MOORE COUNTY BOARD OF COMMISSIONERS

TUESDAY, SEPTEMBER 7, 2021, 10:30AM

REGULAR MEETING

CALL TO ORDER

INVOCATION – Dr. Darrell Cornett, First Baptist Church, Aberdeen

PLEDGE OF ALLEGIANCE – David Lambert, Solid Waste Director

I. PUBLIC COMMENT PERIOD (Procedures are attached to agenda.)

II. ADDITIONAL AGENDA

CHAIRMAN – Does any Commissioner have a conflict of interest concerning agenda items the Board will address in this meeting?

III. APPROVAL OF CONSENT AGENDA
All items listed below are considered routine and will be enacted by one motion. No separate discussion will be held except on request of a member of the Board of Commissioners.

A. Minutes: August 17, 2021, Regular Meeting and Closed Session
B. Budget Amendments
C. Resolution Authorizing Upset Bid Process for Woodlake CC Lot 41 SEC 1, Butterwick Dr., Vass, LRK# 00043975
D. Moore County Transportation Services System Safety Plan Update
E. Moore County Transportation Services / Monarch 22/23 Memorandum of Understanding
F. Amendment to Planning/Inspections FY 21/22 Fee Schedule

IV. RECOGNITIONS

A. National Recovery Month Proclamation (Matt Garner / Stephanie Heck)

V. PRESENTATIONS

A. The Tides (Dr. William M. Johnstone, MD)

B. Sandhills Center Quarterly Fiscal Report (Caroline Xiong, Finance Director)

VI. PUBLIC HEARINGS

VII. OLD BUSINESS

VIII. NEW BUSINESS

A. Health – Request for Approval of 361 ELC Reopening Schools SH Liaison Grant (Robert Wittmann, Health Director)

B. Public Works – Request for Approval of Amendment to Contract for Temporary Bypass Rental (Randy Gould, Public Works Director)

C. Solid Waste – Request for Approval of Service Contract with Hilco Transport, LLC for Hauling Recycling Materials (David Lambert, Solid Waste Director)

IX. APPOINTMENTS

A. Airport Authority

B. Nursing and Adult Care Home Community Advisory Committee

C. Sandhills Center Board of Directors

D. Board of Adjustment

X. ADDITIONAL AGENDA

XI. MANAGER'S REPORT

XII. COMMISSIONERS' COMMENTS

XIII. CLOSED SESSION – if needed

ADJOURNMENT

COMMISSIONERS' UPCOMING MEETINGS/EVENTS:

Fire Commission, Thursday, September 9, 6:00pm (Ritter)
Board of Health, Monday, September 13, 6:00pm (Gregory)
Sandhills Center Board, Tuesday, September 14, 7:00pm (Graham)
Pre-Agenda, Wednesday, September 15, 9:30am (Gregory / Quis)

DSS Board, Monday, September 20, 5:30pm (Graham)

Regular Meeting, Tuesday, September 21, 5:30pm

Pre-agenda, Wednesday, September 29, 9:30am (Ritter / Quis)

PUBLIC COMMENT PROCEDURES
MOORE COUNTY BOARD OF COMMISSIONERS

The Moore County Board of Commissioners is committed to allowing members of the public an opportunity to offer comments and
suggestions for the efficient and effective administration of government. In addition to public hearings, a special time is set aside for
the purpose of receiving such comments and suggestions. All comments and suggestions addressed to the Board during the Public
Comment Period shall be subject to the following procedures:

1. The Public Comment period will be held at the beginning of the Board meeting. The comment period will be limited to a
maximum of thirty minutes.

2. Persons who wish to address the Board during the Public Comment Period will register on a sign-up sheet available on
the table outside the entrance door to the Commissioners' Meeting Room indicating contact information and topic.
Sign-up sheets will be available beginning 30 minutes before the start of the meeting. No one will be allowed to have
his/her name placed on the list by telephone request to County Staff.

3. Each person signed up to speak will have three (3) minutes to make his/her remarks. Each person signed up to speak
will only be entitled to the time allotted to each speaker and one additional time period which may be yielded to him/her
by another individual who has also signed up to speak on a particular topic.

4. Speakers will be acknowledged by the Board Chairperson in the order in which their names appear on the sign-up sheet.
Speakers will address the Board from the lectern at the front of the room and begin their remarks by stating their name
and address.

5. Public comment is not intended to require the Board to answer any impromptu questions. Speakers will address all
comments to the Board as a whole and not one individual commissioner. Discussions between speakers and members of
the audience will not be allowed.

6. Speakers will be courteous in their language and presentation. Matters or comments which are harmful, discriminatory
or embarrassing to any citizens, official or employee of Moore County shall not be allowed. Speaker must be

respectful
and courteous in their remarks and must refrain from personal attacks and the use of profanity.

7. Only one speaker will be acknowledged at a time. If the time period runs out before all persons who have signed up get
to speak, those names will be carried over to the next Public Comment Period.

8. Any applause will be held until the end of the Public Comment Period.

9. Speakers who have prepared written remarks or supporting documents are encouraged to leave a copy of such remarks
and documents with the Clerk to the Board.

10. Speakers shall not discuss any of the following: matters which concern the candidacy of any person seeking public
office, including the candidacy of the person addressing the Board; matters which are closed session matters, including
but not limited to matters within the attorney-client privilege, anticipated or pending litigation, personnel, property acquisition, matters which are made confidential by law; matters which are the subject of public hearings.

11. Information sheets outlining the process for the public's participation in Board meetings will also be available in the
rear of the Commissioner's Meeting Room.

12. Action on items brought up during the Public Comment Period will be at the discretion of the Board.

Adopted on the 5th day of March 2007 by a 5 to 0 vote of the Moore County Board of Commissioners.

Revised on the 7th day of April 2015.

Revised on the 7th day of February 2017.

MOORE COUNTY BOARD OF COMMISSIONERS

TUESDAY, AUGUST 17, 2021

REGULAR MEETING

The Moore County Board of Commissioners convened for a Regular Meeting at 4:30pm, Tuesday, August 17, 2021, in the Commissioners' Meeting Room of the Historic Courthouse, One Courthouse Square, Carthage, North Carolina.

Commissioners Present:

Vice Chairman Louis Gregory, Jerry Daeke, Catherine Graham

Commissioners Absent:

Chairman Frank Quis, Otis Ritter

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Vice Chairman Gregory called the meeting to order at 4:35pm.

Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to enter into closed session pursuant to N.C.G.S. 143-318.11(a)(3) regarding the cases:
• Terrapin Holdings, LLC, DGH Management, LLC, and Drain the Swamp, LLC vs. Moore County and Moore County Board of Commissioners; and
• Maser Capital Management, LLC, Henry Wayne Haddock, Hadam, LLC, Daniel Adams, Traci Adams, and William Arthur Williams vs. Moore County and Moore County Board of Commissioners.

At approximately 4:45pm, upon motion made by Vice Chairman Gregory, seconded by Commissioner Graham, the Board voted 3-0 to come out of closed session and seal the minutes. Vice Chairman Gregory recessed the meeting until 5:30pm.

Vice Chairman Gregory reconvened the meeting at 5:30pm and welcomed everyone. Reverend Lee McKinney of New Covenant Fellowship Church offered the invocation and Planning and Transportation Director Debra Ensminger led the Pledge of Allegiance.

PUBLIC COMMENT PERIOD

Mr. John Misiaszek, Mr. Vic Allen, and Mr. Jim Pedersen offered comments.

Vice Chairman Gregory thanked them for their comments.

Vice Chairman Gregory asked whether any commissioner had a conflict of interest concerning agenda items the Board would address in the meeting and there were none.

CONSENT AGENDA

Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to approve the following consent agenda items:

Minutes: August 3, 2021, Regular Meeting
Tax Releases/Refunds – July 2021
Budget Amendments
Solid Waste Improvement Capital Project (Fund 435) – Revision 5
Fire Prevention Code Enforcement Agreement with Town of Pinebluff

The tax releases/refunds resolutions, budget amendments, and Solid Waste project ordinance revision are hereby incorporated as a part of these minutes by attachment as Appendices A, B, and C, respectively.

PRESENTATIONS

Health – COVID-19 Update

Health Director Robert Wittmann provided an update regarding the COVID-19 pandemic. A copy of Mr. Wittmann's remarks is hereby incorporated as a part of these minutes by attachment as Appendix D.

PUBLIC HEARINGS

GIS /Public Hearing – Request to Consider Amendment to the Moore County Road Name and Addressing Ordinance to Add One Road: Dewport Rd

GIS Manager Rachel Patterson presented request for an amendment to the Moore County Road Name and Addressing Ordinance to add Dewport Road. Vice Chairman Gregory opened the duly advertised public hearing regarding this matter. There were no speakers. Vice Chairman Gregory closed the public hearing. Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to add the road to the Moore County Road Name and Addressing Ordinance as proposed. The amendment and a copy of the affidavit of publication of the public hearing notice are hereby incorporated as a part of these minutes by attachment as Appendix E.

GIS /Public Hearing – Request to Consider Amendment to the Moore County Road Name and Addressing Ordinance to Add One Road: Wits End Trl

GIS Manager Rachel Patterson presented request for an amendment to the Moore County Road Name and

Addressing Ordinance to add Wits End Trail. Vice Chairman Gregory opened the duly advertised public hearing regarding this matter. There were no speakers. Vice Chairman Gregory closed the public hearing. Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to add the road to the Moore County Road Name and Addressing Ordinance as proposed. The amendment and a copy of the affidavit of publication of the public hearing notice are hereby incorporated as a part of these minutes by attachment as Appendix F.

NEW BUSINESS

Health – Request for Approval of FY22 543 Enhancing Detection Activities Original Addendum Agreement in the Amount of $783,987

Health Director Robert Wittmann requested the Board's approval of a funding agreement for FY22 543 Enhancing Detection Activities. Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to FY22 543 ELC Enhancing Detection Activities Original Addendum Agreement in the amount of $783,987

Health – Request for Approval of FY22 Funding for Activity 716 CDC COVID-19 Vaccination Program Grant in the Amount of $83,270

Health Director Robert Wittmann requested the Board's approval of a funding agreement for the FY22 Activity 16 CDC COVID-19 Vaccination Grant. Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to approve the FY22 Agreement Addendum for the 716 CDC COVID-19 Vaccination Program Grant provided by NCDHHS in the amount of $83,270.

Planning – Request for Approval of Amendments to Board of Adjustment Bylaws and Rules of Procedure

Planning/Transportation Director Debra Ensminger requested the Board's approval of amendments to the bylaws and rules of procedure for the Board of Adjustment. Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to approve the amended Board of Adjustment Bylaws and Rules of Procedure as presented. A copy is hereby incorporated as a part of these minutes by attachment as Appendix G.

Solid Waste – Request for Approval of Contract to Purchase 2022 Truck

Solid Waste Director David Lambert requested the Board's approval for purchase of a roll-off truck. Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to approve the amount of $169,150 to be Assigned Fund Balance as of June 30, 2021, and the budget amendment to purchase a 2022 Mack Granite 64FR Truck with a Galbreath Roll Off (hoisting system provided by dealer through Carolina Environmental Systems). Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to approve a contract with Transource to purchase a 2022 Mack Granite 64FR Truck with a Galbreath Roll Off (hoisting system provided by dealer through Carolina Environmental Systems) in the amount of $169,150 and authorize the Chairman to sign all necessary documents. The budget amendment is hereby incorporated as a part of these minutes by attachment as Appendix H.

Solid Waste – Request for Approval of Contract to Purchase 2020 Hyundai HL940A Wheel Loader

Solid Waste Director David Lambert requested the Board's approval for purchase of a wheel loader. Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to approve the amount of $132,026 to be Assigned Fund Balance as of June 30, 2021, and the budget amendment, to purchase a new Hyundai HL940A Wheel Loader. Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to approve a contract with National Equipment Dealers to purchase a new Hyundai HL940A Wheel Loader in the amount of $132,026 and authorize the Chairman to sign all necessary documents. The budget amendment is hereby incorporated as a part of these minutes by attachment as Appendix I.

Solid Waste – Request for Approval of Contract to Purchase New John Deere Track Loader

Solid Waste Director David Lambert requested the Board's approval for the purchase of a track loader. Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to approve the amount of $253,511 to be Assigned Fund Balance as of June 30, 2021, and the budget amendment, to purchase a new John Deere 655K Track Loader. Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to approve a contract with James River Equipment to purchase a new John Deere 655K Track Loader in the amount of $253,511 and authorize the Chairman to sign all necessary documents. The budget amendment is hereby incorporated as a part of these minutes by attachment as Appendix J.

APPOINTMENTS

Nursing and Adult Care Home Community Advisory Committee

Upon motion made by Commissioner Daeke, seconded by Commissioner Graham, the Board voted 3-0 to appoint Barbara Hainline and Debi Kennedy to the Nursing and Adult Care Home Community Advisory Committee for initial one-year terms commencing September 1, 2021, and expiring August 31, 2022.

Juvenile Crime Prevention Council

Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to appoint Marco Rotting to a Commissioner Appointee position on the Juvenile Crime Prevention Council for a two-year term expiring August 31, 2023.

Workforce Development Board

Upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to appoint Stephanie Daugherty and Caroline Brigmon to the Workforce Development Board for three-year terms expiring August 31, 2024.

COMMISSIONERS' COMMENTS

Vice Chairman Gregory commented regarding the recovery of Mr. Vest following a recent vehicle accident and he also noted thoughts were with Commissioner Ritter and family.
He noted that many lives could be save if people would get the COVID vaccination.

ADJOURNMENT

There being no further business, upon motion made by Commissioner Graham, seconded by Commissioner Daeke, the Board voted 3-0 to adjourn the August 17, 2021, regular meeting of the Moore County Board of Commissioners at 6:23pm.

Francis R. Quis, Jr., Chairman

Laura M. Williams, Clerk to the Board

Agenda Item:
Meeting Date: 09/07/2021

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Caroline L. Xiong, Finance Director

DATE: 08/30/2021

SUBJECT: Budget Amendments

PRESENTER: Caroline L. Xiong

REQUEST:
Approve the attached budget amendments and accept any grant funds awarded to the County associated with the budget amendment.

BACKGROUND:
The NC General Statutes provide for the County to make amendments to the budget during the fiscal year. The budget should be amended to reflect the changing financial opportunities and adjustments that occur after the budget
is adopted. Attached are detailed explanations of each amendment. The amendments are:

Department /
Fund
Amount Sources of Revenue Justification Journal
1. CVB $1,000
increase
Appropriated Fund Balance

Donation to the culinary arts program
at SCC
30001
2. Aging $18,539
decrease
Coronavirus Relief Fund and
CARES Act
Unspent CARES Act funds for
supplemental family caregiver support
30005
3. Cooperative
Extension
$3,500
increase

Donations and 4-H Camp
Fees

Sign for Southern Pines Library
Garden, Contest, Livestock Show and
FSC Program Registration fees
30006

IMPLEMENTATION PLAN:
N/A

FINANCIAL IMPACT STATEMENT:
The overall effect is to increase/decrease the revenue and expenditures in the Multi-Year Fund for ($15,039), Convention & Visitors Bureau Fund for $1,000 and to authorize the County Manager to proceed with the amendments and any actions required as a result.

RECOMMENDATION SUMMARY:
Recommend a motion to approve the following budget amendments as stated and accept any grant funds awarded to
the County associated with the budget amendment.

SUPPORTING ATTACHMENTS:
The following budget amendments and supporting information are attached:

Agenda Item:
Meeting Date: 9/7/21

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Tami Golden, Internal Auditor

DATE: August 18, 2021

SUBJECT: Resolution Authorizing the Upset Bid Process for “WOODLAKE CC LOT 41 SEC 1”, Butterwick Dr, Vass, LRK#00043975

REQUEST:
Adopt a resolution accepting the negotiated offer of $250.00 for certain real property known as “WOODLAKE CC LOT 41 SEC 1” and authorizing the upset bid process.

BACKGROUND:
On November 5, 2013, certain real property known as “WOODLAKE CC LOT 41 SEC 1,” LRK#00043975, which is located on Butterwick Dr, Vass, was sold at public auction as the result of a tax foreclosure. The County acquired the property for $2,207.80, which was the amount of the taxes owed on the property, fees related to the foreclosure, and other related costs paid or incurred by the County of Moore prior to the public auction. Since that time, the County has not used the property and has no intention of using the property.

On August 9, 2021, an offer to purchase “WOODLAKE CC LOT 41, SEC 1” was received from Coast 2 Coast Group LLC. The offer was in the amount of $250.00. Coast 2 Coast Group LLC has submitted the required 5% deposit.

IMPLEMENTATION PLAN:
After adopting the Resolution, the County will begin the upset bid process. The Clerk to the Board will advertise the negotiated offer and upset bid process. The bid process will continue until a 10-day period has passed without any qualifying upset bid having been received. At that time, the amount of the final high bid will be reported to the Board of Commissioners. Closing on the sale of the property will occur within 90 days of approval of the final high offer.

FINANCIAL IMPACT STATEMENT:
Selling the property will recover unpaid taxes and costs related to the foreclosure and acquisition of the property. In addition, selling the property will generate additional property tax revenue for the County.

RECOMMENDATION SUMMARY:
Make a motion to adopt the attached resolution acknowledging receipt of the offer of $250.00 and authorizing the upset bid process and authorize the Chairman to sign all necessary documents.

SUPPORTING ATTACHMENTS:

1. Resolution Authorizing the Upset Bid Process for “WOODLAKE CC LOT 41 SEC 1”
2. Map of Property
3. Public Notice

RESOLUTION AUTHORIZING THE UPSET BID PROCESS
FOR “WOODLAKE CC LOT 41 SEC 1” LRK#00043975

WHEREAS, the County of Moore owns certain real property located on Butterwick Dr in Vass, Moore County, North Carolina, being known and more particularly described as “WOODLAKE CC LOT 41 SEC 1,” LRK#00043975: and

WHEREAS, the property was subject to a tax foreclosure and sold at public auction on November 5, 2013; and

WHEREAS, the County of Moore acquired the property for $2,207.80, which was the sum of the amount of taxes owed on the property, fees related to the foreclosure, and other related costs paid or incurred by the County of Moore prior to the public auction; and

WHEREAS, the County of Moore has not used the property since acquiring it and has no intention of using the property; and

WHEREAS, North Carolina General Statute 160A-269 permits the County to sell real property by negotiated offer and upset bid; and

WHEREAS, the Board of Commissioners acknowledges receipt of an offer from Coast 2 Coast Group, LLC, in the amount of $250.00 for the property described above; and

WHEREAS, Coast 2 Coast Group LLC, has paid the required five percent deposit on his offer.

NOW, THEREFORE, the Board of Commissioners of the County of Moore resolves that:

1. The Board of Commissioners authorizes sale of the property described above through the upset bid procedure of North Carolina General Statute 160A-269; and

2. The Clerk to the Board shall cause a notice of the proposed sale to be published. The notice shall describe the property and the amount of the offer, and shall state the terms under which the offer may be upset; and

3. Any person may submit an upset bid to the office of the Clerk to the Board within 10 days after the notice of sale is published. In order for a bid to be considered, the bidder must be current on payment of all property taxes owed to the County; and

4. If a qualifying higher bid is received, the Clerk to the Board shall cause a new notice of upset bid to be published, and shall continue to do so until a 10-day period has passed without any qualifying upset bid having been received; and

5. A qualifying higher bid is one that raises the existing offer by not less than ten percent (10%) of the first $1,000.00 of that offer and five percent (5%) of the

remainder of that offer; and

6. A qualifying higher bid must also be accompanied by a deposit in the amount of five percent (5%) of the bid; the deposit may be made in cash, cashier's check, or certified check. The County will return the deposit on any bid not accepted and will return the deposit on an offer subject to upset if a qualifying higher bid is received. The County will return the deposit of the final high bidder at closing if requested; and

7. The terms of the final sale are:

• The property is sold in its current condition, "as is," and the County gives no warranty with respect to usability of the property; and
• Closing will occur within 90 days of approval of the final bid at the Office of the Moore County Attorney: and
• The County will issue a non-warranty deed; and
• The Buyer is responsible for ad valorem taxes for the current year (non-prorated); and
• The Buyer must pay with cash, by cashier's check or by certified check at the time of the closing.

8. The County reserves the right to withdraw the property from sale at any time before the final high bid is approved and the right to reject at any time all bids; and

9. The final high bid shall be taken to the Board of Commissioners for approval.

ADOPTED this the 7th day of September 2021 by the Moore County Board of Commissioners.

COUNTY OF MOORE

Frank Quis, Chairman
Moore County Board of Commissioners

ATTEST:

Laura M. Williams, Clerk to the Board

PUBLIC NOTICE
SALE OF COUNTY PROPERTY

An offer of $250.00 has been submitted for the purchase of certain property owned by the County of Moore known as “WOODLAKE CC LOT 41 SEC 1,” LRK#00043975, which is located on Butterwick Dr, Vass, Moore County, North Carolina, and more particularly described as follows:

LOT NO. 41, SECTION EIGHT, LAKE SURF SUBDIVISION, in Little River Township, Moore County, North Carolina, as is shown on a map entitled “LAKE SURF, SECTION EIGHT, PAGE TWO, PROPERTY OF LAKE SURF, INC., LITTLE RIVER TOWNSHIP, MOORE COUNTY, NORTH CAROLINA”, dated June 17, 1976, prepared by C.H. Blue and Associates, Southern Pines, North Carolina, and recorded in Plat Cabinet 1, Slide 86-B, Moore County Registry, to which map and its recordation reference is hereby made for a more particular description of said lot.

