	0.00
000017649-2020-2020-0000-00-REG	SMOKE SIGNALS BAKERY	9/21/2020	Business closed	MOLLY	3/13/2023	103.13	103.13	0.00
000018515-2022-0000-00-REG	WARD, TIM	8/21/2022	Landfill error	DIANA	3/8/2023	1,276.83	180.00	1,096.83
000020977-2021-2021-0000-00-REG	ALLISON, ROBERT	9/15/2021	Assessed In Err	DIANA	3/3/2023	397.35	291.75	105.60
000020977-2022-0000-00-REG	ALLISON, ROBERT	8/21/2022	Assessed In Err	DIANA	3/3/2023	412.14	271.34	140.80
000021740-2022-0000-00-REG	DASHIELL, ANNE	8/21/2022	Landfill error	DIANA	3/1/2023	1,418.53	180.00	1,238.53
0000443768-2015-2015-0000-00-REG	SECRETARY OF HOUSING AND URBAN	8/15/2015	Landfill error	DIANA	3/3/2023	1,697.70	160.00	1,537.70
0000568307-2022-0000-00-REG	ROBERTS, JACKIE GENE	8/21/2022	Landfill error	DIANA	3/1/2023	5,757.82	2,700.00	3,057.82

0000569044-2020-2020-0000-00-REG	CARTER, GARY WAYNE	9/21/2020	Sold/Traded	MOLLY	3/13/2023	3.20	0.00
0000569044-2021-2021-0000-00-REG	CARTER, GARY WAYNE	9/15/2021	Sold/Traded	MOLLY	3/13/2023	3.52	0.00
0000569044-2022-2022-0000-00-REG	CARTER, GARY WAYNE	8/21/2022	Sold/Traded	MOLLY	3/13/2023	3.20	0.00
0000569332-2021-2021-0000-00-REG	SUTTON LEASING INC.	9/15/2021	Sold/Traded	MOLLY	3/27/2023	280.00	0.00
0000569333-2021-2021-0000-00-REG	SUTTON LEASING INC	9/15/2021	Sold/Traded	MOLLY	3/27/2023	140.00	0.00
0000569715-2021-2021-0000-00-REG	CHANDLER, DAVID LEE	9/15/2021	Sold/Traded	MOLLY	3/13/2023	35.95	0.00
0000569739-2022-2022-0000-00-REG	HUNTINGTON, HUGH	8/21/2022	Sold/Traded	MOLLY	3/22/2023	26.11	0.00
0000570305-2021-2021-0000-00-REG	HONEYCUTT'S GARAGE	9/15/2021	Business closed	MOLLY	3/6/2023	40.57	0.00
0000570992-2021-2021-0000-00-REG	GRIFFIN, TAMI	9/15/2021	Sold/Traded	MOLLY	3/3/2023	11.68	0.00
0000571018-2022-2022-0000-00-REG	HEAD, IVAN M.	8/21/2022	Sold/Traded	MOLLY	3/6/2023	13.75	0.00
0000571164-2021-2021-0000-00-REG	MOON MOUNTAIN	9/15/2021	Business closed	MOLLY	3/13/2023	40.57	0.00
0000571164-2022-2022-0000-00-REG	MOON MOUNTAIN	8/21/2022	Business closed	MOLLY	3/13/2023	50.71	0.00
0000571355-2022-2022-0000-00-REG	PIRANO, JOHN EDWARD	8/21/2022	Sold/Traded	MOLLY	3/2/2023	19.64	0.00
0000571479-2022-2022-0000-00-REG	ROSCOE, SANDRA	8/21/2022	Not in County	APRIL	3/7/2023	7.00	0.00
0000571757-2022-2022-0000-00-REG	AMERICAN PATRIOT	8/21/2022	Business closed	MOLLY	3/7/2023	54.93	0.00
0000571796-2022-2022-0000-00-REG	DREAM CATCHER	8/21/2022	Business closed	MOLLY	3/13/2023	68.88	0.00
0000571819-2022-2022-0000-00-REG	GLEN NEWLAND RENTAL	8/21/2022	Business closed	MOLLY	3/6/2023	30.42	0.00
0000571847-2021-2021-0000-00-REG	ALEXANDER, SUSAN IVY	9/15/2021	Not in County	APRIL	3/8/2023	17.60	0.00
0000571884-2022-2022-0000-00-REG	WALNUT LAND MANAGEMENT, LLC.	8/21/2022	Business closed	MOLLY	3/7/2023	41.26	0.00
0000572368-2022-2022-0000-00-REG	JARRETT, LARRY LEE JR	8/21/2022	Not in County	APRIL	3/7/2023	82.50	0.00
0000572959-2022-2022-0000-00-REG	ANN A. COPLEY (RENTAL)	8/21/2022	Business closed	MOLLY	3/8/2023	31.75	0.00
0000573377-2022-2022-0000-00-REG	CAROLINA MOUNTAIN BOTANICALS,	8/21/2022	Business closed	MOLLY	3/21/2023	27.00	0.00
Subtotal						8,181.38	
Total						8,181.38	



Attachment 1.1

Tax Department

Diana Norton
Interim Tax Administrator

Date: April 3, 2023
To: Board of Commissioners
From (Department): Tax Department
Presenter: (Name): Diana Norton
Re: Kania Law Firm Update

There is not an update at this time. We are waiting to hear about a possible sale date for 2 properties.

Attached Document:

Recommended Action: None

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.

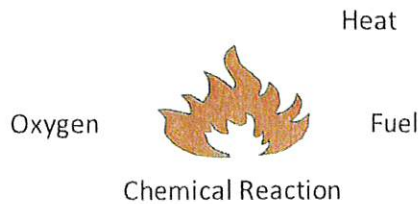
This Plan details the basic steps necessary to minimize the potential for fire occurring in the workplace. Prevention of fires in the workplace is the responsibility of everyone employed by the company, but must be monitored by each supervisor overseeing any work activity that involves a major fire hazard. 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 discarded 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

plied 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

- | | |
|---|--|
| <input type="checkbox"/> No makeshift wiring | <input type="checkbox"/> Fuse and control boxes clean and closed |
| <input type="checkbox"/> Extension cords serviceable | <input type="checkbox"/> Circuits properly fused or otherwise protected |
| <input type="checkbox"/> Motors and tools free of dirt and grease | <input type="checkbox"/> Equipment approved for use in hazardous areas (if required) |
| <input type="checkbox"/> Lights clear of combustible materials | <input type="checkbox"/> Safest cleaning solvents used |

FRICTION

- | | |
|--|---|
| <input type="checkbox"/> Machinery properly lubricated | <input type="checkbox"/> Machinery properly adjusted and/or aligned |
|--|---|

SPECIAL FIRE-HAZARD MATERIALS

- | | |
|--|---|
| <input type="checkbox"/> Storage of special flammable isolated | <input type="checkbox"/> Nonmetal stock free of tramp metal |
|--|---|

WELDING AND CUTTING

- | | |
|--|---|
| <input type="checkbox"/> Area surveyed for fire safety | <input type="checkbox"/> Combustible removed or covered |
| | <input type="checkbox"/> Permit issued |

OPEN FLAMES

- | | |
|--|---|
| <input type="checkbox"/> Kept away from spray rooms and booths | <input type="checkbox"/> Portable torches clear of flammable surfaces |
| | <input type="checkbox"/> No gas leaks |

PORTABLE HEATERS

- | | |
|---|--|
| <input type="checkbox"/> Set up with ample horizontal and overhead clearances | <input type="checkbox"/> Safely mounted on noncombustible surfaces |
| <input type="checkbox"/> Secured against tipping or upset | <input type="checkbox"/> Use of steel drums prohibited |
| <input type="checkbox"/> Combustibles removed or covered | <input type="checkbox"/> Not used as rubbish burners |

HOT SURFACES

- | | |
|---|--|
| <input type="checkbox"/> Hot pipes clear of combustible materials | <input type="checkbox"/> Soldering irons kept off combustible surfaces |
| <input type="checkbox"/> Ample containers available and serviceable | <input type="checkbox"/> Ashes in metal containers |

SMOKING AND MATCHES

- | | |
|--|---|
| <input type="checkbox"/> "No smoking" and "smoking" areas clearly marked | <input type="checkbox"/> No discarded smoking materials in prohibited areas |
| <input type="checkbox"/> Butt containers available and serviceable | |

SPONTANEOUS IGNITION

- | | |
|---|---|
| <input type="checkbox"/> Flammable waste material in closed, metal containers | <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
- Premises free of unnecessary combustible materials
- Safe storage of flammables
- 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			
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	
21	ADA											
22	BBP											
23	DD											
24	EP											
25	RC											
26	HIPAA											
27	D/A											
28	D/A RS*											
29	ADA											
30	BBP											
31	DD											
32	EP											
33	RC											
34	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 _____

NA

Date _____

Date out of Garage _____

DRUG AND ALCOHOL POLICY

See attached Policy

5. SAFETY AND SECURITY PLAN

February 8, 2022

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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 package(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-lit 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