Persons wishing to upset the offer that has been received shall submit a bid with their offer to the office of the Clerk to the Board, 1 Courthouse Square, Carthage, NC 28327, by 5:00 P.M., September 22, 2021. At that time the clerk to the board shall review the bids, if any, and the highest qualifying bid will become the new offer. If there is more than one bid in the highest amount, the first such bid received will become the new offer.

A qualifying higher bid is one that raises the existing offer to an amount not less than $275.00. In order for a bid to be considered, the bidder must be current on payment of all property taxes owed to the County.

A qualifying higher bid must be accompanied by a deposit in the amount of five percent (5%) of the bid. The deposit must be made in cash, by cashier’s check, or by certified check. The County will return the deposit on any bid not accepted, and will return the deposit on an offer subject to upset if a qualifying higher bid is received. If the final high bidder refuses at any time to close sale, their deposit will be forfeited to the County.

The process of advertising and accepting upset bids will continue until a 10-day period has passed without any qualifying upset bid having been received. At that time, the amount of the final high bid will be reported to the Board of Commissioners.

The County Board of Commissioners must approve the final high offer before the sale is closed, which it will do within 90 days after the final upset bid period has passed. The County reserves the right to reject any and all bids at any time.

The buyer must pay with cash, by cashier’s check, or by certified check at closing.

Inquiries about the property and the sale may be made to the Clerk to the Board, 1

Courthouse Square, Carthage, NC, or at telephone (910) 947-4006 during normal business hours.

Agenda Item: Meeting Date: Sept 7, 2021

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Sonia Biggs

Moore County Transportation Services Manager DATE: August 11, 2021

SUBJECT: Moore County Transportation Services System Safety Plan Update PRESENTER: Debra Ensminger Planning & Transportation Director

REQUEST: Request the Board of County Commissioners approve the updated System Safety Plan for Moore County Transportation Services. The System Safety Plan is a requirement of the North Carolina Department of Transportation (NCDOT) and has been reviewed by the NCDOT.

BACKGROUND: In accordance with FTA Circular 5010.1E Grant Management Requirements; 49 CFR 37.161; 49 CFR 18.32(d) (4); and NCDOT/IMD State Management Plan, the County of Moore/Moore County Transportation Services must assure compliance with federal and state requirements through North Carolina Department of Transportation oversight as mandated by the Federal Transit Administration.

The System Safety Plan serves as a tool to ensure compliance with state and federal requirements and is monitored by the North Carolina Department of Transportation. The previous Moore County System Safety Plan was approved in 2018 and updates are performed on an as needed basis.

IMPLEMENTATION PLAN:

Upon approval of the System Safety Plan, Moore County Transportation Services will continue to abide by the applicable System Safety Plan guidance and will perform all duties as described by the plan.

FINANCIAL IMPACT STATEMENT:

None RECOMMENDATION SUMMARY: Make a motion to approve the updated Moore County Transportation Services System Safety Plan and authorize the Chairman to execute the document.

SUPPORTING ATTACHMENTS: Updated Moore County Transportation Services System Safety Plan.

___MOORE COUNTY___
PUBLIC
TRANSPORTATION
SYSTEM SAFETY PLAN (SSP)

THE SIX PLANS

1. Emergency Action Plan
2. Fire Prevention Plan
3. Preventive Maintenance Plan
4. Drug & Alcohol Policy
5. Security Plan
6. Continuity of Operations Plan

September 7, 2021

EMERGENCY ACTION PLAN

(Ref: 1910.38)

INTRODUCTION:

This document is a plan to prepare for workplace emergencies. By auditing the workplace, training employees, obtainingobtaining, 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 healthy ful 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 #
Moore County Transportation
System
Sonia Biggs, Transportation
Manager
910-947-
7162
Moore County Transportation
System
Barbara Mosley, Office
Coordinator
910-947-
7163

Coordinators are responsible for the proper inventory and maintenance of equipment. They may be contacted by employees for further information on this Plan. If the Coordinator is unavailable, the Continuity of Operations Plan may be consulted to determine the next employee to contact.

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 Coordinator 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 LOCAL LAW ENFORCEMENT: 911 AMBULANCE: 911

MEDICAL FACILITY (WELLNESS): 947-1419

Commented [JS1]: Added in the case the coordinator is unavailable.

POWER COMPANY (DUKE ENERGY PROGRESS): 1-800-419-6356

WEATHER WEBSITE: https://www.moorecountync.gov/notify

STATE HIGHWAY PATROL: *HP or 910-944-3629

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 the fire alarm. The alternate means of notification will be the loud voice of designated staff to alert everyone to exit the building immediately.

IV. Evacuation Plans: Emergency evacuation escape route plans (see Appendix A) 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 Transportation Manager or Office Coordinator,
Wwhom will be located at the parking lot outside of the building and accessible via cell phone # 910-273-4138 and 919-935-3505.

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 email notification given by Moore County Public Safety Department.
When a hazardous weather alert ifs made, all employees shall immediately report to the
Commented [TR2]: Will a telephone number be listed?
Commented [JS3R2]: *HP works from a cell phone, but I have

added the local Highway Patrol number also.
Commented [TR4]: Please make sure that all references to
Appendix A are included in Appendix A. Please also double check
all appendixes and attachments to make sure each one contains the appropriate documents/substance.
Commented [JS5R4]: Thank you for catching that. The Evacuation Plan is included in the Fire Prevention Plan in the next section, but not as an appendix. Since these chapters can also serve as independent documents, I think it would still be appropriate to
add the Evacuation Plan as an Appendix here also.

closest tornado refuge area (see Appendix A). Stay in this area until given the all-clear sign which is a call from the Public Safety Department.

VIII. Training: The personnel positions 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 Ayers/Moore County
Transportation Services
Transportation Manager / 910-947-7162
Office Coordinator / 910-947-7163
Evacuation Assistant Ayers/Moore County
Transportation Services
Transportation Manager / 910-947-7162
Office Coordinator / 910-947-7163
Emergency Shut-down Ayers/Moore County
Transportation Services
Transportation Manager / 910-947-7162
Office Coordinator / 910-947-7163

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.

*For further information on Employee Alarm Systems, see 1910.165.

Appendix A

EMERGENCY EVACUATION ESCAPE ROUTE

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September 7, 2021

FIRE PREVENTION PLAN

Reference 1910.39

I. Policy

Established (date)

(Executive officer)

It is the policy of Moore County Transportation toServices 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 if 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, butcompany 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 _Transportation Manager 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, namesnames, 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 always be available for employees to view 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:

Heat

Oxygen Fuel

Chemical Reaction

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.

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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) 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. A list of on-site hazardous materials is kept in the mechanical closet of the MCTS office building.

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 is 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 IGINITION 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 eElectrical defects, generally due Use only approved
to poor maintenance, mostly in wiring National Electrical
motors switches, lamps and   Code. Establish regular
hot elements.   maintenance.

Friction Hot bearings, misaligned or broken Follow a regular schedule of
machine parts, poor adjustment. inspection maintenance and
lubrication.

Open flames Cutting and welding torches, gas oil Follow established welding
oil burners, misuse of gasoline torches. pre- cautions. Keep burners
Clean and properly adjusted.
Do not use open
flames near combustibles.

Smoking and matches Dangerous near flammable liquids   Smoke only in permitted areas.
and in areas where combustibles are Make sure matches are out.
stored or used.   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
furnacesfurnaces, electric
lamps or irons, circulation.
Check heating apparatus prior to
leaving it unattended.

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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, staff should 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 be maintained at all times. The plan administrator will enforce observance of permissible and prohibited smoking areas for employees and outside visitors to the workplace. Fire-safe, metal containers will be provided where smoking is permitted. No-smoking areas will be checked periodically for evidence of discard smoking materials.

STATIC ELECTRICITY

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

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

VII. HOUSEKEEPING PREVENTATIVE TECHNIQUES

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

- Keep storage and working areas free of trash.

• Place oily rags in covered containers and dispose of daily.

• Do not use gasoline or other flammable solvent or finish to clean floors.

• Use noncombustible oil-absorptive materials for sweeping floors.

• Dispose of materials in noncombustible containers that are emptied daily.

• Remove accumulation of combustible dust.

• Don’t refuel gasoline-powered equipment in a confined space, especially in the presence of equipment such as furnaces or water heaters.

• Don’t refuel gasoline-powered equipment while it is hot.

• Follow proper storage and handling procedures.

• Ensure combustible materials are present only in areas in quantities required for the work operation.

• Clean up any spill of flammable liquids immediately.

• Ensure that if a worker’s clothing becomes contaminated with flammable liquids, these individuals change their clothing before continuing to work.

• Post “No Smoking” caution signs near the storage areas.

• Report any hazardous condition, such as old wiring, worn insulation and broken electrical equipment, to the supervisor.

• Keep motors clean and in good working order.

• Don’t overload electrical outlets.

• Ensure all equipment is turned off at the end of the work-dayworkday.

• 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.

• Don’t allow material to block automatic sprinkler systems, or to be piled around fire extinguisher locations. To obtain the proper distribution of water, a minimum of 18 inches of clear space must be maintained below sprinkler deflectors. If there are no sprinklers, a 3-foot clearance between piled material and the ceiling must be maintained to permit use of hose streams. These distances must be doubled when stock is piled higher than 15 feet.

• Check daily for any discard lumber, broken pallets or pieces of material stored on site and remove properly.

• Reptile 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 an electrically managed, manually operated fire alarm system. When activated, the system will sound alarms that can be heard above the ambient noise levels throughout the workplace. The fire alarm will also be automatically transmitting to the fire department. Any fire suppression or fire detection system will automatically actuate the building alarm system.

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 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 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 in Appendix E. The fire extinguishers will also be inspected by the Transportation Manager, 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.

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Appendix A
FIRE PREVENTION CHECKLIST
This checklist should be reviewed regularly and kept up to date.

ELECTRICAL EQUIPMENT
_ No makeshift wiring _ Fuse and control boxes clean a closed
_ Extension cords serviceable _ Circuits properly fused or otherwise protected
_ Motors and tools free of dirt and grease _ Equipment approved for use in hazardous areas (if required)
_ Lights clear of combustible materials _ Safest cleaning solvents used

FRICTION
_ Machinery properly lubricated _ Machinery properly adjusted and/or aligned

SPECIAL FIRE-HAZARD MATERIALS
_ Storage of special flammable isolated _ Nonmetal stock free of tramp metal

WELDING AND CUTTING
_ Area surveyed for fire safety _ Combustible removed or covered
_ Permit issued

OPEN FLAMES
_ Kept away from spray rooms and booths _ Portable torches clear of flammable surfaces
_ No gas leaks

PORTABLE HEATERS
_ Set up with ample horizontal and overhead clearances _ Safely mounted on noncombustible surfaces
_ Secured against tipping or upset _ Use of steel drums prohibited
_ Combustibles removed or covered _ Not used as rubbish burners

HOT SURFACES
_ Hot pipes clear of combustible materials _ Soldering irons kept off combustible surfaces
_ Ample containers available and serviceable _ Ashes in metal containers

SMOKING AND MATCHES
_ “No smoking” and “smoking” areas clearly marked _ No discarded smoking materials in prohibited areas
_ Butt containers available and serviceable

SPONTANEOUS IGNITION

_ Flammable waste material in closed, metal containers _ 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

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APPENDIX C

IDENTIFIED FIRE HAZARDS AND RESPONSIBLE PERSONNEL

HAZARD IDENTIFICATION

Type Location Control Extinguisher
Location
Responsible
Personnel
NONE

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APPENDIX D

TRAINING RECORD

Trainings are done on a yearly basis with the Moore County Public Safety Department.

APPENDIX E

FIRE EXTINGHISHER LOCATIONS

EVACUATION PLAN WITH FIRE EXTINGUISHERS IDENTIFIED

Fire Extinguisher is located beside the foyer door leading into the hallway.

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PREVENTATIVE MAINTENANCE
PLAN

September 7, 2021

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 vehicle is assigned a number by the Coordinator 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 is 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 Transportation Coordinator. 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 transportation coordinator 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 Transportation Coordinator to report the need for service. The transportation coordinator 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.

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.

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

Regularly

Unscheduled

Flush radiator
Replace coolant
Service air conditioner

Replace all hoses; more often if necessary.

Replace battery

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

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

6,000 7,000 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.

12,000 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.

18,000 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.

24,000 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.

30,000 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
Every Year

Every 2 Years
Every 2 Years
Mileage Specific

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

36,000 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.

42,000 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.

48,000 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.

54,000 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.

60,000 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.

66,000 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).

72,000 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.

78,000 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.

84,000 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.

90,000 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.

96,000 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.

100,000 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.

106,000 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.

112,000 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.

118,000 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.
124,000 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.

130,000 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.

136,000 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.

142,000 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.

148,000 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.

154,000 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.

160,000 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.

166,000 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.

172,000 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.

178,000 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.

184,000 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.

190,000 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.
196,000 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.

202,000 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 Transportation Coordinator 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.

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 Transitportation Coordinator 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 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 Transportation Coordinator 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 allall 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 Transitportation Coordinator.

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 Kits

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

Date: ____________________________ Vehicle:
____

Mileage: __________________ Maintenance Due Date: ________________ Wheelchair Lift Cycles: ____________

UNDERHOOD SAFETY EQUIPMENT
Oil level Fire extinguisher
Oil added quarts Web cutter
Radiator level Triangles
Battery level First Aid Kit
Windshield washer fluid level Back-up alarm
Engine/hoses/belts Rear door buzzer (LTV only)
Blood borne Pathogen Kit

EXTERIOR INTERIOR
Tires Brakes
Turn signals Steering
Headlights Transmission
Tail/brakes lights Mirrors
Windshield wipers Gauge/instruments
Fresh body damage Controls (equipment)
Cleanliness Radio (two-way)
Cycle lift (light oil every 2 wks.) Damage/cleanliness

ACCESSIBILITY EQUIPMENT
Fully operable wheelchair lift Wheelchair lift ramp
Proper number of belts/securement devices Belts/securement devices in good condition
Commented [JS9]: Updated with our document

Notes:

Operator Name & Signature:

Management Comments:
____

Management Signature:
____

MAINTENANCE REPAIR REQUEST FORM

VAN #________________________ MILEAGE_______________________________

Air Conditioner: ____

Belts & Hoses: ____

Brakes: ____

Battery: ____

Oil Change (Last Oil Change Mileage): _________________________________

Lights: ____

Wheelchair Lift: ____

Radiator: ____

Transmission: ____

Tires: ____

Other: ____

Driver __________________________________ Date in Garage _________________

Date ________________________________ Date out of Garage _____________

MCTS Driver Vehicle Inspection Report
Driver Name: Date:
Vehicle Number: Mileage: PRE-TRIP
Service Service Service Service OK Needed Critical OK Needed Critical
ENGINE: ACCESSIBILITY EQUIPMENT:
Oil Level Fully Operable wheelchair lift
Brake Fluid Level Wheelchair lift ramp
Trans. Fluid Level Belts and securement devices in
good condition Power Steering Fluid Level
Radiator / Water Level Proper number of belts and
securement devices Washer Fluid Level
Belts / Hoses LIFT CYCLE COUNT
EXTERIOR: OK Needed Critical EMERGENCY EQUIPMENT: OK Needed Critical
Windshield Glass Fire Ext
Windshield Wipers First Aid Kit
Mirrors Bio-hazard Kit
Tires Web Cutter
Head Lights & Park Lights Triangles
Brake Lights Back-up Alarm
Turn Signals / Emer. Flashers Horn
Cleanliness Flashlight
Body Damage (see Reverse)
INTERIOR:

OK

Needed

Critical
INTERIOR: OK Needed Critical Gauges / Instruments / Dash Lights
Brakes & Parking Brake Interior Lights / Dome Light
Steering Radio (Two-way)
Mirrors AC & Heat Controls (equipment)
Seat Belts Damage / cleanliness
*** Comment on any item not checked OK or if found not satisfactory.
***IMMEDIATELY NOTIFY DISPATCH OF ANY VEHICLE EMERGENCY OR MAINTENANCE ISSUE
POST-TRIP
Service Service Service Service OK Needed Critical OK Needed Critical
STEERING: BRAKES:
Hard Soft (Mushy)
Shimmy Scraping
Free Play Too Sensitive
INTERIOR: TRANSMISSION:
Headlight Noisy

Turn Signals / Emer. Flashers
Wheelchair Lift / Interlock

Slow Shift
TIRES: ENGINE:
Flat Knocks
Leaks Hard to Start
Damaged Missing
*** Comment on any item not checked OK or if found not satisfactory.
Commented [TS10]: MCTS Pre-Trip & Post-Trip Logs
Included

Mark an "X" where damage or contact occurred on exterior.

FRONT RIGHT SIDE LEFT SIDE REAR

***Comments:

Each employee is to check the condition of each vehicle before driving. And damage found on a vehicle that has not been reported will be the responsibility of the last driver on record. Failure to report an accident or vehicle damage is a violation of policy.

Driver Acknowledgement:

I have personally inspected the above vehicle and have indicated areas requiring attention or and damage found by me.

/ /

Signature Time Date

Ending Mileage:

Lift Cycle:

Supervisor Acknowledgement:

I have personally reviewed this document, insured that it was properly completed by the driver, and have taken the steps necessary to correct any safety or service issues indicated. And I have inspected and investigated any damage reported.

Transportation Manager or designee initials Date

Commented [TS11]: MCTS Pre-Trip & Post-Trip Logs Included

Vehicles Operated by Contractor
or Services Outsourced

PREVENTATIVE MAINTENANCE

Preventive maintenance is a term used to describe the performance of regularly scheduled maintenance procedures of ____ vehicles to prevent the possibility of malfunctions.

[NAME OF CONTRACTOR] will maintain all ____ vehicles and wheelchair lifts in the best possible operational condition. This will be accomplished by adhering to and/or exceeding the manufacturer's recommended minimum maintenance requirements.

MAINTENANCE SCHEDULE

Each ____ vehicle is assigned a number by the Public Transportation Director, which is affixed to each vehicle in a visible location along with the phone number of the ____ office.

Preventative Vehicle Maintenance Schedule
All vehicles will have a preventative maintenance service and inspection at established intervals. (See attachment 1, Vehicle Preventative Maintenance Service Schedule)

Commented [TS12]: MCTS does not have Vehicles Operated by Contractors or Services Outsourced

Wheel Chairlift Preventative Maintenance Schedule

All wheelchair lifts will have a preventative maintenance service and inspection at established intervals. (See attachment 2, Wheelchair Lift Preventative Maintenance Service Schedule)

Unscheduled Vehicle Maintenance

First Transit will ensure all maintenance is performed to meet manufacturer's specification. (See attachment 3, Vehicle/Wheelchair Lift Maintenance Request)

DAILY INSPECTION

Pre/Post-Trip inspections are crucial to the success of the each transit system's Preventative Maintenance Program. Each driver will inspect his or her vehicle before leaving the parking lot by completing the Pre-Trip Vehicle Inspection Form. The completed checklist must be submitted to the Lead Driver at the end of the driver's shift to maintain a record inspections. At the end of each driver's assigned shift, the driver must also complete a Post-trip Inspection Sheet, found on the back of the Pre-trip Inspection Sheet. Drivers must sign each Pre-trip and Post-trip checklist for each vehicle used that day. The Lead Driver will review each Pre-trip and Post-Trip inspection sheets daily, schedule any required or necessary maintenance, and sign off on each sheet. (See attachment 4, Pre/Post-Trip Checklist)

MANAGEMENT REVIEWS

There must be an effective mechanism to monitor and document the contractor’s maintenance activities. An acceptable program would consist of periodic written reports on maintenance activities submitted by the contractor to the grantee, supplemented by periodic inspections by the grantee. The grantee must provide oversight in order to verify the contractor’s compliance with FTA and NCDOT regulations and polices.

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URITY PLAN

September 7, 2021

DRUG AND ALCOHOL
POLICY

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DRUG AND ALCOHOL TESTING POLICY
MOORE COUNTY TRANSPORTATION SERVICES[TRANSIT SYSTEM NAME]
Adopted as of August 20, 2021

A. PURPOSE

1) The Moore County Transportation Services provides public transit and paratransit services for the residents of Moore County. Part of our mission is to ensure that this service is delivered safely, efficiently, and effectively by establishing a drug and alcohol-free work environment, and to ensure that the workplace remains free from the effects of drugs and alcohol in order to promote the health and safety of employees and the general public. In keeping with this mission, Moore County Transportation Services declares that the unlawful manufacture, distribution, dispense, possession, or use of controlled substances or misuse of alcohol is prohibited for all employees.