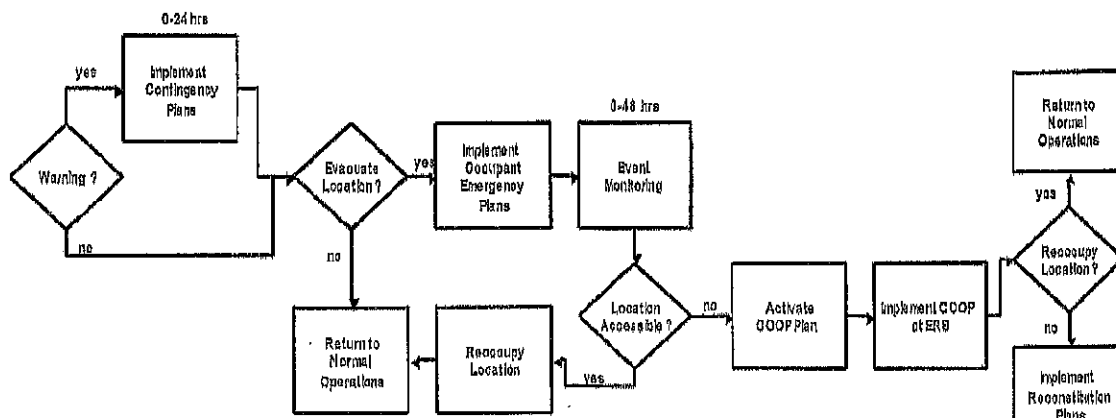
The extent to which orderly alert and notification is possible depends on the amount of warning received, whether personnel are on duty at Community locations or off duty at home or elsewhere, and, possibly, the extent of risk for Community personnel or locations.

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
Office A	Director	Direction and Control	1
	Operations Manager	Direction/Control/Scheduling	1
Office A	Dispatcher	Scheduling/Communication	1

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.	(Medial 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
			(Medial 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.

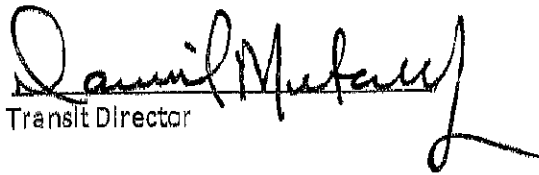
Point of Contact (POC). The designated focal point for actions involving a specific plan, as in "COOP POC."

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: 3/8/22

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


CHAIR BOARD SIGNATURE
Authorized Representative

Date: 3/8/22



Attachment 1.5

**Madison County
Administration**

PO Box 579
Marshall, NC 28753
(828) 649-2854
www.madisoncountync.org

April 11, 2023

Secretary Kody H. Kinsley
N.C. Department of Health and Human Services
2001 Mail Service Center
Raleigh, NC 27699-2000

Dear Secretary Kinsley,

As Chairman of the Board of County Commissioners in Madison County, I would like to address how the County recognizes that caring for children and youth in foster care is one of the most important functions of government. As such, your attention to this important matter is applauded and the County looks forward to working with you toward solutions to improving care for North Carolina's growing foster care population.

However, this correspondence is to share concerns once again with the NCDHHS's proposed statewide Medicaid Child and Families Specialty Plan (CFSP). The plan is largely the same as the one introduced in 2022, but two major changes make the plan even less worthy of advancement now.

First, Vaya Health and the other five LME/MCOs banded together in May 2022 to address the issue of foster care youth in a collaborative effort they call the N.C. Child and Family Improvement Initiative (NCCFII). The initiative, led directly by LME/MCO CEOs, established measurable objectives to create a system that ensures seamless, timely, and appropriate access to quality behavioral health care for children, youth, and families involved in the child welfare system.

In less than one year, the progress of the NCCFII is remarkable. The LME/MCOs have:

- Implemented care manager co-location in more than half of county DSS offices to facilitate operations, communication, and placements for children and youth in foster care. Co-location is in process for 24 additional counties, and the LME/MCOs have designated DSS liaisons for those counties that have chosen not to have an embedded care manager.
- Implemented statewide, standardized policies and administrative processes to alleviate county DSS and provider agency administrative burden and facilitate access to care for the child welfare population.
- Enhanced network adequacy statewide with open enrollment and standardized in- and out-of-network reimbursement rates to ensure timely and appropriate placement in residential treatment, Psychiatric Residential Treatment Facilities, and crisis service facilities regardless of geographic location or the need for transitions of care in another part of the state.

The LME/MCOs have proven that they can quickly accomplish much to improve the parts of the system that are in their purview.

Second, the LME/MCOs are closer to the launch of Tailored Plan. As you know, NCDHHS years ago acknowledged, the General Assembly concurring, that the best way to ensure healthy outcomes for the state's complex and specialty populations was through a whole-person approach that came to be called Tailored Plans. Later this year, Medicaid beneficiaries with serious behavioral health needs, intellectual/developmental disabilities (I/DDs), and traumatic brain injuries (TBIs) will have access to an integrated health plan that serves their needs through a public managed care organization (one of the LME/MCOs) that provides access to care for members and budget predictability to the State.

If the best solution for the complex and, in many cases, vulnerable populations mentioned above is in a Tailored Plan operated by an LME/MCO and launching later this year, then why would the state's foster care population be treated any differently?

Why should the state's youth in foster care wait years for NCDHHS to spend a significant amount of taxpayer dollars to: have a waiver approved by the Centers for Medicaid and Medicare Services (CMS), issue a Request for Applications (RFA), score the applications and award the contract, deal with lawsuits from those who did not win the contract, and then begin to implement the transition of the population from Medicaid Direct to the new administrator?

From the County's perspective, having a new administrator for the foster youth population in Medicaid presents other concerns. One of the chief concerns is the governance voice that Madison County would lose were a national commercial health plan to win the specialty plan contract. Currently, we have seats on Vaya's Regional Board, which elects representatives to Vaya's governing Board of Directors and have direct input in the organization that, as an area authority, is in its essence a part of local government. This local voice is important because there is no standard, "one-size-fits-all" approach to specialty care. We want to work with an organization that knows our communities and truly listens to its leaders and citizens. That is the relationship that has been built with Vaya.

It is recognized that improvements to the system for foster care can and should be made, and we ask NCDHHS to work with us and the LME/MCOs to address the upstream and downstream challenges that have little to do with who holds the contract for managed care of this population. At the same time, let us build on the solid foundation that counties have built through LME/MCOs—a legacy of stable, personalized care available through dedicated local providers who are deeply rooted in the communities they serve.

Utilizing those established foundations to develop a specialty plan for children and families served by the child welfare system will provide the time and support needed to succeed while retaining the local focus and community voice we hold dear.

Thank you for your assistance with the matter.

Sincerely,



Matt Wechtel, Chairman
Madison County Board of Commissioners



Madison County Commissioners Meeting

Public Comment

April 11, 2023

7:00pm

North Carolina Cooperative Extension-Madison County Center

3 Minute Time Limit

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

Name

Signature

1. ✓ Jimmy Huffman
2. ✓ Anya Brown
3. ✓ Katie Peeli
4. ✓ Tommy Haughton
5. Julie Michabue
6. ✓ John Bratz
8. Tony Ponder
9. ✓ Glennis Ponder
10. ✓ ~~Lauren Bacchus~~
11. ~~Bonnie Whitehead~~
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

Jimmy Huffman
 Anya Brown
 Katie Peeli
 Tommy Haughton
 Julie Michabue
 John Bratz
 Tony Ponder
 Glennis Ponder
~~Bacchus~~
~~Whitehead~~

PUBLIC SAFETY TELECOMMUNICATOR WEEK
April 9-15, 2023
MADISON COUNTY BOARD OF COMMISSIONERS
PROCLAMATION

WHEREAS, emergencies that require law enforcement, fire, or emergency medical services can occur at any time; and

WHEREAS, as the initial first responder, public safety telecommunicators provide a continuous link from those in need to the emergency service providers who will respond to assist; and

WHEREAS, telecommunicators provide critical lifesaving information to the public that saves lives, reduces property damage and also works to ensure scene safety for those in our police, EMS and fire department family; and

WHEREAS, the safety of our law enforcement officers, firefighters, and paramedics depends in part upon the quality and accuracy of information obtained by telecommunicators from people who contact the Emergency Communications Center; and

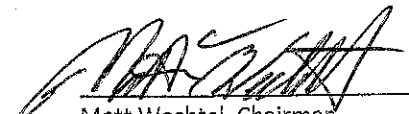
WHEREAS, public safety telecommunicators are a lifeline for our law enforcement officers, firefighters, and paramedics, monitoring their activities by radio and providing them information to help ensure their safety; and

WHEREAS, each public safety telecommunicator exhibits compassion, understanding, and professionalism of his or her duties; and

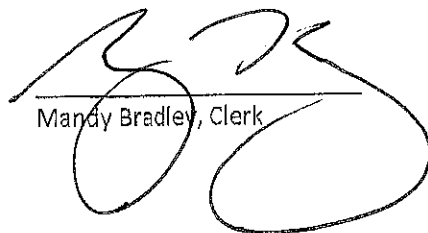
WHEREAS, telecommunicators spend countless hours taking continuing education classes that keeps up each of their certifications and provides guidance in the everchanging world around them; and

WHEREAS, the County of Madison commends the many dedicated public safety telecommunicators whose ongoing contributions help keep our county and residents safe;

NOW, THEREFORE, the Madison County Board of Commissioners does hereby proclaim and recognize April 9 -15, 2023, as "PUBLIC SAFETY TELECOMMUNICATOR WEEK" and calls upon all citizens, community agencies, faith groups, medical facilities, elected leaders, and businesses to increase their efforts to recognize and support our telecommunicators.


Matt Wechtel, Chairman

ATTEST:


Mandy Bradley, Clerk



Madison County Commissioners Meeting Public Hearing-Land Use Ordinance Amendments

Public Comment

April 11, 2023

7:00pm

North Carolina Cooperative Extension-Madison County Center

3 Minute Time Limit

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

	Name	Signature
1.	Tony Ponder	Tony Ponder
2.	Ken Kashuba	Ken Kashuba
3.	Gloria Sunquist	
4.	Lauren Bacchus	J. S. Gunt
5.	LAVREN BACCHUS	
6.	BONNIE WHITENER	
7.	Elaine Robbins	
8.	Bodie Evans	
9.	Glennis Ponder	
10.		
11.		
12.		
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18.		
19.		
20.		

Madison County Noise Ordinance

1.0 Purpose

In order to ensure the citizens of Madison County have the right and expectation to have a reasonable enjoyment of their property for themselves and their family and are not being subjected to unnecessary and disturbing noises which unreasonable interfere with the enjoyment of their property, Madison County does hereby adopt the following ordinance pursuant to N.C.G.S. 153A-133.

(Ord. adopted July 14, 2003; Am Ord. adopted April 11, 2023.)

2.0 Administration

Regulations governing the administration and enforcement of this ordinance shall be provided by the Madison County Board of Commissioners who shall administer, interpret, and enforce the provisions of this chapter by and through the County Zoning Office, Zoning Officer's designee(s), and other representatives employed within the Zoning Office as well as the Madison County Sheriff's Office or any other county employee the board deems necessary.

3.0 Definitions

Commercial District – A group of commercial facilities and the abutting public spaces.

Commercial Facility/Business/Industry – Any premises, property, or facility involving traffic in goods or furnishing of services for sale or profit, including but not limited to:

- a. Banking and other financial institutions;
- b. Dining establishments;
- c. Establishments providing retail services;
- d. Establishments providing wholesale services;
- e. Establishments for recreation and entertainment;
- f. Landscaping Operations;
- g. Office buildings;
- h. Transportation facilities;
- i. Warehouses

Construction – Any grading site preparation, assembly, erection, repair, alteration or similar action to a structure or property, but excluding demolition of buildings or structures.

Daytime – The period of time occurring between the hours of 7:00 AM and 10:00 PM, local time.

Decibel (dB) and Frequency – The practical unit of measurement for sound pressure level, the number of decibels of a measured sound is equal to 20 times the logarithm to the base 10 of the ratio of the sound pressure of the measured sound to the sound pressure of a standard sound (20 micro pascals); abbreviated "DB." Frequency is the number of sound pressure oscillations per second expressed in hertz; abbreviated "Hz."

Demolition – Any dismantling, intentional destruction, or removal of building or structures

Disturbing - Noise that is perceived by a person of ordinary sensibilities as interrupting the normal peace and calm of the area.

Dwelling – Any residential unit housed in a building or structure used for residential purposes.

Emergency Work - Any work or action necessary to deliver essential services including, but not limited to repairing water, gas, electricity, telephone, sewer facilities, or public transportation facilities, removing fallen trees on public rights-of-way, or abating life-threatening conditions.

Farming Operation (bona fide) – bona fide farm purposes include the production and activities relating or incidental to the production of crops, fruits, vegetables, ornamental and flowering plants, dairy, livestock, poultry, and all other forms of agriculture as defined in G.S. 106-581.1.

Industrial District – Any activity and its related premises, property, facilities, or equipment involving the fabrication, manufacture, or production of durable or nondurable goods.

Land Management – Any construction or other activity which changes the use or appearance of land or a structure or the intensity of the land or a structure. Land use activity shall include, but is not limited to; new structures, expansions to existing structures, new uses, changes in or expansions of existing uses, roads, driveways, etc.

Nighttime – The period of time occurring between the hours of 10:00 PM and 6:00 AM, local time.

Noise – Any sound of such level and duration as to be or tend to be injurious to human health or welfare, or which would unreasonably interfere with the enjoyment of life or property throughout the County or in any portions thereof, but excludes all aspects of the employer-employee relationship concerning health and safety hazards within the confines of a place of employment.

Noise Disturbance – Any sound that:

- a. endangers the safety or health of any person, or
- b. disturbs a reasonable person of normal sensitivities, or
- c. tends to annoy, disturb, or frighten citizens, or
- d. endangers personal or real property
- e. Impairs reasonable use of property

Person – Any individual, corporation, company, association, society, group, firm, partnership, joint-stock company, the County or any political subdivision, agency or instrumentality of the County or Municipality.

Public Right-of-Way – Any street, avenue, boulevard, road, highway, sidewalk, alley, that is leased, owned or controlled by a governmental entity.

Public Space - Any real property or structures thereon that are owned, leased, or controlled by a governmental entity.

Residential District – Any area with the following zoning designation: R-A Residential Agricultural, R-1, R-2.

Residential Property – Any property used for human habitation, including but not limited to:

- a. Private property used for human habitation;
- b. Commercial living accommodations and commercial property used for human habitation;
- c. Recreational and entertainment property used for human habitation;
- d. Community service property used for human habitation;
- e. Hospitals, nursing homes, and retirement homes and other areas where there is human habitation

Sound – Any disturbance of the air or other medium that is detectable by the unaided human ear or which produces vibrations detectable by reasonable persons of normal sensitivity.

Sound Amplifying Device – any electronically powered, operated, or assisted device that amplifies sound. A sound amplification device includes, but is not limited to, any system of public address, bullhorns, boom box, music or voice amplifiers, megaphones, or any combination thereof.

Sound Level – The sound pressure level measured in decibels with a sound level meter set for a weighting expressed in “dBA.”

Sound Level Meter – An instrument used to measure sound level and conforms to Type 1 or Type 2 standards as specified by ANSI specification S1.4-1971.

Structure – Anything that is constructed, built, or erected on property or attached to something located on the property.

Unnecessary - Any excessive or unusually loud sound or any sound which is of such character, intensity and duration as to disturb the peace and quiet of any neighborhood or which disturbs, injures or endangers the comfort, repose, health, peace or safety of any person and being a type of sound which could be lessened or otherwise controlled by the maker without unduly restricting his conduct.

Unreasonably Loud - Any noise which a reasonably prudent person would consider or find substantially incompatible with the time and location where created to the extent that such noise creates an actual or imminent interference with the peace, dignity or good order in the immediate area where created.

4.0 Loud, Disturbing, and Unnecessary Noise

It shall be unlawful for any person to cause to emit or to allow to be emitted any sound from a property that the person owns, has ownership interest in, or controls, which goes beyond the boundaries of the property if that sound level would result in a noise disturbance. Both property owners and/or any respective lessee are jointly and separately liable.

5.0 General Regulation

- (1) No person shall make, continue, cause, or wrongfully permit to be made or continued any noise disturbance originating from a residential district unless otherwise permitted by the County.
- (2) No person shall make, continue, cause, or wrongfully permit to be made or continued, any noise disturbance originating from a right-of-way, road, or other public space.
- (3) Daytime hours shall be considered from 7:00 AM to 10:00 PM.
- (4) Nighttime hours shall be considered from 10:00 PM to 7:00 AM.
- (5) No amplified sound shall be emanated during nighttime hours.

6.0 Sound Measurement

- (1) In determining whether a sound is considered a noise disturbance, a hand-held acoustic meter measuring the sound level may be used and considered in conjunction with the other factors listed in Section 6.0(2). When a hand-held acoustic sound meter is used, sound levels will be measured by sound equivalent of a one (1) minute interval at the property boundary.
- (2) The following factors shall also be considered when determining whether a sound constitutes a noise disturbance: sounds that originate during nighttime hours; proximity to onsite and adjacent residential structures; frequency and duration-whether the noise is recurrent, intermittent or constant and the length of time that the sound emanates from the bounds of the property where it is created; the volume and intensity of the sound; whether the noise has been enhanced in volume or range by any sound amplifying device; the nature and zoning of the area (with lower dBC expected from residential districts); whether the noise is related to the normal operation of a commercial activity or is the result of some use for individual purposes; whether the noise is subject to being controlled without unreasonable effort or expense to the creator thereof.
- (3) Unless otherwise specified in this Ordinance, no person shall cause or allow the emission of any sound originating from a district which, when measured pursuant to Table 1 exceeds the maximum decibel limits as specified.