2) Additionally, the purpose of this policy is to establish guidelines to maintain a drug and alcohol-free workplace in compliance with the Drug-Free Workplace Act of 1988, and the Omnibus Transportation Employee Testing Act of 1991. This policy is intended to comply with all applicable Federal regulations governing workplace anti-drug and alcohol programs in the transit industry. Specifically, the Federal Transit Administration (FTA) of the U.S. Department of Transportation has published 49 CFR Part 655, as amended, that mandates urine drug testing and breath alcohol testing for safety-sensitive positions, andpositions and prohibits performance of safety-sensitive functions when there is a positive test result, or a refusal to test. The U. S. Department of Transportation (USDOT) has also published 49 CFR Part 40, as amended, that sets standards for the collection and testing of urine and breath specimens.

3) Any provisions set forth in this policy that are included under the sole authority of Moore County Transportation Services and are not provided under the authority of the above-named Federal regulations are underlined. Tests conducted under the sole authority of Moore County Transportation Services will be performed on non-USDOT forms and will be separate from USDOT testing in all respects.

B. APPLICABILITY

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

Commented [TS18]: This is a new document not used by MCTS in the past.

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

C. DEFINITIONS

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

a. An individual dies;

b. An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident; or,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Negative result: The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen. An alcohol concentration of less than 0.02 BAC is a negative test result.

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

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

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

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

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

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

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

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

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

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

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

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

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

adulterated or substituted test result, you have refused to take a drug test.

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

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

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

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

D. EDUCATION AND TRAINING

1) Every covered employee will receive a copy of this policy and will have ready access to the corresponding federal regulations including 49 CFR Parts 655 and 40, as amended. In addition, all covered employees will undergo a minimum of 60 minutes of training on the signs and symptoms of drug use including the effects and consequences of drug use on personal health, safety, and the work environment. The training also includes manifestations and behavioral cues that may indicate prohibited drug use.

2) All supervisory personnel or company officials who are in a position to determine employee fitness for duty will receive 60 minutes of reasonable suspicion training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes of additional reasonable suspicion training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse.

E. PROHIBITED SUBSTANCES

1) Prohibited substances addressed by this policy include the following.

a. Illegally Used Controlled Substance or Drugs Under the Drug-Free Workplace Act of 1988 any drug or any substance identified in Schedule I through V of Section 202 of the Controlled Substance Act (21 U.S.C.

812), and as further defined by 21 CFR 1308.11 through 1308.15 is prohibited at all times in the workplace unless a legal prescription has been written for the substance. This includes, but is not limited to: marijuana, amphetamines, opioids, phencyclidine (PCP), and cocaine, as well as any drug not approved for medical use by the U.S. Drug Enforcement Administration or the U.S. Food and Drug Administration. Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. It is important to note that the use of marijuana in any circumstances remains completely prohibited for any safety-sensitive employee subject to drug testing under USDOT regulations. The use of marijuana in any circumstance (including under state recreational and/or medical marijuana laws) by a safety-sensitive employee is a violation of this policy and a violation of the USDOT regulation 49 CFR Part 40, as amended.

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

b. Legal Drugs: The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected must be reported to a Moore County Transportation Services supervisor and the employee is required to provide a written release from his/her doctor or pharmacist indicating that the employee can perform his/her safety-sensitive functions.

c. Alcohol: The use of beverages containing alcohol (including mouthwash, medication, food, candy) or any other substances containing alcohol in a manner which violates the conduct listed in this policy is prohibited.

F. PROHIBITED CONDUCT

1) Illegal use of the drugs listed in this policy and as defined in 49 CFR Part 40, as amended is prohibited at all times. All covered employees are prohibited from reporting for duty or remaining on duty if they have used a prohibited drug as defined in 49 CFR Part 40, as amended.

2) Each covered employee is prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-

sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. The covered employee will subsequently be relieved of his/her on-call responsibilities and subject to discipline for not fulfilling his/her on-call responsibilities.

3) The Transit Department shall not permit any covered employee to perform or continue to perform safety-sensitive functions if it has actual knowledge that the employee is using alcohol.

4) Each covered employee is prohibited from reporting to work or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.04 or greater regardless of when the alcohol was consumed.

a. An employee with a breath alcohol concentration which measures 0.02-0.039 is not considered to have violated the USDOT-FTA drug and alcohol regulations, provided the employee hasn’t consumed the alcohol within four (4) hours of performing a safety-sensitive duty. However, if a safety-sensitive employee has a breath alcohol concentration of 0.02-0.039, USDOT-FTA regulations require the employee to be removed from the performance of safety-sensitive duties until:
i. The employee’s alcohol concentration measures less than 0.02; or
ii. The start of the employee’s next regularly scheduled duty period, but not less than eight hours following administration of the test.

5) No covered employee shall consume alcohol for eight (8) hours following involvement in an accident or until he/she submits to the post-accident drug/alcohol test, whichever occurs first.

6) No covered employee shall consume alcohol within four (4) hours prior to the performance of safety-sensitive job functions.

7) Moore County Transportation Services, under its own authority, also prohibits the consumption of alcohol at all times the employee is on duty, or anytime the employee is in uniform.

8) Consistent with the Drug-free Workplace Act of 1988, all Moore County Transportation Services employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of prohibited substances in the work placeworkplace including transit system premises and transit vehicles.

G. DRUG STATUTE CONVICTION

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

H. TESTING REQUIREMENTS

1) Analytical urine drug testing and breath testing for alcohol will be conducted as required by 49 CFR Part 40 as amended. All employees covered under FTA authority shall be subject to testing prior to performing safety-sensitive duty, for reasonable suspicion, following an accident, and random as defined in Section K, L, M, and N of this policy, and return to duty/follow-up.

2) A drug test can be performed any time a covered employee is on duty. A reasonable suspicion, random, or follow-up alcohol test can only be performed just before, during, or after the performance of a safety-sensitive job function. Under Moore County Transportation Services authority, a non-DOT alcohol test can be performed any time a covered employee is on duty.

3) All covered employees will be subject to urine drug testing and breath alcohol testing as a condition of ongoing employment with Moore County Transportation Services. Any safety-sensitive employee who refuses to comply with a request for testing shall be removed from duty and subject to discipline as defined in Section Q of this policy.

I. DRUG TESTING PROCEDURES

1) Testing shall be conducted in a manner to assure a high degree of accuracy and reliability and using techniques, equipment, and laboratory facilities which have been approved by the U.S. Department of Health and Human Service (HHS). All testing will be conducted consistent with the procedures set forth in 49 CFR Part 40, as amended. The procedures will be performed in a private, confidential manner and every effort will be made to protect the employee, the integrity of the drug testing procedure, and the validity of the test result.

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

3) The test results from the HHS certified laboratory will be reported to a Medical Review Officer. A Medical Review Officer (MRO) is a licensed physician with detailed knowledge of substance abuse disorders and drug testing. The MRO will review the test results to ensure the scientific validity of the test and to determine whether there is a legitimate medical explanation for a confirmed positive, substitute, or adulterated test result. The MRO will attempt to contact the employee to notify the employee of the non-negative laboratory result, andresult and provide the employee with an opportunity to explain the confirmed laboratory test result. The MRO will subsequently review the employee’s medical history/medical records as appropriate to determine whether there is a legitimate medical explanation for a non-negative laboratory result. If no legitimate medical explanation is found, the test will be verified positive or refusal to test and reported to the Moore County Transportation Services. If a legitimate explanation is found, the MRO will report the test result as negative.

4) If the test is invalid without a medical explanation, a retest will be conducted under direct observation. Employees do not have access to a test of their split specimen following an invalid result.

5) Any covered employee who questions the results of a required drug test may request that the split sample be tested. The split sample test must be conducted at a second HHS-certified laboratory. The test must be conducted on the split sample that was provided by the employee at the same time as the primary sample. The method of collecting, storing, and testing the split sample will be consistent with the procedures set forth in 49 CFR Part 40, as amended. The employee's request for a split sample test must be made to the Medical Review Officer within 72 hours of notice of the original sample verified test result. Requests after 72 hours will only be

accepted at the discretion of the MRO if the delay was due to documentable facts that were beyond the control of the employee. Moore County Transportation Services will ensure that the cost for the split specimen analysis is covered in order for a timely analysis of the sample, however Moore County Transportation Services will seek reimbursement for the split sample test from the employee.

6) If the analysis of the split specimen fails to confirm the presence of the drug(s) detected in the primary specimen, if the split specimen is not able to be analyzed, or if the results of the split specimen are not scientifically adequate, the MRO will declare the original test to be canceled.

7) The split specimen will be stored at the initial laboratory until the analysis of the primary specimen is completed. If the primary specimen is negative, the split will be discarded. If the primary specimen is positive, it will be retained in frozen storage for one year and the split specimen will also be retained for one year. If the primary is positive, the primary and the split will be retained for longer than one year for testing if so requested by the employee through the Medical Review Officer, or by the employer, by the MRO, or by the relevant DOT agency.

8) Observed collections

a. Consistent with 49 CFR Part 40, as amended, collection under direct observation (by a person of the same gender) with no advance notice will occur if:

i. The laboratory reports to the MRO that a specimen is invalid, and the MRO reports to Moore County Transportation Services that there was not an adequate medical explanation for the result;

ii. The MRO reports to Moore County Transportation Services that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed;

iii. The laboratory reported to the MRO that the specimen was negative-dilute with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL, and the MRO reported the specimen as negative-dilute and that a second collection must take place under direct observation (see §40.197(b)(1)).

iv. The collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen;

v. The temperature on the original specimen was out of range;

vi. Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with.

vii. All follow-up-tests; or

viii. All return-to-duty tests

J. ALCOHOL TESTING PROCEDURES

1) Tests for breath alcohol concentration will be conducted utilizing a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing device (EBT) operated by a trained Breath Alcohol Technician (BAT). A list of approved EBTs can be found on ODAPC's Web page for "Approved Evidential Breath Measurement Devices". Alcohol screening tests may be performed using a non-evidential testing device (alcohol screening device (ASD)) which is also approved by NHTSA. A list of approved ASDs can be found on ODAPC's Web page for "Approved Screening Devices to Measure Alcohol in Bodily Fluids". If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. The confirmatory test must occur on an EBT. The confirmatory test will be conducted no sooner than fifteen minutes after the completion of the initial test. The confirmatory test will be performed using a NHTSA-approved EBT operated by a trained BAT. The EBT will identify each test by a unique sequential identification number. This number, time, and unit identifier will be provided on each EBT printout. The EBT printout, along with an approved alcohol testing form, will be used to document the test, the subsequent results, and to attribute the test to the correct employee. The test will be performed in a private, confidential manner as required by 49 CFR Part 40, as amended. The procedure will be followed as prescribed to protect the employee and to maintain the integrity of the alcohol testing procedures and validity of the test result.

2) A confirmed alcohol concentration of 0.04 or greater will be considered a positive alcohol test and in violation of this policy. The consequences of a positive alcohol test are described in Section Q. of this policy. Even though an employee who has a confirmed alcohol concentration of 0.02 to 0.039 is

not considered positive, the employee shall still be removed from duty for at least eight hours or for the duration of the work dayworkday whichever is longer and will be subject to the consequences described in Section Q of this policy. An alcohol concentration of less than 0.02 will be considered a negative test.

3) Moore County Transportation Services affirms the need to protect individual dignity, privacy, and confidentiality throughout the testing process. If at any time the integrity of the testing procedures or the validity of the test results is compromised, the test will be canceled. Minor inconsistencies or procedural flaws that do not impact the test result will not result in a cancelled test.

4) The alcohol testing form (ATF) required by 49 CFR Part 40 as amended, shall be used for all FTA required testing. Failure of an employee to sign step 2 of the ATF will be considered a refusal to submit to testing.

K. PRE-EMPLOYMENT TESTING

1) All applicants for covered transit positions shall undergo urine drug testing prior to performance of a safety-sensitive function.

a. All offers of employment for covered positions shall be extended conditional upon the applicant passing a drug test. An applicant will not be allowed to perform safety-sensitive functions unless the applicant takes a drug test with verified negative results.

b. An employee shall not be placed, transferred or promoted into a position covered under FTA authority or company authority until the employee takes a drug test with verified negative results.

c. If an applicant fails a pre-employment drug test, the conditional offer of employment shall be rescinded and the applicant will be provided with a list of at least two (2) USDOT qualified Substance Abuse Professionals. Failure of a pre-employment drug test will disqualify an applicant for employment for a period of at least one year. Before being considered for future employment the applicant must provide the employer proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G. The cost for the assessment and any subsequent treatment will be the sole responsibility of the applicant.

d. When an employee being placed, transferred, or promoted from a non-covered position to a position covered under FTA authority or company authority submits a drug test with a verified positive result, the employee shall be subject to disciplinary action in accordance with Section Q herein.

e. If a pre-employment test is canceled, Moore County Transportation Services will require the applicant to take and pass another pre-employment drug test.

f. In instances where a FTA covered employee does not perform a safety-sensitive function for a period of 90 consecutive days or more regardless of reason, and during that period is not in the random testing pool the employee will be required to take a pre-employment drug test under 49 CFR Part 655 and have negative test results prior to the conduct of safety-sensitive job functions.

g. Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.

h. Applicants are required (even if ultimately not hired) to provide Moore County Transportation Services with signed written releases requesting USDOT drug and alcohol records from all previous, USDOT-covered, employers that the applicant has worked for within the last two years. Failure to do so will result in the employment offer being rescinded. Moore County Transportation Services is required to ask all applicants (even if ultimately not hired) if they have tested positive or refused to test on a pre-employment test for a USDOT covered employer within the last two years. If the applicant has tested positive or refused to test on a pre-employment test for a USDOT covered employer, the applicant must provide Moore County Transportation Services proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G.

L. REASONABLE SUSPICION TESTING

1) All Moore County Transportation Services FTA covered employees will be subject to a reasonable suspicion drug and/or alcohol test when the employer has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. Reasonable suspicion shall mean that there is objective evidence, based upon specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odor that are consistent with possible drug use

and/or alcohol misuse. Reasonable suspicion referrals must be made by one or more supervisors who are trained to detect the signs and symptoms of drug and alcohol use, and who reasonably concludes that an employee may be adversely affected or impaired in his/her work performance due to possible prohibited substance abuse or alcohol misuse. A reasonable suspicion alcohol test can only be conducted just before, during, or just after the performance of a safety-sensitive job function. However, under Moore County Transportation Services' authority, a non-DOT reasonable suspicion alcohol test may be performed any time the covered employee is on duty. A reasonable suspicion drug test can be performed any time the covered employee is on duty.

2) Moore County Transportation Services shall be responsible for transporting the employee to the testing site. Supervisors should avoid placing themselves and/or others into a situation which might endanger the physical safety of those present. The employee shall be placed on administrative leave pending disciplinary action described in Section Q of this policy. An employee who refuses an instruction to submit to a drug/alcohol test shall not be permitted to finish his or her shift and shall immediately be placed on administrative leave pending disciplinary action as specified in Section Q of this policy.

3) A written record of the observations which led to a drug/alcohol test based on reasonable suspicion shall be prepared and signed by the supervisor making the observation. This written record shall be submitted to the Moore County Transportation Services

4) When there are no specific, contemporaneous, articulable objective facts that indicate current drug or alcohol use, but the employee (who is not already a participant in a treatment program) admits the abuse of alcohol or other substances to a supervisor in his/her chain of command, the employee shall be referred for assessment and treatment consistent with Section Q of this policy. Moore County Transportation Services shall place the employee on administrative leave in accordance with the provisions set forth under Section Q of this policy. Testing in this circumstance would be performed under the direct authority of the Moore County Transportation Services. Since the employee self-referred to management, testing under this circumstance would not be considered a violation of this policy or a positive test result under Federal authority. However, self-referral does not exempt the covered employee from testing under Federal authority as specified in Sections L through N of this policy or the associated consequences as specified in Section Q.

M. POST-ACCIDENT TESTING

1) FATAL ACCIDENTS – A covered employee will be required to undergo urine and breath testing if they are involved in an accident with a transit vehicle, whether or not the vehicle is in revenue service at the time of the accident, that results in a fatality. This includes all surviving covered employees that are operating the vehicle at the time of the accident and any other whose performance could have contributed to the accident, as determined by the employer using the best information available at the time of the decision.

2) NON-FATAL ACCIDENTS - A post-accident test of the employee operating the public transportation vehicle will be conducted if an accident occurs and at least one of the following conditions is met:

a. The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident.
b. One or more vehicles incurs disabling damage as a result of the occurrence and must be transported away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident

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

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

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

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

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

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

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

N. RANDOM TESTING

1) All covered employees will be subjected to random, unannounced testing. The selection of employees shall be made by a scientifically valid method of randomly generating an employee identifier from the appropriate pool of safety-sensitive employees. Employees who may be covered under company authority will be selected from a pool of non-DOT-covered employees.

2) The dates for administering unannounced testing of randomly selected employees shall be spread reasonably throughout the calendar year, day of the week and hours of the day.

3) The number of employees randomly selected for drug/alcohol testing during the calendar year shall be not less than the percentage rates set each year by the FTA administrator. The current year testing rates can be viewed online at https://www.transportation.gov/odapc/random-testing-rates.

4) Each covered employee shall be in a pool from which the random selection is made. Each covered employee in the pool shall have an equal chance of selection each time the selections are made. Employees will remain in the pool and subject to selection, whether or not the employee has been previously tested. There is no discretion on the part of management in the selection.

5) Covered transit employees that fall under the Federal Transit Administration regulations will be included in one random pool maintained separately from the testing pool of non-safety-sensitive employees that are included solely under Moore County Transportation Services authority.

6) Random tests can be conducted at any time during an employee's shift for drug testing. Alcohol random tests can only be performed just before, during, or just after the performance of a safety sensitive duty. However, under Moore County Transportation Services' authority, a non-DOT random alcohol test may be performed any time the covered employee is on duty. Testing can occur during the beginning, middle, or end of an employee's shift.

7) Employees are required to proceed immediately to the collection site upon notification of their random selection.

O. RETURN-TO-DUTY TESTING

All covered employees who previously tested positive on a drug or alcohol test or refused a test, must test negative for drugs, alcohol (below 0.02 for alcohol), or both and be evaluated and released by the Substance Abuse Professional before returning to work. Following the initial assessment, the SAP will recommend a course of rehabilitation unique to the individual. The SAP will recommend the return-to-duty test only when the employee has successfully completed the treatment requirement and is known to be drug and alcohol-free and there are no undue concerns for public safety. The SAP will determine whether the employee will require a return-to-duty drug test, alcohol test, or both.

P. FOLLOW-UP TESTING

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

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

Q. RESULT OF DRUG/ALCOHOL TEST

1) Any covered employee that has a verified positive drug or alcohol test, or test refusal, will be removed from his/her safety-sensitive position, informed of educational and rehabilitation programs available, referred to a list of USDOT qualified Substance Abuse Professionals (SAPs) for assessment. No employee will be allowed to return to duty requiring the performance of safety-sensitive job functions without the approval of the SAP and the employer.

2) Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.

3) Refusal to submit to a drug/alcohol test shall be considered equivalent to a positive test result and a direct act of insubordination and shall result in termination and referral to a list of USDOT qualified SAPs. A test refusal is defined as any of the following circumstances:

a) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer.

b) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.

c) Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.

d) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.

e) Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.

f) Fail or decline to take a second test as directed by the collector or the employer for drug testing.

g) Fail to undergo a medical evaluation as required by the MRO or the employer's Designated Employer Representative (DER).

h) Fail to cooperate with any part of the testing process.

i) Fail to follow an observer's instructions to raise and lower clothing and
turn around during a directly-observed test.
j) Possess or wear a prosthetic or other device used to tamper with the
collection process.
k) Admit to the adulteration or substitution of a specimen to the collector
or MRO.
l) Refuse to sign the certification at Step 2 of the Alcohol Testing Form
(ATF).
m) Fail to remain readily available following an accident.
n) As a covered employee, if the MRO reports that you have a verified
adulterated or substituted test result, you have refused to take a drug
test.

4) For the first instance of a verified positive test from a sample submitted as
the result of a random drug/alcohol test, disciplinary action against the
employee shall include:
a. Mandatory referral to Substance Abuse Professional for
assessment, formulation of a treatment plan, and execution of a
return to duty agreement;agreement.
b. Failure to execute, orexecute or remain compliant with the return-to-
duty agreement shall result in termination from [Moore County/Moore
County Transportation Services employment.
i. Compliance with the return-to-duty agreement means that the
employee has submitted to a drug/alcohol test immediately
prior to returning to work; the result of that test is negative; in
the judgment of the SAP the employee is cooperating with
his/her SAP recommended treatment program; and,and the
employee has agreed to periodic unannounced follow-up
testing as defined in Section P of this policy.
c. Refusal to submit to a periodic unannounced follow-up drug/alcohol
test shall be considered a direct act of insubordination and shall
result in termination.
d. A periodic unannounced follow-up drug/alcohol test which results in
a verified positive shall result in termination from Moore
County/Moore County Transportation Services employment.

5) The first instance of a verified positive post-accident or reasonable
suspicion drug and/or alcohol test shall result in termination.