Table 1. Sound Level Limits

Decibel (dBC)		Zoning District		
		Residential	Commercial	Industrial
Daytime	7:00 AM to 10:00 PM	55 dB(C)	65 dB(C)	70 dB(C)
Nighttime	10:00 PM to 7:00 AM	50 dB(C)	60 dB(C)	70 dB(C)

Section 7.0 Loud, Disturbing, and Unnecessary Noise

The following is a list of per se loud, disturbing, and unnecessary noises in violation of this ordinance, but it is not an exclusive enumeration of such violations:

- (1) **Blowing horns:** The sounding of any horn, whistle or signal device on any automobile, motorcycle, bus or other vehicle or railroad train, except as a danger signal or as required by law, so as to create any unreasonable, loud or harsh sound or the sound of such device for any unnecessary and unreasonable period of time.
- (2) **Amplified sound, radio, stereo systems of any form, etc.:** The playing of any radio, television set, digital music systems, stereo systems, musical instrument, or sound produced from amplifying device in such a manner or with such volume, as to annoy or disturb the quiet, comfort or repose of any person of normal sensibilities in any dwelling, motel, hotel or other type of residence.
- (3) **Use of Vehicles:** The use of any automobile, motorcycle or vehicle so out of repair, so loaded, or operated in such a manner as to create loud or unnecessary grating, grinding, rattling, screeching of tires or other noises.

- (4) Discharging Firearms: The discharge of any firearm must be in accordance with N.C.G.S 130.01 (b)(1).
- (5) Noises in proximity to Community Institutions: The creation of any noise disturbance on any street adjacent to any school, institution of learning, library, medical facility, sanitarium, or court while the same is in session, or adjacent to any hospital, or any church during services, which unreasonably interferes with the operations of such institution.
- (6) Bells and Gongs: The sounding of any bell or gong attached to any building or premises other than a church or religious institution, which disturbs the quiet or repose of persons in the vicinity, thereof.
- (7) Hawking, Peddling or Soliciting: The shouting and crying of peddlers, hawkers, vendors, who disturb the quiet and peace of the neighborhood.

8.0 Exemptions

The following shall be exempt from the application of this Ordinance:

- (1) Governmental emergency vehicles or public transit used in the performance of official duties;
- (2) Construction activity performed by an agency of governmental or utilities regulated by the State of North Carolina Utilities Commissioners provided that all equipment is operated in accordance with manufacture's specifications and is equipped with noise-reducing equipment in proper condition;
- (3) Sound emanating from refuse collection;
- (4) Unamplified sound from barking dogs or other noise caused by wild or domestic animals as regulated in the Madison County Animal Ordinance and enforced by Madison County Animal Control;
- (5) Sound emanating from safety signals, warning devices, and church bells or religious institutions as defined by N.C.G.S 131 F-2 (17);
- (6) Sound emanating from any event for which special permit(s) have been issued by the County including but not limited to; events with amplified sound, fireworks, and outdoor events. If the County's zoning official determines that the event is causing sound in excess of the standards specified in the permit, the zoning official may modify or revoke the permit based on the case of urgent necessity;
- (7) Sound emanated from aircraft operated in accordance with applicable federal rules and regulations;
- (8) Sound emanating from railroad operations regulated by the Federal Railroad Administration;
- (9) Sound emanating from permitted parades or military ceremonies;
- (10) Sound emanating from regularly scheduled events held at County owned parks, fields, or fairgrounds; events held at public or private schools except where a permit is otherwise required by the Madison County Ordinance;
- (11) Sound emanating from a bona fide farming operation located within the County and operating within the scope of agriculture as defined in N.C.G.S. 106-581.1;
- (12) Sound resulting within the normal operations of any governmental facility;

- (13) Construction and land management activities performed pursuant to a permit issued by the County's chief building official or their designee. Construction equipment must be operated in accordance with manufacturer's specifications with all standard sound-reducing equipment in place and in proper condition. If the chief building official determines that the construction activity is causing sound in excess of the standards specified, the chief building official may modify or revoke the permit based on the case of urgent necessity;
- (14) Building Operations which include the erection (including excavation), demolition, alteration, or repair of any building in a residential land use district between the hours of 7:00 AM and 10:00 PM of any day, except in the case of urgent necessity in the interest of public safety and then only with a permit from the Building Inspector, which permit may be renewed for a period of three (3) days or less while the emergency continues;
- (15) Unamplified sound of human voice;
- (16) The sound of machinery when emanated from a resort located within the County and in operation in an R-2 Zoned Resort District when machinery is operated in accordance with manufacturer recommendations including muffling and maintained as recommended by the manufacturer.

9.0 Enforcement

The Madison County Sheriff's Office will investigate and document the source of the initial noise complaint. Documentation of the complaint will be reviewed by the Development Services Department with further action and administration as set forth in this ordinance in compliance with Section 10.0 Penalties and Remedies.

10.0 Penalties and Remedies

If an offense is deemed as a violation of this ordinance, each subsequent violation after the initial violation shall constitute a separate offense and violations of the provisions of this article by the same person for the same activity occurring within three years of the first such violation shall be subject to revocation of the issuance and or renewal of special use permitting as outlined in the Madison County Land Use Ordinance. Each violation of this ordinance is a separate offense, even if such offenses occur the same day. Additionally, offenses shall be subject to the following civil penalties:

First Offense – Written Notice of Violation

Second Offense - \$250

Third Offense - \$500

Fourth Offense - \$1,000

Fifth Offense - \$2,500

Subsequent Offenses - \$5,000

Violations subject the offender to a civil penalty to be recovered by the County in a civil action in the nature of a debt if the offender does not pay the penalty within the prescribed period of time. Penalties are payable to the Madison County Zoning Office within thirty (30) days after the notice of violation is issued. Penalties not paid will be subject to civil action which can be levied against real property as provided in N.C. Gen Stat. § 153A-123.

Pursuant to N.C. Gen. Stat. § 153A-123 (d), this Ordinance may be enforced by an appropriate equitable remedy issuing from a court of competent jurisdiction.

Pursuant to N.C. Gen. Stat. § 153A-123 (e), this Ordinance may be enforced by injunction and order of abatement, with the General Court of Justice having jurisdiction to issue such an order.

11.0 Appeal of Violation

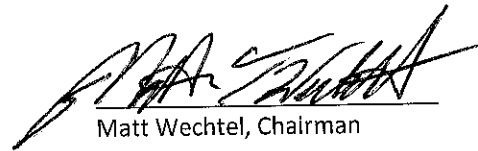
A request for an appeal of an issued penalty in conjunction with this Ordinance must be made in writing to the Madison County Zoning Office within 10 days of issuance of the penalty. The Board of Adjustment will have thirty (30) days to schedule the hearing. After due consideration of the appeal, the Board may direct that said citation(s) be withdrawn or enforced.

Additionally, a sound technician with technical knowledge and expertise in the production of sound, frequencies, and amplitudes of sound waves may be retained by the Board of Adjustment to provide testimony regarding the notice of violation. Such expert would be subject to cross-examination and other due process requirement.

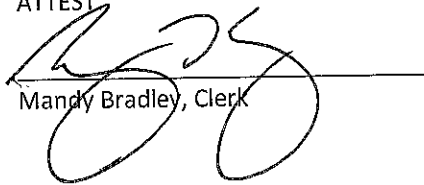
12.0 Effective Date

The rules and regulations shall be full and in force and effect from and after the 11 day of April 2023.

MADISON COUNTY BOARD OF COMMISSIONERS


Matt Wechtel, Chairman

ATTEST:


Mandy Bradley, Clerk

Dear Grantee,

It is my pleasure to inform you that the Dogwood Health Trust (“Grantor” or “we”) has approved a grant (the “Grant”) to your organization (together with any wholly owned Affiliate referenced in Exhibit A, “Grantee” or “you”) in the amount and for the project described in Exhibit A (the “Project”). Grantee shall use the Grant consistent with the purposes of Grantor’s tax-exempt mission to create a dramatically healthier region in Western North Carolina and in accordance with the terms herein.

This letter is a legally binding agreement between Grantor and Grantee (“Agreement”). Grantor and Grantee are each a “party” and collectively, the “parties.” The Agreement will be effective upon our receipt of this Agreement, signed by an authorized representative of Grantee. An electronic copy will suffice.

We will arrange for payment of the grant in accordance with the payment schedule set forth in Exhibit A. Grantor will use reasonable commercial efforts to provide payment using the Grantee’s preferred payment method set forth in Exhibit B.

You will be required to submit report(s) to the Grantor on the use of and outcomes related to grant dollars. The Grantor may decline to consider grant renewals for Grantees who fail to do so. Please see Section 2 below and Exhibit A for additional information on the reporting requirement.

TERMS AND CONDITIONS

- 1. Use of Funds.** Grantee shall use the Grant, and any interest or other income generated by the grant funds, only for the purposes of the Project described in Exhibit A and in a manner consistent with the terms of this Agreement and the budget set forth in Exhibit A. All grant funds must be expended prior to the due date of the final report. Grantee must use the Grant to support one or more of the 18 counties and Qualla Boundary within the Grantor’s Region. Grantee may not make any changes (i) in the purposes for which the Grant is made or (ii) to any budget cost category that exceeds 10% in a budget year (assuming the budget set forth on Exhibit A has budget cost categories) without the Grantor’s prior written approval. Requests and approvals for amendments to any budget cost category that exceeds 10% in a budget year shall be handled pursuant to Grantor’s forms and procedures.
- 2. Reporting.** The Grantee will submit to Grantor the written reports set forth on Exhibit A detailing Grant progress from a programmatic perspective along with a report of expenditures and confirmation that Grantee is in compliance with the terms of this Agreement. Grantor will provide reporting instructions prior to the due date found in Exhibit A. As part of the financial final report, Grantee will report separately grant dollars spent by county benefited. In addition to written reports, Grantor may request

stories that illustrate Grantee's impact – either by requesting that Grantee share such stories or provide access to individual(s) to interview for stories. Grantor may also request photographs that illustrate Grantee's work. Grantee will assume responsibility for securing all required photo releases and usage rights for any images provided to Grantor and provide verification of such to Grantor upon request. Requests and approvals for amendments to the due date of the interim, progress or final report (includes narrative and financial) shall be handled pursuant to Grantor's forms and procedures.

3. **Recordkeeping.** Grantee shall treat the Grant and any interest or income generated by the Grant as restricted assets and shall maintain either a separate account for the Grant on Grantee's books or the Grant in a separate bank account. All expenditures made in furtherance of the Project shall be charged off against the Grant and shall appear on Grantee's books. Grantee shall keep adequate records to substantiate its expenditures of the Grant. Grantee shall make all books and records pertaining to the Grant available to the Grantor at reasonable times for review and audit and shall comply with all reasonable requests of the Grantor for information and interviews regarding use of the Grant. Grantee shall keep copies of all books and records related to this grant and all reports to the Grantor for at least six years after Grantee has expended the last of the Grant.
4. **Prohibited Uses.** Grantee shall not use any portion of the funds granted in a manner inconsistent with Internal Revenue Code ("IRC") Section 501(c)(3), including:
 - a. Influencing the outcome of any specific election for candidates to public office, or to carry on, directly or indirectly, any voter registration drive within the meaning of Section 4945(d)(2);
 - b. Carrying on propaganda, or otherwise attempting, to influence legislation of any kind by any governmental body or by means of a public vote, interpreted in accordance with the provisions of IRC sections 4945(d)(1) and 4945(e); or
 - c. Inducing or encouraging violations of law or public policy, or causing any private inurement or improper private benefit to occur, or taking any other action inconsistent with either Grantee's (i) status as a Section 501(c)(3) public charity, or (ii) public purposes as a governmental unit described in Section 170 (c)(1), as the case may be.
5. **Regrants/Earmarking.** Grantee may regrant or loan a part of this grant if and only if such regrants fall within the stated purpose of the grant and the Agreement or are in accordance with the charitable purposes of Grantee and Grantor. Grantee acknowledges that Grantor has not earmarked Grant funds under this Agreement for any subgrantee, borrower, or contractor of Grantee, and no agreement otherwise exists that permits the Grantor to cause the selection of any such subgrantee, borrower, or contractor. Grantee has exercised or shall exercise exclusive control, in fact, over any such selection process and has made or shall make the selection of any subgrantee, borrower, or contractor completely independently of the Grantor.

6. **No Pledge.** Neither this Agreement nor any other statement, oral or written, nor the making of any contribution or grant to Grantee, shall be interpreted to create any pledge or any commitment by the Grantor or by any related person or entity to make any other grant or contribution to Grantee or any other entity for this or any other purpose. The Grant contemplated by this Agreement shall be a separate and independent transaction from any other transaction between the Grantor and Grantee or any other entity.
7. **Representation and Warranty Regarding Tax Status.**
- a. By entering into this Agreement, Grantee represents and warrants that Grantee is either (i) exempt from federal income tax under IRC Section 501(c)(3) and is not a private foundation within the meaning of IRC Section 509(a) nor a Type III non-functionally integrated IRC Section 509(a)(3) supporting organization or any other IRC Section 509(a)(3) supporting organization that is controlled directly or indirectly by a disqualified person with respect to Grantee or (ii) a governmental unit described in Section 170 (c)(1).
 - b. Grantee's tax status has not been revoked and, to Grantee's knowledge, Grantee is not under review or audit by the Internal Revenue Service. Upon request, Grantee will provide Grantor with current documentation of its tax status.
 - c. Grantee's receipt of the Grant and compliance with the terms of this Agreement will not cause Grantee to be in violation or conflict with the governing documents of Grantee or any law to which Grantee is subject, or to be in breach or default of any contract or license to which Grantee is a party; nor will it have any material adverse effect on Grantee's tax or legal status.
 - d. There is no pending proceeding or investigation directed at the Grantee by a federal, state, tribal, or local administrative agency or authority that could have a material adverse impact on the Grantee's ability to perform its obligations under this Agreement.
 - e. Grantee will not use Grant funds to compensate any person that Grantor has identified in writing to Grantee as a disqualified person within the meaning of IRC Section 4946.
 - f. If the Grantee is a council of government, Grantee represents and warrants that local governments fund its operations, appoint its directors, and supervise the organization.
8. **Notice.** Grantee shall give the Grantor immediate written notice upon the occurrence of any of the following: (i) any change in either Grantee's tax-exempt or public charity status, or its status as a governmental unit described in Section 170 (c)(1), as the case may be; (ii) a proceeding or investigation directed at the Grantee or an employee, director or officer of the Grantee by a federal, state, tribal, or local administrative agency or authority ("**Government Proceeding**") that could have a material adverse impact on

the Grantee's ability to perform its obligations under this Agreement; or (iii) a Government Proceeding related to a claim alleging the diversion of grant funds to a non-charitable purpose, financial impropriety, fraud or breach of fiduciary duty. Written notification will be provided to the General Counsel of Dogwood Health Trust at impactgrants@dht.org.

9. **Publications; License.** Any information contained in publications, studies, or research funded by this grant shall be made available to the public following such reasonable requirements or procedures as the Grantor may establish from time to time. Grantee grants to the Grantor a perpetual, irrevocable, fully-paid up, royalty-free, nonexclusive license to publish, use, distribute, reproduce, copy, and prepare derivative works based upon any publications, studies, or research funded by this grant at the sole discretion of the Grantor.
10. **Grant Announcements and Communications.** Grantee shall submit in advance to the Grantor, for review and revision at the sole discretion of the Grantor, any press releases or external announcements Grantee intends to make regarding the grant, and any publications referring to the grant Grantee intends to publish, other than in its internal publications (annual reports, newsletters, etc.), organizational social media, or tax returns. The Grantor, in its sole discretion, may include information on the grant in its newsletters, website, social media and periodic public reports.
11. **Terrorist Activity.** Grantee warrants that it does not support or conduct, directly or indirectly, violence or terrorist activities of any kind.
12. **Liability.** Grantee agrees that, to the extent permitted by North Carolina Tort Claims Act, Grantee will be solely responsible for its acts and omissions in carrying out the activities and purposes of the Grant.
13. **No Agency.** Grantee and not the Grantor is solely responsible for all activities supported by the Grant, the content of any product created with the grant funds, and the manner in which such products may be disseminated. This Agreement shall not create any agency relationship, partnership, or joint venture between the parties, and Grantee shall make no such representation to anyone.
14. **Assignment.** Grantee may not assign any rights or delegate any obligations created by this Agreement, in whole or in part, whether by operation of law or otherwise, without the prior written consent of Grantor. Any assignment in violation of the foregoing is null and void. This Agreement will be binding upon the successors, legal representatives and permitted assigns of the parties.
15. **Waivers.** The failure of the Grantor to exercise any of its rights under this Agreement shall not be deemed to be a waiver of such rights.
16. **Remedies.** Grantee shall repay to the Grantor any portion of the Grant which is not spent or committed for the charitable purposes of this Agreement. If the Grantor determines, in

its sole discretion, that Grantee has substantially violated or failed to carry out any provision of this Agreement, including but not limited to failure to submit reports when due, the Grantor may, in addition to any other legal remedies it may have, refuse to make any further grant payments to Grantee under this or any other grant agreement, and the Grantor may demand the return of all or part of the unexpended Grant, which Grantee shall immediately repay to the Grantor. Grantor may, in its sole discretion, discontinue or suspend funding if making such payment might, in the judgment of the Grantor, expose the Grantor to liability, adverse tax consequences, or constitute a taxable expenditure. The Grantor may also avail itself of any other remedies available by law.