6) The second instance of a verified positive drug or alcohol test result for any
category of testing shall result in termination from Moore County/Moore
County Transportation Services employment.

7) An alcohol test result of 0.02 to 0.039 BAC shall result in the removal of

the employee from duty for eight hours or the remainder or the work dayworkday whichever is longer. The employee will not be allowed to return to safety-sensitive duty for his/her next shift until he/she submits to a NON-DOT alcohol test with a result of less than 0.02 BAC.

8) In the instance of a self-referral or a management referral, disciplinary action against the employee shall include:

a. Mandatory referral for an assessment by an employer approved counseling professional for assessment, formulation of a treatment plan, and execution of a return to work agreement;agreement.
b. Failure to execute, orexecute or remain compliant with the return-to-work agreement shall result in termination from Moore County Transportation Services _employment.
i. Compliance with the return-to-work agreement means that the employee has submitted to a drug/alcohol test immediately prior to returning to work; the result of that test is negative; the employee is cooperating with his/her recommended treatment program; and, the employee has agreed to periodic unannounced follow-up testing as described in Section P of this policy; however, all follow-up testing performed as part of a return-to-work agreement required under section Q of this policy is under the sole authority of Moore County Transportation Services and will be performed using non-DOT testing forms.
c. Refusal to submit to a periodic unannounced follow-up drug/alcohol test shall be considered a direct act of insubordination and shall result in termination. All tests conducted as part of the return to work agreement will be conducted under company authority and will be performed using non-DOT testing forms.
d. A self-referral or management referral to the employer's counseling professional that was not precipitated by a positive test result does not constitute a violation of the Federal regulations and will not be considered as a positive test result in relation to the progressive discipline defined in Section Q of this policy.
e. Periodic unannounced follow-up drug/alcohol testing conducted as a result of a self-referral or management referral which results in a verified positive shall be considered a positive test result in relation to the progressive discipline defined in Section Q of this policy.
f. A Voluntary Referral does not shield an employee from disciplinary action or guarantee employment with Moore County Transportation Services.
g. A Voluntary Referral does not shield an employee from the requirement to comply with drug and alcohol testing.

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

R. GRIEVANCE AND APPEAL

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

S. PROPER APPLICATION OF THE POLICY

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

T. INFORMATION DISCLOSURE

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

2) The employee, upon written request, is entitled to obtain copies of any records pertaining to their use of prohibited drugs or misuse of alcohol including any drug or alcohol testing records. Covered employees have the right to gain access to any pertinent records such as equipment calibration records, and records of laboratory certifications. Employees may not have access to SAP follow-up testing plans.

3) Records of a verified positive drug/alcohol test result shall be released to the Drug and Alcohol Program Manager, and other transit system management personnel on a need to know basis.

4) Records will be released to a subsequent employer only upon receipt of a written request from the employee.

5) Records of an employee's drug/alcohol tests shall be released to the adjudicator in a grievance, lawsuit, or other proceeding initiated by or on

behalf of the tested individual arising from the results of the drug/alcohol test. The records will be released to the decision maker in the proceeding.

6) Records will be released to the National Transportation Safety Board during an accident investigation.

7) Information will be released in a criminal or civil action resulting from an employee's performance of safety-sensitive duties, in which a court of competent jurisdiction determines that the drug or alcohol test information is relevant to the case and issues an order to the employer to release the information. The employer will release the information to the decision maker in the proceeding with a binding stipulation that it will only be released to parties of the proceeding.

8) Records will be released to the DOT or any DOT agency with regulatory authority over the employer or any of its employees.

9) Records will be released if requested by a Federal, state or local safety agency with regulatory authority over Moore County Transportation Services or the employee.

10) If a party seeks a court order to release a specimen or part of a specimen contrary to any provision of Part 40 as amended, necessary legal steps to contest the issuance of the order will be taken

11) In cases of a contractor or sub-recipient of a state department of transportation, records will be released when requested by such agencies that must certify compliance with the regulation to the FTA.
This Policy was adopted by the Moore County Commissioners on September 7, 2021.

Frank Quis, Chairman

Attachment A

Job Title Job Duties Testing Authority
Driver Operate MCTS Vehicles Federal Transit Admin

Manager Direct and maintain MCTS Federal Transit Admin
Operations

Fleet & Route Schedules trips and Federal Transit Admin
Coordinator maintains working fleet

Office Coordinator Scheduling and Dispatching Federal Transit Admin

Driver Operate MCTS Vehicles Wolfe & Associates

Manager Direct and maintain MCTS Wolfe & Associates
Operations

Fleet & Route Schedules trips and Wolfe & Associates
Coordinator maintains working fleet

Office Coordinator Scheduling and Dispatching Wolfe & Associates

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Attachment B Contacts

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

Moore County Transportation Services Drug and Alcohol Program Manager
Name: Sonia Biggs
Title: Transportation Manager
Address: 302 Monroe St, Carthage, NC 28327

Telephone Number: 910-947-3389

Medical Review Officer
Name: Jim Wolfe
Title: Chief Executive Officer
Address: PO Box 5085, Concord, NC 28027
Telephone Number: 1-800-451-3743

Substance Abuse Professional #1
Name: FirstHealth of the Carolina's Employee Assistance Program
Title:
Address: 305 Page, BldgBldg. #1, Suite 5, Pinehurst 28374Pinehurst 28374
Telephone Number: 910-715-3444

Substance Abuse Professional #2
Name: Pinehurst Comprehensive Treatment Center
Address: 20 Page Dr, Pinehurst 28374
Telephone Number: 1-855-944-1658

HHS Certified Laboratory Primary Specimen
Name: Wolfe
Address: PO Box 5085, Concord, NC 28027
Telephone Number: 1-800-451-3743

Enter revision date here

September 7, 2021

SAFETY AND SECURITY PLAN

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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, Moore County Transportation Services has developed this Safety, Security and Emergency Preparedness Plan (SECURITY PLAN). This SECURITY PLAN outlines the process used by Moore County Transportation Services 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. This Safety Plan is available to all Moore County Transportation Service staff and a copy is kept at the Moore County Transportation offices breakroom for quick and easy access.

As a result of this program, Moore County Transportation Services 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 Moore County Transportation Services, 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 Moore County Transportation Service'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. Other documents, including the MCTS Driver Handbook, are available upon request.

MISSION DEFINITION

1.1   Introduction – Establishing the parameters of the plan

1.1a. - AUTHORITY

The authority for implementing the SECURITY PLAN resides with the Moore County Transportation Services.

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 Moore County Transportation Service'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 Moore County Transportation Service SECURITY PLAN is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to Moore County Transportation Service'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 Moore County Transportation Service'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 Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services provides transportation to Moore County citizens and clients of Moore County agencies Monday through Friday. Availability of the programs may vary based upon funding availability.

1.2b. - MISSION STATEMENT

To provide safe and efficient transportation services for citizens and clients of County agencies.

1.2c. - ORGANIZATIONAL STRUCTURE

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Moore County Transportation Organization Chart

Transportation Manager
County Manager
Transportation Office
Coordinator
Board of Commissioners
Transportation Director
Drivers
9 Full Time
2 Part Time

Transportation Fleet and
Route Coordinator

1.2d. - SERVICE AREA

Moore County Transportation Services provides transportation services for citizens of Moore County and clients of Moore County agencies. In-county services are provided on a daily basis, while out of county trips are provided using the schedule below:

Day Area
Monday Fayetteville, Raeford, Sanford, Troy, and Biscoe
Tuesday No out of County Trips
Wednesday Sanford
Thursday Chapel Hill, Durham, and Raleigh
Friday No out of County Trips

1.2e. - SERVICE DESIGN

Moore County Transportation Services provides the following types of transportation services to all Moore County Residences and their guests:

• Subscription Services – when passengers schedule routine trips from one specific location to another location and at set times. (e.g. transportation to work on Monday, Tuesday, Wednesday, Thursday, and Friday with pick up and return trips home at a scheduled time)
• Demand Response Services – when passengers request a single trip from one specific location to another specific location at a requested time. (e.g. doctor’s appointment on Thursday at 10:00 am)
• Deviated Fixed Route Services – a fixed route with minor deviations for pick-ups and drop-offs. (A-Pines Line)

1.2f. - FUNDING SOURCES

Moore County Transportation Services operates using funding sources from 5311 Formula Grants, the Rural Operating Assistance Program grant, contract revenue from agencies the system contracts with.

1.2g. - VEHICLES AND FACILITIES

Moore County Transportation Services operates 18 fleet vans, including 1 minivan, 6 leisure travel vehicles (LTVs), and 11 raised roof vehicles. Of the 18 vehicles, 13 are equipped with wheelchair lifts while 5 are not. Moore County Transportation Services operates out of one central facility where offices and the vehicle fleet are housed at 302 Marion Street in Carthage. Maintenance on the vehicles areis performed at an offsite county garage located at 703 Pinehurst Avenue in Carthage.

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 as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The Moore County Transportation Services 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 Moore County Transportation Services 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, Moore County Transportation System'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, maintenancefacilities, maintenance facilities and equipment, administrative offices, computer systems and communications equipment

Assets are critical when their loss either endangers human life or impacts the Moore County Transportation System'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 Moore County Transportation Services. This process helped Moore County Transportation Services management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis Moore County Transportation Services 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. Moore County Transportation Services 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 Moore County Transportation Services. 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 Moore County Transportation Services 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

Moore County Transportation Services 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, Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services identified countermeasures to reduce vulnerabilities. The Moore County Public Safety Department conducts training on how to handle multiple security scenarios including bomb threats and active shooters.

2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS

Moore County Transportation Services is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. Moore County Transportation Services 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 Moore County Transportation Services 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 lightening, 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 Moore County Transportation Services. The Moore County Transportation Services also follow Bomb Threat Checklists provided by the Department of Homeland Security. A checklist is located at each office phone at the transit facility.

2.4 Emergency Planning

2.4a. – INTERNAL CONTACT INFORMATION

Moore County Transportation Services 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

Moore County Transportation Services 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

Moore County Transportation Services 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 TREES

Moore County Transportation Services maintains an accurate and up-to-date call 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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services SECURITY PLAN
and to the preparedness of the system. Moore County Transportation Services 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, Moore County Transportation Services 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

Moore County Transportation Services 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

Moore County Transportation Services 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 wheel chair 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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services is committed to testing their emergency preparedness plans through disaster drills and exercises.

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At Moore County Transportation Services, 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.

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

Moore County Transportation Services 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, Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services 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. Moore County Transportation Services reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services is working to secure the Transit Facility through:
• Lighting Improvements
• Additional Signage
• Additional Perimeter Securements

Bus Stop Locations

When a decision is made to establish a bus stop, Moore County Transportation Services 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

Moore County Transportation Services 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

Moore County Transportation Services 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. A completed “Alternate Facility

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

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• 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 Moore County Transportation Services 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

Moore County Transportation Services drivers complete a vehicle pre-trip inspection checklist when putting a vehicle into service. This pre-trips inspection includes:

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

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

Mechanic's Vehicle Checklist

Moore County Transportation Services 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

Moore County Transportation Services 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. Moore County Transportation Services 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, Moore County Transportation Services vehicles are stored in a secured and well- lighted location.

3.2i. – VEHICLE READINESS

It is the policy of Moore County Transportation Services 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 Moore County Transportation Services safe transit operations. The driver of a Moore County Transportation Services 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 – Moore County Transportation Services 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 Moore County Transportation Service'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.

Moore County Transportation Services 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 Moore County Transportation Services 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, Moore County Transportation Services provides initial and ongoing refresher training critical to ensure proper operations and adherence to the transit providers' rules and regulations. Moore County Transportation Services 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. Upon hiring, drivers are provided with a Driver Handbook that details safety and security expectations including appropriate attire (reflective vests), incident management, and best driving practices (brake failure, etc.) among other things.

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.

Moore County Transportation Services 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 Moore County Transportation Services 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/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 Moore County Transportation Services 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

Moore County Transportation Services 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, Moore County Transportation Services includes the 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 Moore County Transportation Services 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, Moore County Transportation Services 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. Moore County Transportation also receives special safety and security trainings on a yearly basis from the Moore County Public Safety Department.

3.4 Security Awareness

3.4a. – TRANSIT WATCH

The Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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.

Moore County Transportation Services 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 locations)

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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services, 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 (End-of-Life: useful life; vehicle replacement)
- turnarounds
- bus stops
- shelters

SECURITY PLAN-KEY CONTROL

Is used to determine trends in system operations. The ultimate goal is to identify and mitigate hazards before they cause accidents, thus boosting system performance and delivery of service to the riding public. Moore County Transportation uses a lock box for keys similar to the image below.

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APPENDIX

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September 7, 2021

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 Moore County Transportation Service to perform its essential functions as part of a COOP capability.

Recommended changes to this document may be addressed, at any time, to the Moore County Transportation Services, 302 S. McNeill Street, Carthage, NC, 28327.

Sonia Biggs, Transportation Manager

D. Bryan Phillips
Director

D. Scot Brooks, CEM, CCEMTP
Moore County
Department of Public Safety
Deputy Director - Emergency Management Chief

E. Grant Hunsucker
EMS Chief

July 19, 2021

To Whom It May Concern,

Moore County Public Safety maintains the Continuity of Operations / Continuity of Government Plan for the County of Moore. It was originally completed in 2014 and has received annual updates to maintain its accuracy.

Due to the sensitive nature and protected information included in the document; it is maintained inside the Public Safety office and not to be released or disseminated as a public document.

In 2021 we begun the process of a full rewrite of the plan using the most up to date FEMA Continuity Guidance Circular standards.

Any questions regarding the plan should be directed to the following:

D. Scot Brooks
Deputy Director of Public Safety
Emergency Management Division Chief
Office: 910-947-4353

Email: sbrooks@moorecountync.gov

302 S. McNeill Street P.O. Box 905 Phone: 910-947-6317
Carthage, NC 28327 Carthage, NC 28327 Fax: 910-947-6378
www.moorecountync.gov

Bryan M. Lyczkowski, CFI
911 Chief

J. Michael Barbee
Logistics/Education Chief

Matt Dawkins, AAS, NC-FIT
Deputy Fire Marshal
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Introduction

Located in the Sandhills of North Carolina, Moore County is centrally positioned in the state; east of Charlotte, North Carolina's largest city, southwest of Raleigh, North Carolina's capital city, and west of Fort Bragg, the largest military base in the United States. As of the 2010 census, the population of Moore County was 88,247, however it is expected to have grown substantially when the 2020 census figures are released. The Town of Carthage serves as the Moore County seat.

Purpose

This continuity of operations (COOP) plan for the Moore County Transportation Services, 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 MCTS Community Transportation and transportation
and / or equipment needs
2
3
4
5
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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.

• Transportation Manager, 910-947-7162
• Public Safety Director, 910-947-6317
• FEMA Regional Office Contact Information, 770-220-5200
• Eastern Branch NC Emergency Management, 800-858-0368, 24 Hour Line
• NC State Emergency Operations Center, 919-733-3300, 24 Hour Line

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 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.

Warning?

ImplementContingency

Plans

yes

no
0-24 hrs
Evacuate Location?
Return to Normal
Operations
yes EventMonitoring
Location Accessible?
0-48 hrs
ActivateCOOP Plan Implement COOP at ERS
yes
no
Reoccupy Location
Implement Occupant Emergency
Plans
Return to NormalOperations
Implement
Reconstitution Plans
yes
no
no ReoccupyLocation?
yes

Leadership

Orders of Succession

In the event of a vacancy in the position of theof the Transportation Manager,Chief Municipal Officer, 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: Transportation Fleet and Route Coordinator
• Successor #2: Transportation Office Coordinator
• Successor #3: County Manager
• Successor #4: Assistant County Manager

Delegation of Authority

The Community and its Chief Municipal Officer are charged with maintaining a comprehensive State - wide program of and task respective departments with completing any associated duties. This is carried out through execution of the following tasks:

• Moore County has a countywide COOP Plan that spells out the order of succession as well as duties and responsibilities of each department. This plan will be referenced in times of need and carried out appropriately.

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:

• Transportation Manager
• Office Coordinator

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 Public Safety Director Direction and Control 1

Public Safety

Office A Transportation

Director/Manager

Safety 2

MCTS

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.
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• 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.

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

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,

System Name Current Location Other Locations

RouteMatch IT Department

Munis IT Department

County Policies & Procedures Web Based

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
Previous 7 years records	Hardcopy & Electronic	No	Yes	No
Munis Files	Electronic	Yes	No	Yes
RouteMatch	Electronic	Yes	No	No

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 situation 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

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• 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 Statutes166A

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 multiple designated Emergency Relocation Sites (ERS) to choose from based upon the type, location, and/or scope of the incident, one primary Emergency Relocation Site (ERS) designed 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 #1 Moore County Agriculture Center, 707 Pinehurst Ave, Carthage, NC 28327

Phone Number 910-947-3188

Directions Turn left on Marion St, then turn left on Saunders St. Take Saunders St 0.2 miles to Pinehurst Ave and turn right. Take Pinehurst Ave 0.4 miles and the Moore County Agriculture Center will be on the left.

Address #2 Moore County Parks & Recreation, 155 Hillcrest Park Ln, Carthage, NC 28327

Phone Number 910-947-2504

Directions Turn left on Marion St, then turn right on Saunders St. Turn left at the 1st cross street onto S McNeill St, which will turn right and become US-15/US-501 S. Travel 0.4 miles to Joel Rd and turn left onto Joel Rd. After 0.6 miles, turn right onto Star Ridge Rd, then after 0.4 miles, turn right onto Elizabeth St. Follow Elizabeth Rd until it destinates at the Parks & Rec Center.

Address #3 Moore County Senior Enrichment Center, 8040 US-15, West End, NC 27376

Phone Number 910-947-4483

Directions Turn left on Marion St, then turn right on Saunders St. Turn left at the 1st cross street onto S McNeill St, which will turn right and become US-15/US-501 S. Travel 6 miles and the Senior Enrichment Center will be on the left.

Address #4 Moore County Public Safety Center, 302 S. McNeill St, Carthage, NC 28327

Phone Number 910-947-6317

Directions Turn left on Marion St, then turn right on Saunders St. Turn left at the 1st cross street onto S McNeill St. Travel 0.1 miles and the Public Safety Center will be on the right.

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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 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.

Emergency
Level
Type of Events COOP Plan Activation
Authority

Notification Method
Local
Emergency
Fire, attack on your
headquarters', etc.

Moore County Public
Safety
Alert System; 910-947-2911 or
911
Department Director
doesn't have the ability to
restore and/or continue
the essential functions of
their agency

Regional or
National
Emergency
Hurricane, flood or other
localized disasters

Moore County Public
Safety
Alert System; 910-947-2911 or
911
The County Emergency
Operations Center (EOC)
would be opened and
there would be direct
communication between
the agency effected and
the EOC.

National
Security
Emergency
Terrorist use of weapons
of mass destruction

Moore County Public
Safety
Alert System; 910-947-2911 or
911
The County Emergency
Operations Center (EOC)
would be opened and
there would be direct
communications between
the agency effected and
the EOC.

Other type of
Emergency
Event

Moore County Public
Safety
Alert System; 910-947-2911 or
911
The County Emergency

Operations Center (EOC)
would be opened and
there would be direct
communication between
the agency effected and
the EO

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

____________________________________ ________________________________

__Sonia Biggs, Transit ManagerTransit Manager Date:

I hereby certify this Plan for

Moore County Transportation Services

____________________________________ ________________________________

CHAIR BOARD SIGNATURE Date:
Authorized Representative

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MOORE COUNTY PUBLIC
TRANSPORTATION
SYSTEM SAFETY PLAN (SSP)

THE SIX PLANS

1. Emergency Action Plan
2. Fire Prevention Plan
3. Preventive Maintenance Plan
4. Drug & Alcohol Policy
5. Security Plan
6. Continuity of Operations Plan

September 7, 2021

EMERGENCY ACTION PLAN

(Ref: 1910.38)

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 healthy 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 #
Moore County Transportation
System
Sonia Biggs, Transportation
Manager
910-947-7162
Moore County Transportation
System
Barbara Mosley, Office Coordinator 910-947-7163

Coordinators are responsible for the proper inventory and maintenance of equipment. They may be contacted by employees for further information on this Plan. If the Coordinator is unavailable, the Continuity of Operations Plan may be consulted to determine the next employee to contact.

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 Coordinator 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 LOCAL LAW ENFORCEMENT: 911 AMBULANCE: 911

MEDICAL FACILITY (WELLNESS): 947-1419

POWER COMPANY (DUKE ENERGY PROGRESS): 1-800-419-6356

WEATHER WEBSITE: https://www.moorecountync.gov/notify

STATE HIGHWAY PATROL: *HP or 910-944-3629II. *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 the fire alarm. The alternate means of notification will be the loud voice of designated staff to alert everyone to exit the building immediately.

IV. Evacuation Plans: Emergency evacuation escape route plans (see Appendix A of this section) 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 Transportation Manager or Office Coordinator,
whom will be located at the parking lot outside of the building and accessible via cell phone # 910-273-4138 and 919-935-3505.

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 email notification given by Moore County Public Safety Department.
When a hazardous weather alert is made, all employees shall immediately report to the closest tornado refuge area (see Appendix A). Stay in this area until given the all-clear sign which is a call from the Public Safety Department.

VIII. Training: The personnel positions 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 Ayers/Moore County
Transportation Services
Transportation Manager / 910-947-7162
Office Coordinator / 910-947-7163
Evacuation Assistant Ayers/Moore County
Transportation Services
Transportation Manager / 910-947-7162
Office Coordinator / 910-947-7163
Emergency Shut-down Ayers/Moore County
Transportation Services
Transportation Manager / 910-947-7162
Office Coordinator / 910-947-7163

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.

*For further information on Employee Alarm Systems, see 1910.165.

Appendix A

EMERGENCY EVACUATION ESCAPE ROUTE

September 7, 2021

FIRE PREVENTION PLAN

Reference 1910.39

I. Policy

Established (date)

(Executive officer)

It is the policy of Moore County Transportation Services 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 Transportation Manager 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 always be available for employees to view 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:

Heat

Oxygen Fuel

Chemical Reaction

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. A list of on-site hazardous materials is kept in the mechanical closet of the MCTS office building.

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 is 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 Use only approved
to poor maintenance, mostly in wiring National Electrical
motors switches, lamps and   Code. Establish regular
hot elements.   maintenance.

Friction Hot bearings, misaligned or broken Follow a regular schedule of
machine parts, poor adjustment. inspection maintenance and
lubrication.

Open flames Cutting and welding torches, gas oil Follow established welding
oil burners, misuse of gasoline torches. pre- cautions. Keep burners
Clean and properly adjusted.
Do not use open
flames near combustibles.

Smoking and matches Dangerous near flammable liquids   Smoke only in permitted areas. and in
areas where combustibles are Make sure matches are out.
stored or used.   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, staff should 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 be maintained at all times. The plan administrator will enforce observance of permissible and prohibited smoking areas for employees and outside visitors to the workplace. Fire-safe, metal containers will be provided where smoking is permitted. No-smoking areas will be checked periodically for evidence of discard smoking materials.

STATIC ELECTRICITY

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

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

VII. HOUSEKEEPING PREVENTATIVE TECHNIQUES

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

- Keep storage and working areas free of trash.

- Place oily rags in covered containers and dispose of daily.

- Do not use gasoline or other flammable solvent or finish to clean floors.

- Use noncombustible oil-absorptive materials for sweeping floors.

- Dispose of materials in noncombustible containers that are emptied daily.

- Remove accumulation of combustible dust.

- Don’t refuel gasoline-powered equipment in a confined space, especially in the presence of equipment such as furnaces or water heaters.

- Don’t refuel gasoline-powered equipment while it is hot.

• Follow proper storage and handling procedures.

• Ensure combustible materials are present only in areas in quantities required for the work operation.

• Clean up any spill of flammable liquids immediately.

• Ensure that if a worker's clothing becomes contaminated with flammable liquids, these individuals change their clothing before continuing to work.

• Post "No Smoking" caution signs near the storage areas.

• Report any hazardous condition, such as old wiring, worn insulation and broken electrical equipment, to the supervisor.

• Keep motors clean and in good working order.

• Don't overload electrical outlets.

• Ensure all equipment is turned off at the end of the workday.

• Maintain the right type of fire extinguisher available for use.

• Use the safest cleaning solvents (nonflammable and nontoxic) when cleaning electrical equipment.

• Ensure that all passageways and fire doors are unobstructed. Stairwell doors shall never be propped open, and materials shall not be stored in stairwells.

• Periodically remove over spray residue from walls, floors, and ceilings of spray booths and ventilation ducts.

• Remove contaminated spray booth filters from the building as soon as replaced or keep immersed in water until disposed.

• Don't allow material to block automatic sprinkler systems, or to be piled around fire extinguisher locations. To obtain the proper distribution of water, a minimum of 18 inches of clear space must be maintained below sprinkler deflectors. If there are no sprinklers, a 3-foot clearance between piled material and the ceiling must be maintained to permit use of hose streams. These distances must be doubled when stock is piled higher than 15 feet.

• Check daily for any discard lumber, broken pallets or pieces of material stored on site and remove properly.

• Repile 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 an electrically managed, manually operated fire alarm system. When activated, the system will sound alarms that can be heard above the ambient noise levels throughout the workplace. The fire alarm will also be automatically transmitting to the fire department. Any fire suppression or fire detection system will automatically actuate the building alarm system.

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 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 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.

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 in Appendix E. The fire extinguishers will also be inspected by the Transportation Manager, 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

_ No makeshift wiring _ Fuse and control boxes clean a closed
_ Extension cords serviceable _ Circuits properly fused or otherwise protected
_ Motors and tools free of dirt and grease _ Equipment approved for use in hazardous areas (if required)
_ Lights clear of combustible materials _ Safest cleaning solvents used

FRICTION

_ Machinery properly lubricated _ Machinery properly adjusted and/or aligned

SPECIAL FIRE-HAZARD MATERIALS

_ Storage of special flammable isolated _ Nonmetal stock free of tramp metal

WELDING AND CUTTING

_ Area surveyed for fire safety _ Combustible removed or covered
_ Permit issued

OPEN FLAMES

_ Kept away from spray rooms and booths _ Portable torches clear of flammable surfaces
_ No gas leaks

PORTABLE HEATERS

_ Set up with ample horizontal and overhead clearances _ Safely mounted on noncombustible surfaces
_ Secured against tipping or upset _ Use of steel drums prohibited
_ Combustibles removed or covered _ Not used as rubbish burners

HOT SURFACES

_ Hot pipes clear of combustible materials _ Soldering irons kept off combustible surfaces
_ Ample containers available and serviceable _ Ashes in metal containers

SMOKING AND MATCHES

_ “No smoking” and “smoking” areas clearly marked _ No discarded smoking materials in prohibited areas
_ Butt containers available and serviceable

SPONTANEOUS IGNITION

_ Flammable waste material in closed, metal containers _ 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

APPENDIX C

IDENTIFIED FIRE HAZARDS AND RESPONSIBLE PERSONNEL

HAZARD IDENTIFICATION

Type Location Control Extinguisher
Location
Responsible
Personnel
NONE

APPENDIX D

TRAINING RECORD

Trainings are done on a yearly basis with the Moore County Public Safety Department.

APPENDIX E

FIRE EXTINGHISHER LOCATIONS

EVACUATION PLAN WITH FIRE EXTINGUISHERS IDENTIFIED

Fire Extinguisher is located beside the foyer door leading into the hallway.

September 7, 2021

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 vehicle is assigned a number by the Coordinator 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 is 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 Transportation Coordinator. 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 transportation coordinator 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 Transportation Coordinator to report the need for service. The transportation coordinator 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.

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.

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

Flush radiator

Replace coolant

Service air conditioner

Regularly

Unscheduled

Every Year

Replace all hoses; more often if necessary.

Replace battery

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

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

7,000 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.

12,000 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.

18,000 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.

24,000 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.

30,000 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.

36,000 Change oil, oil filter, flush and replace engine coolant regardless of mileage, lubricate outer tie rod ends, lubricate front suspension ball joints, lubricate

Every 2 Years
Every 2 Years
Mileage Specific

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.

42,000 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.

48,000 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.

54,000 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.

60,000 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.

66,000 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).

72,000 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.

78,000 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.

84,000 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.

90,000 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.

96,000 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.

100,000 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.

106,000 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.

112,000 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.

118,000 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.
124,000 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.

130,000 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.

136,000 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.

142,000 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.

148,000 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.

154,000 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.

160,000 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.

166,000 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.

172,000 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.

178,000 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.

184,000 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.

190,000 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.
196,000 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.

202,000 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 Transportation Coordinator 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.

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 Transportation Coordinator 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 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 Transportation Coordinator 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 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 Transportation Coordinator.

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 Kits

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.

MCTS Driver Vehicle Inspection Report
Driver Name: Date:
Vehicle Number: Mileage: PRE-TRIP
Service Service Service Service
OK Needed Critical OK Needed Critical
ENGINE: ACCESSIBILITY EQUIPMENT:
Oil Level Fully Operable wheelchair lift
Brake Fluid Level Wheelchair lift ramp
Trans. Fluid Level Belts and securement devices in
good condition Power Steering Fluid Level
Radiator / Water Level Proper number of belts and
securement devices Washer Fluid Level
Belts / Hoses LIFT CYCLE COUNT
EXTERIOR: OK Needed Critical EMERGENCY EQUIPMENT: OK Needed Critical
Windshield Glass Fire Ext
Windshield Wipers First Aid Kit
Mirrors Bio-hazard Kit
Tires Web Cutter
Head Lights & Park Lights Triangles
Brake Lights Back-up Alarm
Turn Signals / Emer. Flashers Horn
Cleanliness Flashlight
Body Damage (see Reverse)
INTERIOR:

OK

Needed

Critical
INTERIOR: OK Needed Critical Gauges / Instruments / Dash Lights
Brakes & Parking Brake Interior Lights / Dome Light
Steering Radio (Two-way)
Mirrors AC & Heat Controls (equipment)
Seat Belts Damage / cleanliness
*** Comment on any item not checked OK or if found not satisfactory.
***IMMEDIATELY NOTIFY DISPATCH OF ANY VEHICLE EMERGENCY OR MAINTENANCE ISSUE
POST-TRIP
Service Service Service Service
OK Needed Critical OK Needed Critical
STEERING: BRAKES:
Hard Soft (Mushy)
Shimmy Scraping
Free Play Too Sensitive

INTERIOR: TRANSMISSION:
Headlight Noisy
Turn Signals / Emer. Flashers
Wheelchair Lift / Interlock

Slow Shift
TIRES: ENGINE:
Flat Knocks
Leaks Hard to Start
Damaged Missing
*** Comment on any item not checked OK or if found not satisfactory.

Mark an "X" where damage or contact occurred on exterior.

FRONT RIGHT SIDE LEFT SIDE REAR

***Comments:

Each employee is to check the condition of each vehicle before driving. And damage found on a vehicle that has not been reported will be the responsibility of the last driver on record. Failure to report an accident or vehicle damage is a violation of policy.

Driver Acknowledgement:

I have personally inspected the above vehicle and have indicated areas requiring attention or and damage found by me.

/ /

Signature Time Date

Ending Mileage:

Lift Cycle:

Supervisor Acknowledgement:

I have personally reviewed this document, insured that it was properly completed by the driver, and have taken the steps necessary to correct any safety or service issues indicated. And I have inspected and investigated any damage reported.

Transportation Manager or designee initials Date

URITY PLAN

September 7, 2021

DRUG AND ALCOHOL
POLICY

DRUG AND ALCOHOL TESTING POLICY

MOORE COUNTY TRANSPORTATION SERVICES

Adopted as of August 20, 2021

A. PURPOSE

1) The Moore County Transportation Services provides public transit and paratransit services for the residents of Moore County. Part of our mission is to ensure that this service is delivered safely, efficiently, and effectively by establishing a drug and alcohol-free work environment, and to ensure that the workplace remains free from the effects of drugs and alcohol in order to promote the health and safety of employees and the general public. In keeping with this mission, Moore County Transportation Services declares that the unlawful manufacture, distribution, dispense, possession, or use of controlled substances or misuse of alcohol is prohibited for all employees.

2) Additionally, the purpose of this policy is to establish guidelines to maintain a drug and alcohol-free workplace in compliance with the Drug-Free Workplace Act of 1988, and the Omnibus Transportation Employee Testing Act of 1991. This policy is intended to comply with all applicable Federal regulations governing workplace anti-drug and alcohol programs in the transit industry. Specifically, the Federal Transit Administration (FTA) of the U.S. Department of Transportation has published 49 CFR Part 655, as amended, that mandates urine drug testing and breath alcohol testing for safety-sensitive positions and prohibits performance of safety-sensitive functions when there is a positive test result, or a refusal to test. The U. S. Department of Transportation (USDOT) has also published 49 CFR Part 40, as amended, that sets standards for the collection and testing of urine and breath specimens.

3) Any provisions set forth in this policy that are included under the sole authority of Moore County Transportation Services and are not provided under the authority of the above-named Federal regulations are underlined. Tests conducted under the sole authority of Moore County Transportation Services will be performed on non-USDOT forms and will be separate from USDOT testing in all respects.

B. APPLICABILITY

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

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

C. DEFINITIONS

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

a. An individual dies;

b. An individual suffers a bodily injury and immediately receives medical treatment away from the scene of the accident; or,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Negative result: The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen. An alcohol concentration of less than 0.02 BAC is a negative test result.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

D. EDUCATION AND TRAINING

1) Every covered employee will receive a copy of this policy and will have ready access to the corresponding federal regulations including 49 CFR Parts 655 and 40, as amended. In addition, all covered employees will undergo a minimum of 60 minutes of training on the signs and symptoms of drug use including the effects and consequences of drug use on personal health, safety, and the work environment. The training also includes manifestations and behavioral cues that may indicate prohibited drug use.

2) All supervisory personnel or company officials who are in a position to determine employee fitness for duty will receive 60 minutes of reasonable suspicion training on the physical, behavioral, and performance indicators of probable drug use and 60 minutes of additional reasonable suspicion training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse.

E. PROHIBITED SUBSTANCES

1) Prohibited substances addressed by this policy include the following.

a. Illegally Used Controlled Substance or Drugs Under the Drug-Free Workplace Act of 1988 any drug or any substance identified in Schedule I through V of Section 202 of the Controlled Substance Act (21 U.S.C. 812), and as further defined by 21 CFR 1308.11 through 1308.15 is prohibited at all times in the workplace unless a legal prescription has been written for the substance. This includes, but is not limited to: marijuana, amphetamines, opioids, phencyclidine (PCP), and cocaine, as well as any drug not approved for medical use by the U.S. Drug Enforcement Administration or the U.S. Food and Drug Administration. Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. It is important to note that the use of marijuana in any circumstances remains completely prohibited for any safety-sensitive employee subject to drug testing under USDOT regulations. The use of marijuana in any circumstance (including under state recreational and/or medical marijuana laws) by a safety-sensitive employee is a violation of this policy and a violation of the USDOT regulation 49 CFR Part 40, as amended.

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

b. Legal Drugs: The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected must be reported to a Moore County Transportation Services supervisor and the employee is required to provide a written release from his/her doctor or pharmacist indicating that the employee can perform his/her safety-sensitive functions.

c. Alcohol: The use of beverages containing alcohol (including mouthwash, medication, food, candy) or any other substances containing alcohol in a manner which violates the conduct listed in this policy is prohibited.

F. PROHIBITED CONDUCT

1) Illegal use of the drugs listed in this policy and as defined in 49 CFR Part 40, as amended is prohibited at all times. All covered employees are prohibited from reporting for duty or remaining on duty if they have used a prohibited drug as defined in 49 CFR Part 40, as amended.

2) Each covered employee is prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. The covered employee will subsequently be relieved of his/her on-call responsibilities and subject to discipline for not fulfilling his/her on-call responsibilities.

3) The Transit Department shall not permit any covered employee to perform or continue to perform safety-sensitive functions if it has actual knowledge that the employee is using alcohol.

4) Each covered employee is prohibited from reporting to work or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.04 or greater regardless of when the alcohol was consumed.

a. An employee with a breath alcohol concentration which measures 0.02-0.039 is not considered to have violated the USDOT-FTA drug and alcohol regulations, provided the employee hasn’t consumed the alcohol within four (4) hours of performing a safety-sensitive duty. However, if a safety-sensitive employee has a breath alcohol concentration of 0.02-0.039, USDOT-FTA regulations require the employee to be removed from the performance of safety-sensitive duties until:

i. The employee’s alcohol concentration measures less than 0.02; or

ii. The start of the employee’s next regularly scheduled duty period, but not less than eight hours following administration of the test.

5) No covered employee shall consume alcohol for eight (8) hours following involvement in an accident or until he/she submits to the post-accident drug/alcohol test, whichever occurs first.

6) No covered employee shall consume alcohol within four (4) hours prior to the performance of safety-sensitive job functions.

7) Moore County Transportation Services, under its own authority, also prohibits the consumption of alcohol at all times the employee is on duty, or anytime the employee is in uniform.

8) Consistent with the Drug-free Workplace Act of 1988, all Moore County Transportation Services employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of prohibited substances in the workplace including transit system premises and transit vehicles.

G. DRUG STATUTE CONVICTION

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

H. TESTING REQUIREMENTS

1) Analytical urine drug testing and breath testing for alcohol will be conducted as required by 49 CFR Part 40 as amended. All employees covered under FTA authority shall be subject to testing prior to performing safety-sensitive duty, for reasonable suspicion, following an accident, and random as defined in Section K, L, M, and N of this policy, and return to duty/follow-up.

2) A drug test can be performed any time a covered employee is on duty. A reasonable suspicion, random, or follow-up alcohol test can only be performed just before, during, or after the performance of a safety-sensitive job function. Under Moore County Transportation Services authority, a non-DOT alcohol test can be performed any time a covered employee is on duty.

3) All covered employees will be subject to urine drug testing and breath alcohol testing as a condition of ongoing employment with Moore County Transportation

Services. Any safety-sensitive employee who refuses to comply with a request for testing shall be removed from duty and subject to discipline as defined in Section Q of this policy.

I. DRUG TESTING PROCEDURES

1) Testing shall be conducted in a manner to assure a high degree of accuracy and reliability and using techniques, equipment, and laboratory facilities which have been approved by the U.S. Department of Health and Human Service (HHS). All testing will be conducted consistent with the procedures set forth in 49 CFR Part 40, as amended. The procedures will be performed in a private, confidential manner and every effort will be made to protect the employee, the integrity of the drug testing procedure, and the validity of the test result.

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

3) The test results from the HHS certified laboratory will be reported to a Medical Review Officer. A Medical Review Officer (MRO) is a licensed physician with detailed knowledge of substance abuse disorders and drug testing. The MRO will review the test results to ensure the scientific validity of the test and to determine whether there is a legitimate medical explanation for a confirmed positive, substitute, or adulterated test result. The MRO will attempt to contact the employee to notify the employee of the non-negative laboratory result and provide the employee with an opportunity to explain the confirmed laboratory test result. The MRO will subsequently review the employee’s medical history/medical records as appropriate to determine whether there is a legitimate medical explanation for a non-negative laboratory result. If no legitimate medical explanation is found, the test will be verified positive or refusal to test and reported to the Moore County Transportation Services. If a legitimate explanation is found, the MRO will report the test result as negative.

4) If the test is invalid without a medical explanation, a retest will be conducted under direct observation. Employees do not have access to a test of their split specimen following an invalid result.

5) Any covered employee who questions the results of a required drug test may request that the split sample be tested. The split sample test must be conducted at a second HHS-certified laboratory. The test must be conducted on the split sample that was provided by the employee at the same time as the primary sample. The method of collecting, storing, and testing the split sample will be consistent with the procedures set forth in 49 CFR Part 40, as amended. The employee's request for a split sample test must be made to the Medical Review Officer within 72 hours of notice of the original sample verified test result. Requests after 72 hours will only be accepted at the discretion of the MRO if the delay was due to documentable facts that were beyond the control of the employee. Moore County Transportation Services will ensure that the cost for the split specimen analysis is covered in order for a timely analysis of the sample, however Moore County Transportation Services will seek reimbursement for the split sample test from the employee.

6) If the analysis of the split specimen fails to confirm the presence of the drug(s) detected in the primary specimen, if the split specimen is not able to be analyzed, or if the results of the split specimen are not scientifically adequate, the MRO will declare the original test to be canceled.

7) The split specimen will be stored at the initial laboratory until the analysis of the primary specimen is completed. If the primary specimen is negative, the split will be discarded. If the primary specimen is positive, it will be retained in frozen storage for one year and the split specimen will also be retained for one year. If the primary is positive, the primary and the split will be retained for longer than one year for testing if so requested by the employee through the Medical Review Officer, or by the employer, by the MRO, or by the relevant DOT agency.

8) Observed collections

a. Consistent with 49 CFR Part 40, as amended, collection under direct observation (by a person of the same gender) with no advance notice will occur if:

i. The laboratory reports to the MRO that a specimen is invalid, and the MRO reports to Moore County Transportation Services that there was not an adequate medical explanation for the result;

ii. The MRO reports to Moore County Transportation Services that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed;

iii. The laboratory reported to the MRO that the specimen was negative-dilute with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL, and the MRO reported the specimen as negative-dilute and that a second collection must take place under direct observation (see §40.197(b)(1)).

iv. The collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen;

v. The temperature on the original specimen was out of range;

vi. Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with.

vii. All follow-up-tests; or

viii. All return-to-duty tests

J. ALCOHOL TESTING PROCEDURES

1) Tests for breath alcohol concentration will be conducted utilizing a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing device (EBT) operated by a trained Breath Alcohol Technician (BAT). A list of approved EBTs can be found on ODAPC's Web page for "Approved Evidential Breath Measurement Devices". Alcohol screening tests may be performed using a non-evidential testing device (alcohol screening device (ASD)) which is also approved by NHTSA. A list of approved ASDs can be found on ODAPC's Web page for "Approved Screening Devices to Measure Alcohol in Bodily Fluids". If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. The confirmatory test must occur on an EBT. The confirmatory test will be conducted no sooner than fifteen minutes after the completion of the initial test. The confirmatory test will be performed using a NHTSA-approved EBT operated by a trained BAT. The EBT will identify each test by a unique sequential identification number. This number, time, and unit identifier will be provided on each EBT printout. The EBT printout, along with an approved alcohol testing form, will be used to document the test, the subsequent results, and to attribute the test to the

correct employee. The test will be performed in a private, confidential manner as required by 49 CFR Part 40, as amended. The procedure will be followed as prescribed to protect the employee and to maintain the integrity of the alcohol testing procedures and validity of the test result.