17. **Captions.** All captions and headings in this Agreement are for the purposes of reference and convenience only. They shall not limit or expand the provisions of this Agreement.
18. **Entire Agreement.** This Agreement supersedes any prior or contemporaneous oral or written understandings or communications between the parties and constitutes the entire agreement of the parties with respect to its subject matter. This Agreement may not be amended or modified, except in a writing signed by both parties.
19. **Survival.** A party's obligations under this Agreement that by their nature are intended to survive termination or expiration of this Agreement shall so survive.
20. **Governing Law.** This Agreement shall be governed by the laws of the State of North Carolina applicable to contracts to be performed entirely within the State. For the purpose of any action or proceeding arising out of or relating to this Agreement, each of the parties hereto irrevocably (a) submits to the exclusive jurisdiction of the state courts of North Carolina and to the jurisdiction of the United States District Court for the Western District of North Carolina and (b) agrees that all claims in respect of such action or proceeding shall be heard and determined exclusively in any North Carolina state or U.S. federal court sitting in the County of Buncombe, North Carolina.

Please have an authorized officer of your organization sign this Agreement and return it to the Grantor. You may return the signed Agreement via AdobeSign, or send it to finance@dht.org or 890 Hendersonville Rd, Suite 300, Asheville, NC 28803. Please keep a copy of the signed Agreement for your files.

If you have any questions concerning this grant or the grant agreement, please don't hesitate to email impactgrants@dht.org or contact your DHT Community Investment Team contact.

On behalf of Dogwood Health Trust's Board and staff, let me express how delighted we are to support your organization. We wish you every success.

Sincerely,

Dogwood Health Trust

Susan Mims
Susan Mims (Mar 14, 2023 19:29 EDT)

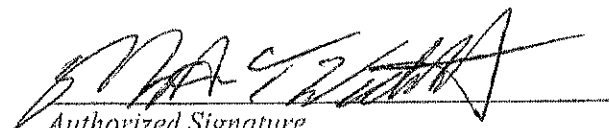
Authorized Signature

Susan Mims, MD, MPH
Name

President & CEO
Title

Mar 14, 2023
Date

Accepted on behalf of organization by:


Authorized Signature

Date: 4-11-23

Matt Wechtel
Name

Chairman, Board of Commissioners
Title

EXHIBIT A

Grantee legal name: County of Madison

Tax ID Number: 56-6000316

Type of organization: Government Entity

Organization contact: Mr. Rod Honeycutt, Interim County Manager

Grant contact: Rachel Potter, Volunteer

Dogwood Strategic Priority: Leverage Fund

Project Title: Leverage Fund Assistance for Madison County to apply for Medication-Assisted Treatment – Prescription Drug and Opioid Addiction - SAMHSA Grant Opportunity Number TI-23-001

Project:

Grant writers will work with Madison County to apply for the SAMHSA MAT Prescription Drug and Opioid Addiction Grant (TI-23-001.) If awarded this funding would help to enhance and expand the work of Madison County's current Medication for Opioid Use Disorder (MOUD) Clinic. The County has identified several areas of need and patient support that this funding would allow them to obtain and maintain.

Grant amount: \$18,000.00

Payment schedule:

- One payment of \$18,000 will be disbursed within 14 days of receipt of this signed grant agreement.*

Budget:

\$18,000 to pay for grant writer services from Innovative Funding Partners

Reporting requirements:

Grantee will submit one report to Dogwood Health Trust for the duration of the grant period. Report must detail the grant progress and include information on the following output and outcome measurements:

Outputs:

Engage grant writer for Funding Opportunity

Submit application for Funding Opportunity by the deadline of 03/07/2023

Outcomes:

Report on whether the Grantee received an award from the Funding Opportunity

Final Report (narrative and financial) Due Date: 3/15/2024

As part of the narrative final report, Grantee will report percent of grant funds spent by county, including the Qualla Boundary. This figure may be an estimate based on a good-faith approximation of the geographic breakdown of work completed.

EXHIBIT B

Please choose your payment method and provide the required details below.

Select...

Wire or ACH (PREFERRED)

<i>Bank / Institution Name</i>	
<i>ABA # (for Wire) or Routing # (for ACH)</i>	
<i>Account #</i>	

E-check, sent via email

<i>Email Address</i>	
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Paper check, sent via USPS

<i>Mailing Address</i> <i>City, State, Postal Code</i>	
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For grants paid in installments, your Dogwood Impact Team contact will work with you to confirm that all requirements for subsequent payments have been met and confirm payment details at that time.

**Madison County
Board of Commissioners**

**Budget Amendment #10
April 11, 2023**

Description	Line Item	Debit	Credit
Tax Collection			
2015 Ad Valorem Taxes	10.3100.2015		\$ 2,540.00
2016 Ad Valorem Taxes	10.3100.2016		\$ 3,100.00
2018 Ad Valorem Taxes	10.3100.2018		\$ 5,000.00
2019 Ad Valorem Taxes	10.3100.2019	\$ 5,000.00	
2021 Ad Valorem Taxes	10.3100.2021		\$ 23,000.00
Interest	10.3100.1700		\$ 37,319.00
Attorney/ Foreclosure Fee	10.3100.7000		\$ 65.00
Foreclosure Fees	10.4140.1995	\$ 65.00	
Adjust to actual			
Health Dept			
Capital Vehicle	10.5110.5110	\$ 25,000.00	
Insurance claim reimbursement			
Library			
Friends of Library	10.3611.4420		\$ 881.47
Donations	10.3611.4116		\$ 691.00
Capital Equipment	10.6110.5100	\$ 400.00	
Misc Supplies	10.6110.2990	\$ 691.00	
Electronic Resources	10.6110.2500	\$ 481.47	
Donations			
Fire Tax Fund			
Marshall Fire Dept	15.3187.0150		\$ 3,000.00
Marshall Fire Dept	15.4341.0150	\$ 3,000.00	
Mars Hill Fire Dept	15.3187.0155		\$ 100,000.00
Mars Hill Fire Dept	15.4341.0154	\$ 100,000.00	
Ebbs Chapel Fire Dept	15.3187.0160		\$ 20,000.00
Ebbs Chapel Fire Dept	15.4341.0160	\$ 20,000.00	
Jupiter Fire Dept	15.3187.0165		\$ 1,000.00
Jupiter Fire Dept	15.4341.0165	\$ 1,000.00	
Leicester Fire Dept	15.3187.0170		\$ 3,000.00
Leicester Fire Dept	15.4341.0170	\$ 3,000.00	
Big Pine Fire Dept	15.3187.0175		\$ 3,000.00
Big Pine Fire Dept	15.4341.0175	\$ 3,000.00	
Country Fire Dept	15.3187.0180		\$ 5,000.00

Country Fire Dept	15.4341.0180	\$	5,000.00	
Walnut Fire Dept	15.3187.0190			\$ 15,000.00
Walnut Fire Dept	15.4341.0190	\$	15,000.00	
Spring Creek Fire Dept	15.3187.0195			\$ 3,000.00
Spring Creek Fire Dept	15.4341.0195	\$	3,000.00	
Adjusting for trending actual				

Vehicle Tax Fund

Town of Marshall	12.3100.5000			\$ 5,000.00
Town of Marshall	12.4342.0155	\$	5,000.00	
Town of Mars Hill	12.3100.5100			\$ 10,000.00
Town of Mars Hill	12.4342.0160	\$	10,000.00	
Town of Hot Springs	12.3100.5200			\$ 5,000.00
Town of Hot Springs	12.4342.0150	\$	5,000.00	
Adjusting to trending actual				

Inspections

Fees	10.3435.4100			\$ 60,893.00
Adjust to actual				

Animal Control

Emergency Vet Care	10.3438.6500			\$ 5,000.00
Emergency Vet Care	10.4380.6500	\$	5,000.00	
Wilkinson Med. Supply	10.3438.6200			\$ 4,500.00
Wilkinson Med. Supply	10.4380.6200	\$	4,500.00	
Adoption Fees	10.3438.1000	\$	4,000.00	
Rabies Vaccine	10.3438.4000	\$	500.00	
Adjust for trending actual				

TDA

Madison County TDA	21.3414.1200			\$ 331,000.00
TDA Grants	21.4100.3960	\$	331,000.00	

Occupancy Tax Fund

Room Tax	22.3414.1200			\$ 331,000.00
Professional Services	22.4140.1900	\$	321,170.00	
Professional Services	22.4140.1910	\$	9,830.00	
Adjust for trending actual				

Revaluation Fund

Interest	25.3836.4981			\$ 1,178.05
Reserve for revaluation	25.4100.4000	\$	1,178.05	
Recording of interest earned				

ARPA Fund

Interest	36.3831.4910			\$ 72,848.38
Professional Services	36.6500.0090	\$	72,848.38	
Recording of interest earned				

Courthouse SCIF Fund

Interest	34.3831.4910		\$	2,052.00
Rent	34.5211.2711	\$	2,052.00	
Recording of interest earned				

Opioid Settlement Fund

Interest	37.3831.4910		\$	12.00
Professional Services	37.6500.1990	\$	12.00	
Recording of interest earned				

Finance

Hold Harmless	10.3520.3300		\$	297,816.14
Misc Revenue	10.3836.1100		\$	25,000.00
Medical Examiner: Professional	10.4360.1930	\$	7,500.00	
Adjust for actual				

Governing Body

Misc Services	10.4110.3990		\$7,400.00	
Goldenleaf architectural services				

School Lottery Fund

Needs Based School Lottery	10.5911.6340	\$506,742.93		
Lottery Funds	10.5911.6350	\$183,371.33		
Lottery Funds	10.3591.0000		\$	690,114.26

Sales Tax

1/4 cent sales tax	10.3232.3115			\$55,968.61
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Education/Schools

1/4 cent sales tax	10.5911.7200	\$55,968.61		
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Contingency

	10.7000.0000	\$	405,268.14	
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Attachment 10.2

We are at 75% of the FY23 budget.