2) A confirmed alcohol concentration of 0.04 or greater will be considered a positive alcohol test and in violation of this policy. The consequences of a positive alcohol test are described in Section Q. of this policy. Even though an employee who has a confirmed alcohol concentration of 0.02 to 0.039 is not considered positive, the employee shall still be removed from duty for at least eight hours or for the duration of the workday whichever is longer and will be subject to the consequences described in Section Q of this policy. An alcohol concentration of less than 0.02 will be considered a negative test.

3) Moore County Transportation Services affirms the need to protect individual dignity, privacy, and confidentiality throughout the testing process. If at any time the integrity of the testing procedures or the validity of the test results is compromised, the test will be canceled. Minor inconsistencies or procedural flaws that do not impact the test result will not result in a cancelled test.

4) The alcohol testing form (ATF) required by 49 CFR Part 40 as amended, shall be used for all FTA required testing. Failure of an employee to sign step 2 of the ATF will be considered a refusal to submit to testing.

K. PRE-EMPLOYMENT TESTING

1) All applicants for covered transit positions shall undergo urine drug testing prior to performance of a safety-sensitive function.

a. All offers of employment for covered positions shall be extended conditional upon the applicant passing a drug test. An applicant will not be allowed to perform safety-sensitive functions unless the applicant takes a drug test with verified negative results.

b. An employee shall not be placed, transferred or promoted into a position covered under FTA authority or company authority until the employee takes a drug test with verified negative results.

c. If an applicant fails a pre-employment drug test, the conditional offer of employment shall be rescinded and the applicant will be provided with a list of at least two (2) USDOT qualified Substance Abuse Professionals. Failure of a pre-employment drug test will disqualify an applicant for employment for a period of at least one year. Before being considered for future employment the applicant must provide the employer proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G. The cost for the assessment and any subsequent treatment will be the sole responsibility of the applicant.

d. When an employee being placed, transferred, or promoted from a non-covered position to a position covered under FTA authority or company authority submits a drug test with a verified positive result, the employee shall be subject to disciplinary action in accordance with Section Q herein.

e. If a pre-employment test is canceled, Moore County Transportation Services will require the applicant to take and pass another pre-employment drug test.

f. In instances where a FTA covered employee does not perform a safety-sensitive function for a period of 90 consecutive days or more regardless of reason, and during that period is not in the random testing pool the employee will be required to take a pre-employment drug test under 49 CFR Part 655 and have negative test results prior to the conduct of safety-sensitive job functions.

g. Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.

h. Applicants are required (even if ultimately not hired) to provide Moore County Transportation Services with signed written releases requesting USDOT drug and alcohol records from all previous, USDOT-covered, employers that the applicant has worked for within the last two years. Failure to do so will result in the employment offer being rescinded. Moore County Transportation Services is required to ask all applicants (even if ultimately not hired) if they have tested positive or refused to test on a pre-employment test for a USDOT covered employer within the last two years. If the applicant has tested positive or refused to test on a pre-employment test for a USDOT covered employer, the applicant must provide Moore County Transportation Services proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G.

L. REASONABLE SUSPICION TESTING

1) All Moore County Transportation Services FTA covered employees will be subject to a reasonable suspicion drug and/or alcohol test when the employer has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. Reasonable suspicion shall mean that there is objective evidence, based upon specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odor that are consistent with possible drug use and/or alcohol misuse. Reasonable suspicion referrals must be made by one or more supervisors who are trained to detect the signs and symptoms of drug and alcohol use, and who reasonably concludes that an employee may be adversely affected or impaired in his/her work performance due to possible prohibited substance abuse or alcohol misuse. A reasonable suspicion alcohol test can only be conducted just before, during, or just after the performance of a safety-sensitive job function. However, under Moore County Transportation Services' authority, a non-DOT reasonable suspicion alcohol test may be performed any time the covered employee is on duty. A reasonable suspicion drug test can be performed any time the covered employee is on duty.

2) Moore County Transportation Services shall be responsible for transporting the employee to the testing site. Supervisors should avoid placing themselves and/or others into a situation which might endanger the physical safety of those present. The employee shall be placed on administrative leave pending disciplinary action described in Section Q of this policy. An employee who refuses an instruction to submit to a drug/alcohol test shall not be permitted to finish his or her shift and shall immediately be placed on administrative leave pending disciplinary action as specified in Section Q of this policy.

3) A written record of the observations which led to a drug/alcohol test based on reasonable suspicion shall be prepared and signed by the supervisor making the observation. This written record shall be submitted to the Moore County Transportation Services

4) When there are no specific, contemporaneous, articulable objective facts that indicate current drug or alcohol use, but the employee (who is not already a participant in a treatment program) admits the abuse of alcohol or other substances to a supervisor in his/her chain of command, the employee shall be referred for assessment and treatment consistent with Section Q of this policy. Moore County Transportation Services shall place the employee on administrative leave in accordance with the provisions set forth under Section Q of this policy. Testing in this circumstance would be

performed under the direct authority of the Moore County Transportation

Services. Since the employee self-referred to management, testing under this circumstance would not be considered a violation of this policy or a positive test result under Federal authority. However, self-referral does not exempt the covered employee from testing under Federal authority as specified in Sections L through N of this policy or the associated consequences as specified in Section Q.

M. POST-ACCIDENT TESTING

1) FATAL ACCIDENTS – A covered employee will be required to undergo urine and breath testing if they are involved in an accident with a transit vehicle, whether or not the vehicle is in revenue service at the time of the accident, that results in a fatality. This includes all surviving covered employees that are operating the vehicle at the time of the accident and any other whose performance could have contributed to the accident, as determined by the employer using the best information available at the time of the decision.

2) NON-FATAL ACCIDENTS - A post-accident test of the employee operating the public transportation vehicle will be conducted if an accident occurs and at least one of the following conditions is met:

a. The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident.
b. One or more vehicles incurs disabling damage as a result of the occurrence and must be transported away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident

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

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

The appropriate transit supervisor shall ensure that an employee, required to be tested under this section, is tested as soon as practicable, but no longer than eight (8) hours of the accident for alcohol, and no longer than 32 hours for drugs.

If an alcohol test is not performed within two hours of the accident, the Supervisor will document the reason(s) for the delay. If the alcohol test is not conducted within (8) eight hours, or the drug test within 32 hours, attempts to conduct the test must cease and the reasons for the failure to test documented.

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

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

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

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

N. RANDOM TESTING

1) All covered employees will be subjected to random, unannounced testing. The selection of employees shall be made by a scientifically valid method of randomly generating an employee identifier from the appropriate pool of safety-sensitive employees. Employees who may be covered under company authority will be selected from a pool of non-DOT-covered employees.

2) The dates for administering unannounced testing of randomly selected employees shall be spread reasonably throughout the calendar year, day of the week and hours of the day.

3) The number of employees randomly selected for drug/alcohol testing during the calendar year shall be not less than the percentage rates set each year

by the FTA administrator. The current year testing rates can be viewed online at https://www.transportation.gov/odapc/random-testing-rates.

4) Each covered employee shall be in a pool from which the random selection is made. Each covered employee in the pool shall have an equal chance of selection each time the selections are made. Employees will remain in the pool and subject to selection, whether or not the employee has been previously tested. There is no discretion on the part of management in the selection.

5) Covered transit employees that fall under the Federal Transit Administration regulations will be included in one random pool maintained separately from the testing pool of non-safety-sensitive employees that are included solely under Moore County Transportation Services authority.

6) Random tests can be conducted at any time during an employee's shift for drug testing. Alcohol random tests can only be performed just before, during, or just after the performance of a safety sensitive duty. However, under Moore County Transportation Services' authority, a non-DOT random alcohol test may be performed any time the covered employee is on duty. Testing can occur during the beginning, middle, or end of an employee's shift.

7) Employees are required to proceed immediately to the collection site upon notification of their random selection.

O. RETURN-TO-DUTY TESTING

All covered employees who previously tested positive on a drug or alcohol test or refused a test, must test negative for drugs, alcohol (below 0.02 for alcohol), or both and be evaluated and released by the Substance Abuse Professional before returning to work. Following the initial assessment, the SAP will recommend a course of rehabilitation unique to the individual. The SAP will recommend the return-to-duty test only when the employee has successfully completed the treatment requirement and is known to be drug and alcohol-free and there are no undue concerns for public safety. The SAP will determine whether the employee will require a return-to-duty drug test, alcohol test, or both.

P. FOLLOW-UP TESTING

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

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

Q. RESULT OF DRUG/ALCOHOL TEST

1) Any covered employee that has a verified positive drug or alcohol test, or test refusal, will be removed from his/her safety-sensitive position, informed of educational and rehabilitation programs available, referred to a list of USDOT qualified Substance Abuse Professionals (SAPs) for assessment. No employee will be allowed to return to duty requiring the performance of safety-sensitive job functions without the approval of the SAP and the employer.

2) Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.

3) Refusal to submit to a drug/alcohol test shall be considered equivalent to a positive test result and a direct act of insubordination and shall result in termination and referral to a list of USDOT qualified SAPs. A test refusal is defined as any of the following circumstances:
a) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer.
b) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.
c) Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a

pre-employment test has not refused to test.

d) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
e) Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
f) Fail or decline to take a second test as directed by the collector or the employer for drug testing.
g) Fail to undergo a medical evaluation as required by the MRO or the employer's Designated Employer Representative (DER).
h) Fail to cooperate with any part of the testing process.
i) Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
j) Possess or wear a prosthetic or other device used to tamper with the collection process.
k) Admit to the adulteration or substitution of a specimen to the collector or MRO.
l) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
m) Fail to remain readily available following an accident.
n) As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

4) For the first instance of a verified positive test from a sample submitted as the result of a random drug/alcohol test, disciplinary action against the employee shall include:
a. Mandatory referral to Substance Abuse Professional for assessment, formulation of a treatment plan, and execution of a return to duty agreement.
b. Failure to execute or remain compliant with the return-to-duty agreement shall result in termination from [Moore County/Moore County Transportation Services employment.
i. Compliance with the return-to-duty agreement means that the employee has submitted to a drug/alcohol test immediately prior to returning to work; the result of that test is negative; in the judgment of the SAP the employee is cooperating with his/her SAP recommended treatment program; and the employee has agreed to periodic unannounced follow-up testing as defined in Section P of this policy.
c. Refusal to submit to a periodic unannounced follow-up drug/alcohol test shall be considered a direct act of insubordination and shall result in termination.
d. A periodic unannounced follow-up drug/alcohol test which results in a verified positive shall result in termination from Moore County/Moore County Transportation Services employment.

5) The first instance of a verified positive post-accident or reasonable suspicion drug and/or alcohol test shall result in termination.

6) The second instance of a verified positive drug or alcohol test result for any category of testing shall result in termination from Moore County/Moore County Transportation Services employment.

7) An alcohol test result of 0.02 to 0.039 BAC shall result in the removal of the employee from duty for eight hours or the remainder or the workday whichever is longer. The employee will not be allowed to return to safety-sensitive duty for his/her next shift until he/she submits to a NON-DOT alcohol test with a result of less than 0.02 BAC.

8) In the instance of a self-referral or a management referral, disciplinary action against the employee shall include:

a. Mandatory referral for an assessment by an employer approved counseling professional for assessment, formulation of a treatment plan, and execution of a return to work agreement.
b. Failure to execute or remain compliant with the return-to-work agreement shall result in termination from Moore County Transportation Services _employment.
i. Compliance with the return-to-work agreement means that the employee has submitted to a drug/alcohol test immediately prior to returning to work; the result of that test is negative; the employee is cooperating with his/her recommended treatment program; and, the employee has agreed to periodic unannounced follow-up testing as described in Section P of this policy; however, all follow-up testing performed as part of a return-to-work agreement required under section Q of this policy is under the sole authority of Moore County Transportation Services and will be performed using non-DOT testing forms.
c. Refusal to submit to a periodic unannounced follow-up drug/alcohol test shall be considered a direct act of insubordination and shall result in termination. All tests conducted as part of the return to work agreement will be conducted under company authority and will be performed using non-DOT testing forms.
d. A self-referral or management referral to the employer's counseling professional that was not precipitated by a positive test result does not constitute a violation of the Federal regulations and will not be considered as a positive test result in relation to the progressive discipline defined in Section Q of this policy.

e. Periodic unannounced follow-up drug/alcohol testing conducted as a result of a self-referral or management referral which results in a verified positive shall be considered a positive test result in relation to the progressive discipline defined in Section Q of this policy.
f. A Voluntary Referral does not shield an employee from disciplinary action or guarantee employment with Moore County Transportation Services.
g. A Voluntary Referral does not shield an employee from the requirement to comply with drug and alcohol testing.

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

R. GRIEVANCE AND APPEAL

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

S. PROPER APPLICATION OF THE POLICY

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

T. INFORMATION DISCLOSURE

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

2) The employee, upon written request, is entitled to obtain copies of any records pertaining to their use of prohibited drugs or misuse of alcohol including any drug or alcohol testing records. Covered employees have the right to gain access to any pertinent records such as equipment calibration records, and records of laboratory certifications. Employees may not have access to SAP follow-up testing plans.

3) Records of a verified positive drug/alcohol test result shall be released to the Drug and Alcohol Program Manager, and other transit system management personnel on a need to know basis.

4) Records will be released to a subsequent employer only upon receipt of a written request from the employee.

5) Records of an employee's drug/alcohol tests shall be released to the adjudicator in a grievance, lawsuit, or other proceeding initiated by or on behalf of the tested individual arising from the results of the drug/alcohol test. The records will be released to the decision maker in the proceeding.

6) Records will be released to the National Transportation Safety Board during an accident investigation.

7) Information will be released in a criminal or civil action resulting from an employee's performance of safety-sensitive duties, in which a court of competent jurisdiction determines that the drug or alcohol test information is relevant to the case and issues an order to the employer to release the information. The employer will release the information to the decision maker in the proceeding with a binding stipulation that it will only be released to parties of the proceeding.

8) Records will be released to the DOT or any DOT agency with regulatory authority over the employer or any of its employees.

9) Records will be released if requested by a Federal, state or local safety agency with regulatory authority over Moore County Transportation Services or the employee.

10) If a party seeks a court order to release a specimen or part of a specimen contrary to any provision of Part 40 as amended, necessary legal steps to contest the issuance of the order will be taken

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

This Policy was adopted by the Moore County Commissioners on September 7, 2021.

Frank Quis, Chairman

Attachment A

Job Title	Job Duties	Testing Authority
Driver	Operate MCTS Vehicles	Federal Transit Admin
Manager	Direct and maintain MCTS Operations	Federal Transit Admin
Fleet & Route Coordinator	Schedules trips and maintains working fleet	Federal Transit Admin
Office Coordinator	Scheduling and Dispatching	Federal Transit Admin
Driver	Operate MCTS Vehicles	Wolfe & Associates
Manager	Direct and maintain MCTS Operations	Wolfe & Associates
Fleet & Route Coordinator	Schedules trips and maintains working fleet	Wolfe & Associates
Office Coordinator	Scheduling and Dispatching	Wolfe & Associates

Attachment B Contacts

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

Moore County Transportation Services Drug and Alcohol Program Manager
Name: Sonia Biggs
Title: Transportation Manager
Address: 302 Monroe St, Carthage, NC 28327

Telephone Number: 910-947-3389

Medical Review Officer
Name: Jim Wolfe
Title: Chief Executive Officer
Address: PO Box 5085, Concord, NC 28027
Telephone Number: 1-800-451-3743

Substance Abuse Professional #1
Name: FirstHealth of the Carolina’s Employee Assistance Program
Address: 305 Page, Bldg. #1, Suite 5, Pinehurst 28374
Telephone Number: 910-715-3444

Substance Abuse Professional #2
Name: Pinehurst Comprehensive Treatment Center
Address: 20 Page Dr, Pinehurst 28374
Telephone Number: 1-855-944-1658

HHS Certified Laboratory Primary Specimen
Name: Wolfe
Address: PO Box 5085, Concord, NC 28027
Telephone Number: 1-800-451-3743

Enter revision date here

September 7, 2021

SAFETY AND SECURITY PLAN

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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, Moore County Transportation Services has developed this Safety, Security and Emergency Preparedness Plan (SECURITY PLAN). This SECURITY PLAN outlines the process used by Moore County Transportation Services 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. This Safety Plan is available to all Moore County Transportation Service staff and a copy is kept at the Moore County Transportation offices breakroom for quick and easy access.

As a result of this program, Moore County Transportation Services 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 Moore County Transportation Services, 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 Moore County Transportation Service'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. Other documents, including the MCTS Driver Handbook, are available upon request.

MISSION DEFINITION

1.1 Introduction – Establishing the parameters of the plan

1.1a. - AUTHORITY

The authority for implementing the SECURITY PLAN resides with the Moore County Transportation Services.

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 Moore County Transportation Service'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 Moore County Transportation Service SECURITY PLAN is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to Moore County Transportation Service'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 Moore County Transportation Service'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 Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services provides transportation to Moore County citizens and clients of Moore County agencies Monday through Friday. Availability of the programs may vary based upon funding availability.

1.2b. - MISSION STATEMENT

To provide safe and efficient transportation services for citizens and clients of County agencies.

1.2c. - ORGANIZATIONAL STRUCTURE

Moore County Transportation Organization Chart

Transportation Manager
County Manager
Transportation Office
Coordinator
Board of Commissioners
Transportation Director
Drivers
9 Full Time
2 Part Time

Transportation Fleet and
Route Coordinator

1.2d. - SERVICE AREA

Moore County Transportation Services provides transportation services for citizens of Moore County and clients of Moore County agencies. In-county services are provided on a daily basis, while out of county trips are provided using the schedule below:

Day Area
Monday Fayetteville, Raeford, Sanford, Troy, and Biscoe
Tuesday No out of County Trips
Wednesday Sanford
Thursday Chapel Hill, Durham, and Raleigh
Friday No out of County Trips

1.2e. - SERVICE DESIGN

Moore County Transportation Services provides the following types of transportation services to all Moore County Residences and their guests:

• Subscription Services – when passengers schedule routine trips from one specific location to another location and at set times. (e.g. transportation to work on Monday, Tuesday, Wednesday, Thursday, and Friday with pick up and return trips home at a scheduled time)
• Demand Response Services – when passengers request a single trip from one specific location to another specific location at a requested time. (e.g. doctor's appointment on Thursday at 10:00 am)
• Deviated Fixed Route Services – a fixed route with minor deviations for pick-ups and drop-offs. (A-Pines Line)

1.2f. - FUNDING SOURCES

Moore County Transportation Services operates using funding sources from 5311 Formula Grants, the Rural Operating Assistance Program grant, contract revenue from agencies the system contracts with.

1.2g. - VEHICLES AND FACILITIES

Moore County Transportation Services operates 18 fleet vans, including 1 minivan, 6 leisure travel vehicles (LTVs), and 11 raised roof vehicles. Of the 18 vehicles, 13 are equipped with wheelchair lifts while 5 are not. Moore County Transportation Services operates out of one central facility where offices and the vehicle fleet are housed at 302 Marion Street in Carthage. Maintenance on the vehicles is performed at an offsite county garage located at 703 Pinehurst Avenue in Carthage.

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 as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The Moore County Transportation Services 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 Moore County Transportation Services 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, Moore County Transportation System'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 Moore County Transportation System'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 Moore County Transportation Services. This process helped Moore County Transportation Services management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis Moore County Transportation Services 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. Moore County Transportation Services 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 Moore County Transportation Services. 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 Moore County Transportation Services 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

Moore County Transportation Services 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, Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services identified countermeasures to reduce vulnerabilities. The Moore County Public Safety Department conducts training on how to handle multiple security scenarios including bomb threats and active shooters.

2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS

Moore County Transportation Services is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. Moore County Transportation Services 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 Moore County Transportation Services 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 lightening, 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 Moore County Transportation Services. The Moore County Transportation Services also follow Bomb Threat Checklists provided by the Department of Homeland Security. A checklist is located at each office phone at the transit facility.

2.4 Emergency Planning

2.4a. – INTERNAL CONTACT INFORMATION

Moore County Transportation Services 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

Moore County Transportation Services 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

Moore County Transportation Services 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 TREES

Moore County Transportation Services maintains an accurate and up-to-date call 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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services SECURITY PLAN
and to the preparedness of the system. Moore County Transportation Services 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, Moore County Transportation Services 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

Moore County Transportation Services 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

Moore County Transportation Services 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 wheel chair 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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services is committed to testing their emergency preparedness plans through disaster drills and exercises.