Bank balances at March 31, 2023 are as follows:

	Unrestricted	Restricted
General Fund	\$ 2,562,705.30	
Debt Service Fund	\$ 48,558.04	
Capital Outlay Fund	\$ 326,279.02	
Capital Management	\$ 18,504,803.91	\$ 1,729,224.81
Occupancy Tax Fund		\$ 204,745.89
Revaluation Fund		\$ 807,149.88
Tourism Development		\$ 1,670,591.81
Automation Fund		\$ 155,284.83
Drug Seizure Fund		\$ 6,663.35
Inmate Trust Fund		\$ 29,109.01
Soil & Water Conservation		\$ 59,529.55
Opioid Settlement		\$ 198,540.66
Courthouse SCIF Grant GPO		\$ 3,749,201.32
Arpa Cash Management Fund	\$ 1,483,772.00	\$ 2,253,484.19

Total of All Accounts: \$ 22,926,118.27 \$ 10,863,525.30

New Jail Loan	\$ -	(Due in February)
School Debt Service	\$ -	(Due in February)
40-42 Set Aside for Schools	\$ (1,625,367.56)	
Unspent Grant/Restricted Procee	\$ (1,041,397.66)	
Adoption Promotion Fund	\$ (97,094.87)	
Encumbered Amounts	\$ (1,930,199.00)	
911 Funds	\$ (509,942.84)	
Goldenleaf Funds	\$ (83,900.00)	
Arpa Funds	\$ (2,162,827.00)	
Total assigned and restricted Bani	\$ (7,450,728.93)	

	General	Landfill
Unassigned and Unrestricted tota	\$ 4,611,864.04	\$ 797,431.20

SUMMARIES:

Percentage of budget at March 31, 2023 is:

All Funds:	YTD	
Revenues	\$ 2,118,901.64	\$ 53,113,485.18
Expenditures	\$ 2,886,671.06	\$ 21,679,360.19

General Fund	MTD	YTD	Encumbered	% OF BUDGE	Year to Date 03/22
Revenues to Date:	\$ 2,016,322.97	\$ 25,807,798.93		77.29	\$ 26,214,652.38
Expenditures to Date:	\$ 2,664,261.30	\$ 19,792,656.36	\$ 1,651,684.66	59.50	\$ 18,058,307.74
Gain/Loss to Date:	\$ (647,938.33)	\$ 6,015,142.57			\$ 8,156,344.64

Contingency

Landfill	MTD	YTD	Encumbered	% OF BUDGE	Year to Date 03/22
Revenues to Date:	\$ 100,258.25	\$ 27,221,258.22		107.83	\$ 2,601,989.76
Expenditures to Date:	\$ 220,089.34	\$ 1,762,251.56	\$ 278,514.34	69.81	\$ 1,665,628.35
Gain/Loss to Date:	\$ (119,831.09)	\$ 25,459,006.66			

Contingency

911 Emergency Telephone Service	MTD	YTD		% OF BUDGE	Year to Date 03/22
Revenues	\$ 9,462.02	\$ 84,428.03		70.79	\$ 106,039.00
Expenditures	\$ 2,320.42	\$ 124,452.27		49.64	\$ 59,929.74
Gain/Loss	\$ 7,141.60	\$ (40,024.24)			\$ 46,109.26

Contingency \$-

GENERAL FUND:

DEPARTMENT	MTD	YTD	% OF BUDGE	Year to Date 03/22
Vehicle Tax	\$ 91,681.80	\$ 898,650.64	79.97	\$ 711,680.36
Overages/Underages				
Ad Valorem Tax Interest	\$ 30,505.56	\$ 238,899.74	125.08	\$ 194,859.44
Late Listing Fee	\$ 2,944.05	\$ 21,700.18	126.16	\$ 18,830.04
Legal Fees				
2011 Ad Valorem Tax	\$ 107.91	\$ 2,914.17	115.93	\$ 5,691.54
2012 Ad Valorem Tax	\$ 30.24	\$ 6,273.23	104.55	\$ 7,846.64
2013 Ad Valorem Tax	\$ 651.17	\$ 7,697.90	96.22	\$ 9,743.00
2014 Ad Valorem Tax	\$ 334.99	\$ 9,089.74	113.62	\$ 8,987.25
2015 Ad Valorem Tax	\$ 740.65	\$ 12,132.72	134.81	\$ 10,815.71
2016 Ad Valorem Tax	\$ 2,069.31	\$ 19,893.78	125.30	\$ 17,665.83
2017 Ad Valorem Tax	\$ 2,348.76	\$ 29,021.71	114.09	\$ 64,809.16
2018 Ad Valorem Tax	\$ 2,536.62	\$ 49,078.21	115.75	\$ 50,603.29
2019 Ad Valorem Tax	\$ 3,960.96	\$ 67,001.34	89.34	\$ 87,331.56
2020 Ad Valorem Tax	\$ 6,835.46	\$ 95,928.35	95.93	\$ 217,032.74
2021 Ad Valorem Tax	\$ 25,850.57	\$ 210,914.75	111.01	\$ 11,973,526.13
2022 Ad Valorem Tax	\$ 293,995.87	\$ 12,415,818.57	99.76	\$ 10,154.49
2023 Ad Valorem Tax	\$ 12,483.99	\$ 15,680.08		
Collection Fees: Marshall				
Collection Fees: Mars Hill				
Collection Fees: Hot Springs				
Sale of Tax Maps		\$ 337.50	125.00	\$ 466.50
Tax Office Copies				
Returned Check	\$ 618.82	\$ 3,201.20		\$ 2,179.32
Refunds/Overpayment of Taxes		\$ 27,458.28		
Contra: Returned Check				
Sale of Foreclosed Property		\$ 2,777.00		\$ 151,300.00
Contra: Foreclosed Property Expenses				
Sales Tax/Video Programming				
Sales Tax	\$ 646,384.44	\$ 4,271,720.33	79.72	\$ 3,201,186.85
Gas Tax Refund/State	\$ 6,729.68	\$ 17,796.52	71.19	\$ 13,342.31
Payment In Lieu of Taxes		\$ 6,141.85	122.84	
Forest Service Timber Sales				
Clerk of Court	\$ 7,825.05	\$ 54,581.66	75.81	\$ 51,634.66
Board of Elections				
Register of Deeds	\$ 38,445.75	\$ 368,189.75	90.21	\$ 492,087.90
Sheriff's Department	\$ 215,033.32	\$ 1,438,053.10	73.16	\$ 1,203,898.31
Emergency Management	\$ 18,406.77	\$ 18,406.77	100.00	\$ 12,695.45
Inspections	\$ 8,873.12	\$ 259,078.19	128.04	\$ 211,813.08
Animal Control	\$ 10,862.00	\$ 17,792.33	96.17	\$ 47,711.00
Transportation	\$ 1,298.82	\$ 310,338.41	48.12	\$ 247,078.40
Cooperative Extension Service				
Soil & Water Conservation				

DEPARTMENT	MTD	YTD	% OF BUDGE	Year to Date 03/22
Grant Revenues/JCPC/DJJDP	\$ 8,035.00	\$ 363,126.32	14.45	\$ 283,920.00
Health Department	\$ 193,653.59	\$ 1,736,915.32	64.04	\$ 2,116,299.08
Medicaid Hold Harmless Tax		\$ 20,440.87		\$ 86,912.75
Social Services	\$ 193,102.32	\$ 1,309,114.51	51.53	\$ 1,425,975.95
AFDC				
Foster Care	\$ 13,904.87	\$ 167,102.41	24.12	\$ 278,970.44
Medicaid				\$ 370.00
Adoption	\$ 10,500.00	\$ 12,000.00	5.82	\$ 7,650.00
Child Support Enforcement	\$ 12,798.95	\$ 57,702.65	56.09	\$ 56,375.68
In Home Aides	\$ 2,740.25	\$ 27,571.00	35.81	\$ 40,711.13
Beech Glen Center	\$ 1,772.00	\$ 7,490.00	149.80	\$ 5,597.00
Nutrition	\$ 15,544.50	\$ 109,520.04	58.83	\$ 103,510.49
State Lottery Funds/Education		\$ 307,750.50	100.00	
Library	\$ 9,138.72	\$ 157,761.70	79.05	\$ 74,336.52
Parks & Recreation	\$ 900.00	\$ 7,150.00	57.85	\$ 68,331.00
Interest Earned	\$ 76,339.71	\$ 417,695.16	249.80	\$ 2,441.39
Rent of County Property	\$ 11,627.50	\$ 41,247.50	62.75	\$ 41,607.50
Finance/Other		\$ 14,732.76	73.66	\$ 15,194.54
Miscellaneous Income	\$ 25,000.00	\$ 111,969.24	159.54	\$ 2,188,091.93
Fund Transfer In				
Totals	\$ 2,016,322.97	\$ 25,807,798.93	77.29	\$ 26,214,652.38