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At Moore County Transportation Services, 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.

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

Moore County Transportation Services 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, Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services 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. Moore County Transportation Services reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services is working to secure the Transit Facility through:
• Lighting Improvements
• Additional Signage
• Additional Perimeter Securements

Bus Stop Locations

When a decision is made to establish a bus stop, Moore County Transportation Services 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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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

Moore County Transportation Services drivers complete a vehicle pre-trip inspection checklist when putting a vehicle into service. This pre-trips inspection includes:

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

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

Mechanic's Vehicle Checklist

Moore County Transportation Services 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

Moore County Transportation Services 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. Moore County Transportation Services 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, Moore County Transportation Services vehicles are stored in a secured and well- lighted location.

3.2i. – VEHICLE READINESS

It is the policy of Moore County Transportation Services 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 Moore County Transportation Services safe transit operations. The driver of a Moore County Transportation Services 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 – Moore County Transportation Services 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 Moore County Transportation Service'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.

Moore County Transportation Services 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 Moore County Transportation Services 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, Moore County Transportation Services provides initial and ongoing refresher training critical to ensure proper operations and adherence to the transit providers' rules and regulations. Moore County Transportation Services 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. Upon hiring, drivers are provided with a Driver Handbook that details safety and security expectations including appropriate attire (reflective vests), incident management, and best driving practices (brake failure, etc.) among other things.

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.

Moore County Transportation Services 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 Moore County Transportation Services 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/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 Moore County Transportation Services 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

Moore County Transportation Services 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, Moore County Transportation Services includes the 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 Moore County Transportation Services 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, Moore County Transportation Services 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. Moore County Transportation also receives special safety and security trainings on a yearly basis from the Moore County Public Safety Department.

3.4 Security Awareness

3.4a. – TRANSIT WATCH

The Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services 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.

Moore County Transportation Services 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 locations)

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

Moore County Transportation Services 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

Moore County Transportation Services 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 Moore County Transportation Services 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 Moore County Transportation Services, 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 (End-of-Life: useful life; vehicle replacement)
• turnarounds
• bus stops
• shelters

SECURITY PLAN-KEY CONTROL

Is used to determine trends in system operations. The ultimate goal is to identify and mitigate hazards before they cause accidents, thus boosting system performance and delivery of service to the riding public. Moore County Transportation uses a lock box for keys similar to the image below.

APPENDIX

September 7, 2021

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 Moore County Transportation Service to perform its essential functions as part of a COOP capability.

Recommended changes to this document may be addressed, at any time, to the Moore County Transportation Services, 302 S. McNeill Street, Carthage, NC, 28327.

Sonia Biggs, Transportation Manager

D. Bryan Phillips
Director

D. Scot Brooks, CEM, CCEMTP
Moore County
Department of Public Safety
Deputy Director - Emergency Management Chief

E. Grant Hunsucker
EMS Chief

July 19, 2021

To Whom It May Concern,

Moore County Public Safety maintains the Continuity of Operations / Continuity of Government Plan for the County of Moore. It was originally completed in 2014 and has received annual updates to maintain its accuracy.

Due to the sensitive nature and protected information included in the document; it is maintained inside the Public Safety office and not to be released or disseminated as a public document.

In 2021 we begun the process of a full rewrite of the plan using the most up to date FEMA Continuity Guidance Circular standards.

Any questions regarding the plan should be directed to the following:

D. Scot Brooks
Deputy Director of Public Safety
Emergency Management Division Chief
Office: 910-947-4353

Email: sbrooks@moorecountync.gov

302 S. McNeill Street P.O. Box 905 Phone: 910-947-6317
Carthage, NC 28327 Carthage, NC 28327 Fax: 910-947-6378
www.moorecountync.gov

Bryan M. Lyczkowski, CFI
911 Chief

J. Michael Barbee
Logistics/Education Chief

Matt Dawkins, AAS, NC-FIT
Deputy Fire Marshal

Introduction

Located in the Sandhills of North Carolina, Moore County is centrally positioned in the state; east of Charlotte, North Carolina's largest city, southwest of Raleigh, North Carolina's capital city, and west of Fort Bragg, the largest military base in the United States. As of the 2010 census, the population of Moore County was 88,247, however it is expected to have grown substantially when the 2020 census figures are released. The Town of Carthage serves as the Moore County seat.

Purpose

This continuity of operations (COOP) plan for Moore County Transportation Services, 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	MCTS	Community Transportation and transportation and / or equipment needs
2		
3		
4		
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.

• Transportation Manager, 910-947-7162
• Public Safety Director, 910-947-6317
• FEMA Regional Office Contact Information, 770-220-5200
• Eastern Branch NC Emergency Management, 800-858-0368, 24 Hour Line
• NC State Emergency Operations Center, 919-733-3300, 24 Hour Line

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 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.

Warning ?

ImplementContingency

Plans

yes

no
0-24 hrs
Evacuate Location?
Return to Normal
Operations
yes EventMonitoring
Location Accessible?
0-48 hrs
ActivateCOOP Plan Implement COOP at ERS
yes
no
Reoccupy
Location
Implement Occupant Emergency
Plans
Return to Normal
Operations
Implement
Reconstitution
Plans
yes
no
no Reoccupy
Location?
yes

Leadership
Orders of Succession
In the event of a vacancy in the position of the Transportation Manager, 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: Transportation Fleet and Route Coordinator
• Successor #2: Transportation Office Coordinator
• Successor #3: County Manager
• Successor #4: Assistant County Manager
Delegation of Authority
The Community and its Chief Municipal Officer are charged with maintaining a comprehensive State - wide program and task respective departments with completing any associated duties. This is carried out through execution of the following tasks:
• Moore County has a countywide COOP Plan that spells out the order of succession as well as duties and responsibilities of each department. This plan will be referenced in times of need and carried out appropriately.
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:
• Transportation Manager
• Office Coordinator
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 Public Safety Director Direction and Control 1
Public Safety
Office A Transportation
Director/Manager
Safety 2
MCTS
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.
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

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

System Name Current Location Other Locations

RouteMatch IT Department

Munis IT Department

County Policies & Procedures Web Based

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
Previous 7 years
records
Hardcopy &
Electronic No Yes No
Munis Files Electronic Yes No Yes
RouteMatch Electronic Yes No No

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 situation 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 Statutes166A

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 multiple designated Emergency Relocation Sites (ERS) to choose from based upon the type, location, and/or scope of the incident, designed 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 #1 Moore County Agriculture Center, 707 Pinehurst Ave, Carthage, NC 28327
Phone Number 910-947-3188
Directions Turn left on Marion St, then turn left on Saunders St. Take Saunders St 0.2 miles to Pinehurst Ave and turn right. Take Pinehurst Ave 0.4 miles and the Moore County Agriculture Center will be on the left.
Address #2 Moore County Parks & Recreation, 155 Hillcrest Park Ln, Carthage, NC 28327
Phone Number 910-947-2504
Directions Turn left on Marion St, then turn right on Saunders St. Turn left at the 1st cross street onto S McNeill St, which will turn right and become US-15/US-501 S. Travel 0.4 miles to Joel Rd and turn left onto Joel Rd. After 0.6 miles, turn right onto Star Ridge Rd, then after 0.4 miles, turn right onto Elizabeth St. Follow Elizabeth Rd until it destinates at the Parks & Rec Center.
Address #3 Moore County Senior Enrichment Center, 8040 US-15, West End, NC 27376
Phone Number 910-947-4483
Directions Turn left on Marion St, then turn right on Saunders St. Turn left at the 1st cross street onto S McNeill St, which will turn right and become US-15/US-501 S. Travel 6 miles and the Senior Enrichment Center will be on the left.
Address #4 Moore County Public Safety Center, 302 S. McNeill St, Carthage, NC 28327
Phone Number 910-947-6317
Directions Turn left on Marion St, then turn right on Saunders St. Turn left at the 1st cross street onto S McNeill St. Travel 0.1 miles and the Public Safety Center will be on the right.

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 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.

Emergency
Level
Type of Events COOP Plan Activation
Authority

Notification Method
Local
Emergency
Fire, attack on your
headquarters', etc.

Moore County Public
Safety
Alert System; 910-947-2911 or
911
Department Director
doesn't have the ability to
restore and/or continue
the essential functions of
their agency

Regional or
National
Emergency
Hurricane, flood or other
localized disasters

Moore County Public
Safety
Alert System; 910-947-2911 or
911
The County Emergency
Operations Center (EOC)
would be opened and
there would be direct
communication between
the agency effected and
the EOC.

National
Security
Emergency
Terrorist use of weapons
of mass destruction

Moore County Public
Safety
Alert System; 910-947-2911 or
911
The County Emergency
Operations Center (EOC)
would be opened and
there would be direct
communications between
the agency effected and
the EOC.

Other type of
Emergency
Event

Moore County Public
Safety
Alert System; 910-947-2911 or
911
The County Emergency

Operations Center (EOC) would be opened and there would be direct communication between the agency effected and the EO

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 Moore 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.

______________________________ ______________________________

Sonia Biggs, Transit Manager Date:

I hereby certify this Plan for

Moore County Transportation Services

______________________________ ______________________________

CHAIR BOARD SIGNATURE Date:

Authorized Representative

Agenda Item:
Meeting Date: September 7, 2021

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Sonia Biggs
Moore County Transportation Services Manager

DATE: August 9, 2021

SUBJECT: Monarch FY2022/2023 Memorandum of Understanding

PRESENTER: Debra Ensminger
Planning & Transportation Director

REQUEST:
This is a request to approve the FY2022/2023 Memorandum of Understanding with Moore County Transportation Services and Monarch.

BACKGROUND:
Monarch is applying for funding from the NCDOT 5310 capital grant opportunity for FY2022/2023, if the grant is awarded Moore County Transportation Services will provide the transportation services. A Memorandum of Understanding with Moore County Transportation Services approved by the Board of Commissioners is required with the grant application submittal.

IMPLEMENTATION PLAN:
The Memorandum of Understanding will be effective upon approval by the Board of Commissioners and will be forwarded to Monarch.

FINANCIAL IMPACT STATEMENT:
Approval of the Memorandum of Understanding will not have a financial impact on FY 21/22 budget.

RECOMMENDATION SUMMARY:
Make a motion to approve the Memorandum of Understanding between Moore County Transportation Services and Monarch.

SUPPORTING ATTACHMENTS:
Memorandum of Understanding Moore County Transportation Services and Monarch.

MEMORANDUM OF UNDERSTANDING

Monarch is applying for 5310 Capital – Purchase of Service funding from the North Carolina Department of Transportation for “Enhanced Mobility for Seniors and Individuals with Disabilities” in FY2023. If awarded, funding will provide for purchase of transportation services from Moore County Transportation Services, the FTA 5311 recipient for Moore County, North Carolina. The grant provides funding for transportation for people with intellectual and developmental disabilities as they travel to and from Monarch’s Creative Arts and Community Center in Southern Pines, for the purposes of education, therapeutic and recreational activity, community interaction and employment support.

Beginning July 1, 2022, Moore County Transportation Services will provide transportation services for Monarch and will assume the role of the 3rd party contractor to provide transportation services for Monarch through June 30, 2023. Monarch will be invoiced by Moore County Transportation Services and will pay Moore County Transportation Services directly. Monarch will submit appropriate documentation to the NCDOT for reimbursement per the grant funding requirements. (Services provided must cover the grant period of performance.)

The fee schedule for the purchase of service is as follows: Transportation costs and fee schedules will be determined prior to the start of the fiscal year and will be outlined in an official contract for 2022-2023 to be signed by both Monarch and Moore County Transportation Services.

As an FTA 5311 transportation provider, Moore County Transportation has read and agrees to comply with all federal and state requirements, policies, and provisions contained in the Federal and State Requirements and Special Conditions for Operations and Management Contracts provided with this memorandum.

Monarch County of Moore
350 Pee Dee Ave., Albemarle, NC 28001 PO Box 905, Carthage, NC 28327
Peggy Terhune, Ph.D. CEO J. Wayne Vest, County Manager

Peggy Terhune, Ph.D. CEO J. Wayne Vest, County Manager

Date: Date:

Attested By: Attested By:

Person Authorized to Submit Grant: Contact Information:
Carol Shinn, Grants & Foundation Relations Manager Debra Ensminger, Director
carol.shinn@monarchnc.org Moore County Transportation Services
704-986-1853 910-947-7160, densminger@moorecountync.gov

Planning & Inspections FY 21/22 Fee Schedule

Agenda Item:

Meeting Date: September 7, 2021

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Debra Ensminger
Planning & Inspections Director

DATE: August 13, 2021

SUBJECT: Amendment to Planning and Inspections FY 21/22 Fee Schedule

PRESENTER: Debra Ensminger

REQUEST:

Request to amend the Planning and Inspections FY 21/22 fee schedule with minor modifications as specified under Plumbing and Other Services and Fees.

BACKGROUND:

The current fee schedule was adopted by the Board of County Commissioners during the FY 21/22 budget process. The current language in the fee schedule does not provide clear direction on the actual fees assessed under plumbing and in the event of potential weather-related cancellations.

IMPLEMENTATION PLAN:

Update county website to reflect the modified language to the Planning and Inspections FY 21/22 fee schedule.

FINANCIAL IMPACT STATEMENT:

No financial impact to the FY 21/22 budget year.

RECOMMENDATION SUMMARY:

Make a motion to amend the Planning and Inspections FY 21/22 fee schedule as recommended.

SUPPORTING ATTACHMENTS:

Planning and Inspections FY 21/22 fee schedule.

Fee Schedule - Item FY 2021/2022 Fee Amount
General Use Rezonings $500 plus postage*
Text Amendment $400
Special Use Permit $400 plus postage*
Zoning Variance $200 plus postage*
Conditional Rezoning $600 plus postage*
Appeal from Administrative Decision $500 plus postage*
Special Nonresidential Intensity Allocation $300
Minor Plat
Re-review
$150
double fees per review
Exemption Plat
Re-review
$50
double fees per review
Major Plat Amendments (BOC review) $100
Improvement Guarantee Review $100
Zoning Sign Permit $50
Residential Zoning Permit $50
Commercial Zoning Permit
Site Plan Revisions
$150
$100 per re-review
Zoning Verification Letter $30
Flood Damage Prevention Permit $50
ABC Permit (Zoning only)$30
Wireless Communications Facility Fees:
Wireless Communications Facilities Biannual Operating Permit Fee $300
New Tower Application Review (per application submitted)$2,500
Co-location Application Review (per application submitted)$500
Fee Schedule
Planning & Inspections
Mission: The mission of the Planning and Inspections Department is to plan for growth and to protect the rights, health, safety and general
welfare of the citizens of Moore County through long range planning and enforcement of all development-related ordinances.
Current USPS pricing
$1,000 plus postage*
$100 per re-review
$50
double fees per review of final plat
*Postage--Certified, Receipt Requested mailing to each adjacent
property owner. More than one mailing may be involved.
Major Subdivision Preliminary Plat Conditional Use Permit

Plat Revisions

Final Plat Review

Re-review

Fee Schedule - Item FY 2021/2022 Fee Amount
Building Permits:
New Construction (Residential & Commercial)
Up to $40,000 $100.00
Over $40,000 $3.00 per thousand
Additions/Alternations/Renovations
Residential $50 plus $3.00 per thousand
Commercial $100 plus $3.00 per thousand
Building Permits based on min. $60 per SF heated and $15 per SF unheated:
Moving House Includes Plumbing, Electrical, & Mechanical
*Additions to House not included in the base fee
$500
Modular Commercial (Plumbing, Electrical & Mechanical Not Included)$500
Portable Carports, Portable Buildings, Etc.$100
Bulkheads, Piers, Docks, Retaining Walls Up to $40,000 $100
Over $40,000 $3.00 per thousand
Demolition Permit (Commercial & Residential)$100
Change of Use Permit $50
Insulation Permit $75
Mechanical Permits:
Residential (wiring permits may apply) - Per new unit or per unit change out
$100 includes duct work or $75 no duct work
Commercial - (wiring permits may apply) - Per new unit or per unit change out
$100 includes duct work or $75 no duct work
Duct work only $50
Boilers $100
Chillers - Commercial $100 each
Gas Packs (Includes Gas Piping/wiring permit may apply)
Per new unit or per unit change out
$100
Other (additional (bath vents, etc.)$50
Refrigeration: (base fee plus $5 per case)$50
Hood Systems $100 each
Fuel/Gas Piping Residential $50
Fuel/Gas Piping Commercial $50 per service point
Plumbing Permits:
Residential Each Bath or 1/2 Bath $50
Residential kitchen and/or laundry rooms $50
Additional fixture (not in a bath or 1/2 bath-remove in parenthesis)$5 each
(double vanity, water heater, dish/clothes washer, kitchen/laundry sinks, wet bar, etc.) applies to alterations/remodel
Commercial: Each Restroom (additional wiring may apply)

$100
Additional fixture in restroom $5 each
Additional fixture not in restroom $5 each
Potable Water Connections Residential & Commercial $50
Water Heater Change Outs (additional wiring may apply)$75
Backflow Preventers, Irrigation and Sprinklers $50
Plumbing Other (each installation of sewer lines, each installation of water
lines, re-piping, etc.)
$50
Fee Schedule
Planning & Inspections
Mission: The mission of the Planning and Inspections Department is to plan for growth and to protect the rights, health, safety and general
welfare of the citizens of Moore County through long range planning and enforcement of all development-related ordinances.
Modular Residential (Plumbing, Electrical, & Mechanical included)
*Additions to modular not included in the base fee
$500

Fee Schedule - Item FY 2021/2022 Fee Amount
Electrical Permits:
Residential:
UP to 200 Amps $75
Over 200 Amps $75 plus $0.15 per amp over 200
Commercial $75 plus $0.15 per amp
Panel Fee $50 each
Change of Service:
Residential $75 plus $0.15 per amp over 200
Commercial $75 plus $0.15 per amp
Miscellaneous Permits:
Manufactured Home Set Up* excludes Mechanical Permits
Manufactured Home Set Up Permit (Singlewide) $100
Manufactured Home Set Up Permit (Doublewide)$130
Manufactured Home Set Up Permit (Triple wide)$160
Daycare/Group Home/Therapeutic Home $100
ABC/ATF Licensing Permit $100
Temporary Power Permit $100
Farm Pole/Permanent Services $75.00
Generator fuel gas not included $100
Other Electrical: (Temporary Pole, Add'l wiring, etc.)$60
Flood Plain Determination $25
Pools $100 ($50 Structure/$50 Electrical)
Signs Sign only $50 per sign
Sign with electric $100 per sign
Elevators $100
Other Services and Fees:
Copy of Already Created Map from Plotter $20
Copy of Moore County Unified Development Ordinance $25
Copy of Plat $2 each
Photocopies (8.5x11 & 11x17) .15 per page black & white, .50 per page color
Re-inspection Fees
If an inspection fails due to the need of manufacturer specifications, third party approval, fees will not be applied if the required information is provided by the contractor.
Re-inspections fee will not apply to acts of God for example; weather related, unforeseen medical emergencies for example if an inspection is scheduled and the homeowner calls the same day due to sickness and the inspection cannot be completed.
1-5 violations $100
6-10 violations $150
11 or more violations $200
Penalty Fees
Re-inspections fee will not apply to acts of God for example weather related, unforeseen medical emergencies; for example if an inspection is scheduled and the

homeowner calls the same day due to sickness and the inspection cannot be
completed.

Not ready at time of inspections or same day cancelation $500

Agricultural Buildings: (Electrical, Plumbing, Fuel Piping permits required Per Fee Schedule

School Built House Construction (Built by students through high school classes)Waive Fees

Permit Renewal (residential only):

Expired up to 12 Months=$100 or cost of original permit, whichever is less.

12-24 Months = $200 or cost of original permit, whichever is less. >24 Months = Full cost of original permit.

Failure to Obtain Permit Double Permit Fee

Plan Review Fee (commercial) - charged for all plans submitted $50 + $0.001 per sq. ft.

County Projects: In House by Employees Waive Fees

Contracted by Outside Work Force Per Fee Schedule

North Carolina Home Owners Recovery Fund $10.00

Fee Schedule

Planning & Inspections

Mission: The mission of the Planning and Inspections Department is to plan for growth and to protect the rights, health, safety and general welfare of the citizens of Moore County through long range planning and enforcement of all development-related ordinances.

Agenda Item:
Meeting Date: September 7, 2021

MEMORANDUM TO THE MOORE COUNTY BOARD OF COMMISSIONERS:

FROM: Drug Free Moore County

DATE: August 8, 2021

SUBJECT: Proclamation for National Recovery Month

REQUEST:

Adopt proclamation for National Recovery Month.

RECOMMENDATION SUMMARY:

Make a motion to adopt the National Recovery Month Proclamation as presented.

ATTACHMENTS:

Proclamation for National Recovery Month
Flyer announcing RUN FOR RECOVERY 2021
Community Recovery Center open house in Carthage

Proclamation
County of Moore
North Carolina
National Recovery Month
September 2021
"Recovery is For Everyone: Every Person, Every Family,
Every Community."