GENERAL FUND EXPENDITURES

DEPARTMENT	MTD	YTD	Encumbered	% OF BUDGE	Year to Date 03/22
Governing Body	\$ 14,127.19	\$ 106,059.46		46.75	\$ 75,282.70
Finance Office	\$ 79,731.85	\$ 493,352.50		60.43	\$ 393,767.41
Tax Collector	\$ 72,420.50	\$ 236,671.28		73.16	\$ 173,361.21
Tax Supervisor	\$ 23,449.94	\$ 146,785.44		56.56	\$ 153,996.51
Land Records	\$ 9,978.84	\$ 62,056.02		63.33	\$ 59,057.25
Professional Services		\$ 21,600.00		33.23	\$ 19,725.00
Court Facilities	\$ 289.40	\$ 5,881.80		17.87	\$ 5,784.05
Board of Elections	\$ 9,147.11	\$ 176,006.21		50.37	\$ 139,164.73
Register of Deeds	\$ 33,164.89	\$ 274,754.20	\$ 6,808.50	78.05	\$ 310,124.54
Register of Deeds- Automation		\$ 12,674.12		105.62	\$ 14,979.98
Custodial	\$ 8,947.29	\$ 64,027.36		68.39	\$ 52,233.44
Maintenance	\$ 51,734.90	\$ 447,101.58	\$ 37,307.54	38.73	\$ 295,351.17
Sheriff's Department	\$ 570,612.76	\$ 3,336,152.86	\$ 2,586.40	69.52	\$ 3,205,201.03
Emergency Management	\$ 8,748.30	\$ 83,942.18	\$ 26,725.00	53.17	\$ 95,940.30
911 Dispatchers	\$ 69,760.22	\$ 577,773.47	\$ 4,269.56	74.52	\$ 500,293.22
Fire Contract/Forest Service	\$ 11,227.11	\$ 57,148.65		54.17	\$ 49,467.52
Inspections	\$ 29,995.58	\$ 256,459.51		55.19	\$ 241,627.67
Economic Development	\$ 11,611.76	\$ 84,971.72		32.33	\$ 58,338.45
Medical Examiner	\$ 2,950.00	\$ 10,450.00		83.60	\$ 10,400.00
Ambulance Service Contract	\$ 142,916.67	\$ 1,286,250.03	\$ 428,750.01	74.67	\$ 1,286,250.03
Animal Control	\$ 47,760.50	\$ 232,823.17	\$ 23,726.17	59.10	\$ 243,934.15
Transportation - Admin	\$ 12,941.85	\$ 96,674.43		75.43	\$ 93,507.98

DEPARTMENT	MTD	YTD	Encumbered	% OF BUDGE	Year to Date 03/22
Transportation - Operating	\$ 71,543.87	\$ 366,763.54	\$ 5,067.95	54.84	\$ 288,990.91
Transportation - Capital Outlay	\$ 71,016.00	\$ 86,766.00	\$ 69,550.00	54.98	
Transportation - EDTAP	\$ 33.30	\$ 577.80		28.89	\$ 339.30
Planning & Development	\$ 2,490.34	\$ 81,937.26		29.01	\$ 77,288.86
Information Technology	\$ 20,841.10	\$ 214,749.23	\$ 1,303.30	73.34	\$ 174,032.88
Cooperative Extension	\$ 28,241.20	\$ 205,313.38		60.20	\$ 209,662.86
Soil & Water	\$ 16,535.55	\$ 100,222.93		58.18	\$ 99,974.89
Health Department	\$ 369,950.85	\$ 2,543,155.22	\$ 173,326.88	64.26	\$ 2,424,059.51
Drug Free Community	\$ 13,987.14	\$ 88,647.82	\$ 2,125.00	70.80	\$ 64,172.56
MHAT	\$ 8,783.53	\$ 12,976.30		20.76	
Management Admin.	\$ 8,587.20	\$ 239,701.94		10.02	\$ 228,163.33
Social Services	\$ 257,446.53	\$ 1,823,926.02		55.76	\$ 1,888,459.53
A#DC		\$ 1,643.53		20.54	\$ 612.27
Special Assistance	\$ 7,057.00	\$ 60,780.50		55.26	\$ 63,305.61
State Foster Care	\$ 11,213.64	\$ 106,198.73		15.17	\$ 133,219.97
Foster Care Program	\$ 8,386.36	\$ 84,808.60		20.69	\$ 183,912.33
Medical Assistance Program	\$ -	\$ 20.00		4.00	
Adoption Assistance	\$ 13,361.38	\$ 144,411.00		51.87	\$ 82,600.01
Crisis Intervention	\$ 1,335.13	\$ 116,967.53		50.04	\$ 169,273.89
Child Support	\$ 17,693.37	\$ 73,950.13	\$ 9,404.45	54.68	\$ 72,402.57
In Home Aides	\$ 7,154.02	\$ 77,005.64		42.43	\$ 61,075.64
Nutrition	\$ 50,159.43	\$ 405,347.89		57.71	\$ 391,274.13
Education	\$ 364,853.67	\$ 4,163,592.24	\$ 828,436.00	81.37	\$ 3,344,985.10
A-B Technical College	\$ 9,542.00	\$ 85,878.00	\$ 19,084.00	75.00	\$ 85,878.00
Bank Charges	\$ 1,574.27	\$ 13,880.58		77.11	\$ 10,003.93
Library	\$ 81,999.44	\$ 489,304.42	\$ 13,213.90	67.69	\$ 403,812.11
Parks & Recreation	\$ 10,958.32	\$ 128,414.12		59.50	\$ 122,836.03
Debt Services					
Debt Services Interest					
Fund Transfer In/ Landfill & Library					
Fund Transfer Out/Revaluation					
TOTALS	\$ 2,664,261.30	\$ 19,792,656.36	\$ 1,651,684.66	59.50	\$ 18,058,307.74

LANDFILL FUND

REVENUES	MTD	YTD	% OF BUDGET Year to Date 03/22	
Transfer From Fund Balance				
Landfill Miscellaneous Fees		\$ 19.00		
Returned Check Fees				
Surplus Property Proceeds				
State Tire Disposal Fee		\$ 20,854.33	115.86	\$ 17,750.81
Local Tire Disposal Fee	\$ 174.50	\$ 2,523.88	252.39	\$ 1,775.95
White Goods Tax		\$ 555.20	219.96	
Sale of White Goods	\$ 1,273.20	\$ 13,020.50	72.34	\$ 32,419.30
Household Hazardous Waste		\$ 681.00	48.64	
Temporary Disposal Cards	\$ 8,215.00	\$ 63,846.25	199.52	\$ 57,527.82
Duplicate Disposal Cards	\$ 460.00	\$ 23,161.23	82.72	\$ 93,594.35
Landfill Disposal Cost Fees	\$ 14,384.21	\$ 113,908.45	91.13	\$ 119,704.32
Landfill Sale of Recyclables	\$ 7,219.38	\$ 45,855.22	109.08	\$ 73,160.44
Nuisance Tires				
Disposal Cards	\$ 65,047.40	\$ 2,388,097.41	108.34	\$ 2,140,754.56
Construction Demolition	\$ 3,484.56	\$ 39,149.07	103.02	\$ 35,319.37
Solid Waste Disposal Distribution		\$ 9,943.65	99.44	\$ 13,688.06
Grant/State				
Electronics Management		\$ 643.00	9.34	
Electronics (County)				
Interest				
Totals	\$ 100,258.25	\$ 27,221,258.22	107.83	\$ 2,601,989.76

EXPENSES:	MTD	YTD	Encumbered	% OF BUDGET Year to Date 03/22	
Landfill	\$ 189,570.07	\$ 1,565,128.25	\$ 268,624.34	70.44	\$ 1,498,275.80
Recycling	\$ 28,231.09	\$ 177,352.44	\$ 77.00	65.73	\$ 144,056.99
Scrap Tires	\$ 239.00	\$ 16,431.98	\$ 9,813.00	65.73	\$ 144,056.99
White Goods	\$ 2,049.18	\$ 3,338.89		53.00	
Closure/Post Closure					
Totals	\$ 220,089.34	\$ 1,762,251.56	\$ 278,514.34	69.81	\$ 1,665,628.35