Whereas, Mental health and substance use disorders affect all communities nationwide, with commitment and support, those impacted can embark on a journey of improved health and overall wellness. The focus of National Recovery Month this September is to celebrate all people that make the journey of recovery and to spread the message that people can and do recover every day.

Whereas, Prevention and adequate recovery resources for mental and/or substance use disorders is essential to achieving healthy lifestyles, both physically and emotionally; treatment is effective, and people can recover.

Whereas, we must encourage relatives and friends of people with substance use disorders to implement preventative measures, recognize the signs of a problem, and guide those in need to appropriate treatment and recovery support services. And we must provide enough resources throughout the county to serve those in need.

Whereas, the impact of substance use disorders is apparent in our local community and the disease of addiction is not going away without proper understanding and support of this disease. Our hospital and private practice physicians, our law enforcement and our court system all struggle with providing necessary care for recovery. Drug related deaths in Moore County have risen. Approximately 90% of those arrested and incarcerated have or have had substance use disorder

The number of women who are affected by substance use disorders is also rising, far exceeding the use by men. The effect on children who are growing up in homes where the disease of addiction is active is having a major impact on their risk for a successful future.

Whereas, to help more people achieve and sustain long-term recovery, Drug Free Moore County invite all residents of Moore County to participate in National Recovery Month. Participate by learning more about the disease of addiction and mental health.

Now, therefore, we, the County Commissioners of Moore County, North Carolina, are asking the citizens of Moore County to join, in celebrating this September 2021 as National Recovery Month. We call upon our community to observe this month with events that support this year's theme, "Join the Voices for Recovery: Strengthen Families and Communities.

This the 7th day of September 2021.

____

Frank Quis, Chairman

ATTEST:

____

Laura M. Williams, Clerk to the Board

For more information contact Drug Free Moore County
910.722.2265 or drugfreemc@gmail.com

Walk Out of Darkness and Into Hope!
Join Drug Free Moore County in the Annual
5k Run/Walk for Recovery
& Celebration of our new
Moore ReCreations, Community Recovery Center.
Saturday, September 25, 2021
105 East Barrett Street, Carthage, NC
8:00 – Registration
8:30 celebration begins
Speakers, music & treatment providers on location
To Pre-Register:
https://ticketmesandhills.com/events/run-for-recovery-9-25-2021
$15 early registration $20 cash day of event
Stop the Stigma – support National Recovery Month

Fiscal Year 2021/2022
Budget Line Item
Number
Budgeted
Amount Increase/ Revised
(Decrease) Budget
Revenue 10032071 35225 361 ELC Reopening Schools - 115,000 115,000
Expense 10039049 54142 361 ELC Reopening Schools - 115,000 115,000
Approved this _______________day of___________________________________, 2021

Frank Quis
Moore County Board of Commissioners

Laura Williams
Clerk to the Board
30002
Health - COVID-19 Screening - Reopening schools

Agenda Item:
Meeting Date: September 7, 2021

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Randy Gould, PE
Public Works Director

DATE: August 19, 2021

SUBJECT: Temporary Bypass Rental Contract Amendment

REQUEST:
MOTION TO: Authorize the Chairman to execute Contract Amendment No. 1 in the amount of $27,220.80 extending the temporary bypass pump currently being rented from Xylem Dewatering Solutions

BACKGROUND:
Xylem Dewatering Solutions was contracted for temporary bypass pumping for the Water Pollution Control Plant on July 7, 2021, in the amount of $71,325.00. The Contract terms end on August 31, 2021. The Raw Sewage Pumping houses four (4) sewage pumps to transport the raw sewage to the first treatment unit at the top of the hill on the plant site. The pump station was recently flooded due to a valve failure causing damage to the pumps. The rebuilding of the damaged pumps has been delayed due to material shortages. Therefore, the contract for bypass pumping needs to be extended.

IMPLEMENTATION PLAN:
MOTION TO: Authorize Chairman to execute Contract Amendment No. 1 with Xylem Dewatering Solutions.

FINANCIAL IMPACT STATEMENT:
The amended contract will utilize more than half of the unanticipated repair budget for fiscal year 2022. Monthly pump rental is $24,270. Monthly pipe rental is $1,170.

RECOMMENDATION SUMMARY:
MOTION TO: Authorize the Chairman to execute Contract Amendment No. 1 with Xylem Dewatering Solutions to increase the contract amount to $103,538.55.

MOTION TO: Authorize the County Manager to approve amendments up to $30,000 each.

SUPPORTING ATTACHMENTS:
Contract Amendment No. 1.

FN 21-0319a

STATE OF NORTH CAROLINA CONTRACT AMENDMENT NO. 1

COUNTY OF MOORE

This Contract Amendment No. 1 (this “Amendment”), is made this 25th day of August, 2021, between the County of Moore (the “County”) and Xylem Dewatering Solutions, Inc. (the “Contractor”).

WITNESSETH

WHEREAS, the County and Contractor previously entered into an agreement on July 7, 2021, which was for the emergency bypass pumping influent wet well to 18” force main (the “Original Agreement”); and

WHEREAS, due to a delay in the repair of the County’s raw sewage pump that requires continued rental of a bypass pump, the County and Contractor now desire to both extend the term of the Original Agreement from August 31, 2021 to September 28, 2021, and to increase the not to exceed amount by $27,220.80 from $76,317.75 to $103,538.55.

NOW, THEREFORE, for and in consideration of the mutual covenants and agreements made herein, the parties agree as follows:

1. The first sentence of Section 2 of the Original Agreement will be amended to read, “The term of this Contract is from July 7, 2021 through September 28, 2021.

2. The first sentence of Section 3 of the Original Agreement will be amended to read, “During the term of this Contract, the Contractor will receive from the County a sum not to exceed $103,538.55 as full compensation for the provision of services as provided herein.”

3. Except as provided for by this Amendment, the Original Agreement will remain in full force and effect.

The parties have expressed their agreement to these terms by causing this Contract Amendment No. 1 to be executed by their duly authorized officers or agents as of the date first written above.

COUNTY OF MOORE XYLEM DEWATERING SOLUTIONS, INC.

Francis R. Quis, Jr., Chairman Jim Lehmann

Board of Commissioners Sales Representative

ATTEST

Laura M. Williams, Clerk to the Board

PREAUDIT CERTIFICATE

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

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Finance Officer

Agenda Item:
Meeting Date: 9/7/2021

MEMORANDUM TO BOARD OF COMMISSIONERS:

FROM: Solid Waste

DATE: 8/23/2021

SUBJECT: Service Contract with Hilco Transport, LLC for Hauling Recycling Materials

PRESENTER: David Lambert, Solid Waste Director

REQUEST:

Approve Contract with Hilco Transport, Inc. for hauling of recycling material to Pratt Industries in Fayetteville, NC.

BACKGROUND:

Moore County contracts with a third party to take recycling material from our Transfer Station at the Moore County Landfill to Pratt Recycling, Inc. in Fayetteville, N.C. In 2019-2020 Moore County took an average of 24 hauls per month. Based on current volume, recycling is hauled approximately five times a week, but that number can increase during peek times.

Hilco Transport, Inc. has previously hauled recycling for Moore County and has always maintained good, professional service and has maintained positive working relationships with both Moore County and Republic Services. This contract was originally awarded to another company, but Moore County Solid Waste now seeks to contract with Hilco Transport, Inc. Hilco Transport, LLC is honoring the bid submitted earlier this year when this project was initially requested proposals.

IMPLEMENTATION PLAN:
Approve the contract amendment with Hilco Transport, LLC and authorize the Chairman to sign all necessary documents.

FINANCIAL IMPACT STATEMENT: Funding for recycling is included in the Contract Services line item in the FY 2020-21 Budget.

RECOMMENDATION SUMMARY:

Make a motion to approve Contract with Hilco Transport, LLC for an amount not to exceed $106,000 for FY 21-22 and $140,000 per fiscal year, ending on June 30, 2024 and to authorize the Chairman to sign all necessary documents.

SUPPORTING ATTACHMENTS:

Contract

FN 21-0380

STATE OF NORTH CAROLINA CONTRACT FOR SERVICES

COUNTY OF MOORE

This Contract is entered into the 7th day of September, 2021, between the County of Moore, a political subdivision of the State of North Carolina (the “County”), and Hilco Transport, Inc. (the “Contractor”).

1. SERVICES TO BE PROVIDED AND AGREED CHARGES

The Contractor agrees to provide services and (“Services”) pursuant to the provisions and specifications identified in Attachment 1, which are incorporated by reference in this Contract. Pursuant to Section 3 of this Contract, the County agrees to pay for Services contained in Attachment 1.

2. TERM OF CONTRACT

The term of this Contract is from September 7, 2021 through June 30, 2024.

This Contract is subject to the availability of funds to purchase the specified Services and may be terminated at any time during the term upon thirty (30) days’ notice if such funds become unavailable.

3. PAYMENT TO CONTRACTOR

During the term of this Contract, the Contractor will receive from the County an amount not to exceed $106,000,00 for the first year from September 7, 2021 through June 30, 2022; $140,000.00 per year for fiscal year July 1, 2022 – June 30, 2023; and $140,000.00 per year for fiscal year July 1, 1023 – June 30, 2024 as full compensation for the provision of services as provided herein. The County agrees to pay at the rates specified for Services, satisfactorily performed or provided, in accordance with this Contract. Unless otherwise specified, the Contractor will submit an itemized invoice to the County by the end of the month during which Services are performed or provided. Payment will be processed promptly upon receipt and approval of the invoice by the County.

4. INDEPENDENT CONTRACTOR

The County and Contractor agree that the Contractor is an independent contractor and will not represent itself as an agent or employee of the County for any purpose in the performance of the Contractor’s duties under this Contract. Accordingly, the Contractor will be responsible for payment of all federal, state and local taxes as well as business license fees arising out of the Contractor’s activities in accordance with this Contract. For purposes of this Contract taxes will include, but not be limited to, Federal and State Income, Social Security and Unemployment Insurance taxes.

The Contractor, as an independent contractor, will perform all services in a professional manner and in accordance with the standards of applicable professional organizations and licensing agencies.

5. INSURANCE

The Contractor will maintain Workers' Compensation Insurance for all of the Contractor's employees. The Workers' Compensation Insurance will be in the amounts prescribed by the laws of the State of North Carolina.

The Contractor will maintain, at its expense, the following minimum insurance coverage:

Bodily Injury $1,000,000.00 per occurrence
Property Damage $100,000.00 per occurrence
Bodily Injury/Property Damage $1,000,000.00 combined single limit per occurrence

Professional liability insurance will be required whenever the Contractor is required to be certified, licensed, or registered by a regulatory entity or where the Contractor's error in judgment, planning, design, or etc. could result in economic loss to the County. If professional liability insurance is required, the coverage must provide for no less than $1,000,000.00 combined single limit per occurrence.

The Contractor agrees to furnish the County proof of compliance with the insurance coverage requirements of this Contract upon request. The Contractor, upon request by the County, will furnish a certificate of insurance from an insurance company, licensed to do business in the State of North Carolina and acceptable to the County, verifying the existence of the insurance coverage required by the County. The certificate will provide for sixty (60) days advance notice in the event of termination or cancellation of coverage.

6. INDEMNIFICATION

To the fullest extent permitted by law, the Contractor will indemnify and hold harmless the County, its officials, agents, and employees from and against all claims, damages, losses, and expenses, direct, indirect, or consequential (including but not limited to fees and charges of engineers or architects, attorneys, and other professionals and costs related to court action or arbitration) arising out of or resulting from the performance of this Contract or the actions of the Contractor, its officials, employees, or contractors under this Contract or under the contracts entered into by the Contractor in connection with this Contract. This indemnification will survive the termination of this Contract.

7. HEALTH AND SAFETY

The Contractor will be responsible for initiating, maintaining and supervising all safety precautions and programs required by OSHA and all other regulatory agencies while providing Services under this Contract.

8. E-VERIFY

Pursuant to North Carolina General Statute § 143-133.3, E-verify Compliance, the County may not enter into a contract unless the contractor, and the contractor's subcontractors under the contract, comply with the requirements of Article 2 of Chapter 64 of the General Statutes. The Contractor represents and warrants that it is in compliance with the requirements of Article 2 of Chapter 64 of the General Statutes. Further, the Contractor warrants that any subcontractors used by the Contractor will be in compliance with the requirements of Article 2 of Chapter 64 of the General Statutes.

9. IRAN DIVESTMENT ACT

The Contractor certifies that: (i) the Contractor is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. § 147-86.58 (the “Final Divestment List”). The Final Divestment List can be found on the State Treasurer’s website at the address https://www.nctreasurer.com/office-state-treasurer/divestment-and-do-not-contract-rules. Any contract in violation of this Act is void.

10. DIVESTMENT FROM COMPANIES BOYCOTTING ISRAEL ACT

This Contractor certifies that the Contractor is not identified as an entity by the North Carolina Secretary of State that is engaged in a boycott of the State of Israel pursuant to NCGS, Article 6G, Chapter 147. The Final Divestment List can be found on the State Treasurer's website at https://www.nctreasurer.com/office-state-treasurer/divestment-and-do-not-contract-rules. Any contract in violation of this Act is void

11. NON-DISCRIMINATION IN EMPLOYMENT

The Contractor will not discriminate against any employee or applicant for employment because of age, sex, race, creed, national origin, or disability. In the event the Contractor is determined by the final order of an appropriate agency or court to be in violation of this provision or any non-discrimination provision of federal, state or local law, this Contract may be suspended or terminated, in whole or in part, by the County. In addition, the Contractor may be declared ineligible for further contracts with the County.

12. GOVERNING LAW

The validity of this Contract and any of its terms or provisions, as well as the rights and duties of the parties to this Contract, are governed by the laws of the State of North Carolina. All actions relating to this Contract in any way will be brought in the General Courts of Justice in the County of Moore and the State of North Carolina.

13. TERMINATION OF AGREEMENT

This Contract may be terminated, without cause, by either party upon thirty (30) days written notice to the other party. This termination notice period will begin upon receipt of the notice of termination. Such a termination does not bar either party from pursuing a claim for damages for breach of the Contract.

This Contract may be terminated, for cause, by the non-breaching party notifying the breaching party of a substantial failure to perform in accordance with the provisions of this Contract and if the failure is not corrected within ten (10) days of the receipt of the notification. Upon such termination, the parties will be entitled to such additional rights and remedies as permitted by law.

Termination of this Contract, either with or without cause, will not form the basis of any claim for loss of anticipated profits by either party.

14. SUCCESSORS AND ASSIGNS

The Contractor will not assign its interest in this Contract without the written consent of the County. The Contractor has no authority to enter into contracts on behalf of the County.

15. COMPLIANCE WITH LAWS

The Contractor represents that it is in compliance with all Federal, State, and local laws, regulations or orders, as amended or supplemented. The implementation of this Contract will be carried out in strict compliance with all Federal, State, or local laws regarding discrimination in employment.

16. NOTICES

All notices which may be required by this Contract or any rule of law will be effective when received by certified mail sent to the following addresses:

COUNTY OF MOORE: MOORE COUNTY SOLID WASTE
ATTN: DAVID LAMBERT, DIRECTOR
P.O. BOX 905
CARTHAGE, NC 28327

CONTRACTOR: HILCO TRANSPORT, INC.
ATTN: LEGAL
7700 KENMONT RD.
GREENSBORO, NC 27409

17. AUDIT RIGHTS

For all Services being provided under this Contract, the County has the right to inspect, examine, and make copies of any and all books, accounts, invoices, records and other writings relating to the performance of those Services. Audits will take place at times and locations mutually agreed upon by both parties. The Contractor must make the materials to be audited available within one (1) week of the request for them.

18. COUNTY NOT RESPONSIBLE FOR EXPENSES

The County will not be liable to the Contractor for any expenses paid or incurred by the Contractor unless otherwise agreed in writing.

19. EQUIPMENT

The Contractor will supply, at its sole expense, all equipment, tools, materials, and supplies required to provide contracted Services unless otherwise agreed in writing.

20. PRIORITY OF DOCUMENTS

In the event of any inconsistency between the Contract and any attachment to the Contract, the Contract will have priority.

21. SEVERABILITY

If any provision of this Contract shall be determined to be unenforceable by a court of competent jurisdiction, such determination will not affect any other provision of this Contract.

22. NON-WAIVER

The failure by one party to require performance of any provision of this Contract will not affect that party's right to require performance at any time thereafter or to enforce other remedies available to it by law or under this Contract. In addition, no waiver of any breach or default of this Contract will constitute a waiver of any subsequent breach or default or a waiver of the provision itself.

23. ENTIRE AGREEMENT

This Contract and Attachment 1 constitute the entire understanding between the parties and supersedes all prior understandings and agreements, whether oral or written, relating to the subject matter hereof.

24. AMENDMENT

This Contract may only be amended by the written mutual agreement of the parties.

25. DRAFTED BY BOTH PARTIES

This Contract is deemed to have been drafted by both parties and no interpretation will be made to the contrary.

26. HEADINGS

Subject headings are for convenience only and will not affect the construction or interpretation of any provision.

The parties have expressed their agreement to these terms by causing this Contract to be executed by their duly authorized officers or agents. This Contract is effective as of the date first written above.

COUNTY OF MOORE HILCO TRANSPORT, INC.

____________________________ ____________________________

Francis R. Quis, Jr., Chairman Bruce Quigley
Board of Commissioners Vice President, CFO

ATTEST

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Laura M. Williams
Clerk to the Board

PREAUDIT CERTIFICATE

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

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Finance Officer

SCOPE OF SERVICES

The County collects comingled recycling materials at its transfer station at 456 Turning Leaf Way, Aberdeen NC. Material is loaded into trucks by a third party (currently Republic Services), contracted by the county. The hauler will take recycling material from Aberdeen to Pratt Industries in Fayetteville, NC. As a reference, in 2019-2020, Moore County took an average of 2650 tons of recyclable material each year with approximately 24 hauls per month. Based on current volume, recycling is hauled approximately five times -- sometimes two loads are required within 24 hours. The number of loads will fluctuate depending on volume.

The Contractor agrees to provide all necessary supervision, labor, materials, and equipment required to haul recyclable materials from the Moore County Transfer Station at 456 Turning Leaf Way, Aberdeen, North Carolina to Pratt Industries, Inc., located at 3686 Owen Drive, Suite A, Fayetteville, North Carolina.

o Contractor must comply will all rules and regulations established by the local, state and federal laws. Contractor shall be responsible for all permits required to provide this service

o Contractor must provide enough industry standard walking floor trailers to haul or load all recycling material at the Moore County Transfer Station by 3:30PM each day. Pratt Industries accepts material no later than 4:15PM, but that is subject to change. Contractor must ensure that they transport material before the scale house closes at the intended destination. Currently, Pratt Industries allows up to 2 trips per day from the transfer station (provided they weigh equal or less than 15 Tons).

o Contractor will charge the County $450.88 per load plus a fuel surcharge. The Fuel surcharge will be calculated upon the following information:

The FSC (fuel surcharge) is $2.00 Base. Fuel surcharges will be based on Lower Atlantic prices for US On-Highway Diesel Fuel posted by the EIA. The current Diesel Fuel Index will be obtained the first Monday of every month for the previous month's average and the fuel surcharge will be adjusted up or down as necessary based on Republic Services' formula. For billing purposes, the fuel surcharge percentage is calculated based only on the freight charges and does not include any accessorial charges in its calculation. Fuel surcharge formula will be based on 4.50 mpg and 88 miles round trip to Fayetteville.

The fuel surcharge is assessed as a flat amount per load, based on the following formula: (Fuel Cost - $2.00) / 4.5 MPG X Round-trip Miles = Fuel Surcharge or Credit per Load.

Example calculation: The Lower Atlantic index for fuel a month (published first Monday each month) is hypothetically $2.986. The fuel surcharge for each load delivered to Pratt in Fayetteville during the month of April will be:

2.986 – 2.00 = 0.986

0.986 4.5 MPG = $.2191 per mile

0.987 $.2191 x 88 miles = $19.28 per load

The link to the fuel index prices is as follows:

https://www.eia.gov/dnav/pet/pet_pri_gnd_a_epd2d_pte_dpgal_m.htm
A CPI adjustment of 100% of the “Water, Sewer, & Trash Collection” index, or
3%, whichever is greater, shall occur each year of the agreement on July 1st.
o Contractor will station walking floor trailers at the Moore County Transfer Station facility.
Contractor must provide a truck or “yard dog” so either Moore County or a contracted
third-party can load material onto the trailers when necessary. In the temporary absence of
a yard dog to move trailers, Contractor will coordinate with Moore County and Third-
Party Vendor to arrange a schedule to “live load” the trailer with recycling materials.

o Walking Floor trailers must be industry standard and be at least 48” in length and the trailers height must appropriately fit within Moore County’s Transfer Station without obvious risk of damage to the Contractors truck/tarping system or Moore County’s facility.

o Contractor agrees to designate a contact person or persons and provide a telephone number where the contact persons can be reached at all times including holidays and weekends. The contact person will be called to review the progress, to request extra trailers on busy waste days, and to report any type of complaint.

o In the event Contractor does not clear the floors at the end of any day, Moore County may assess a daily fee of $500.00 for such failure without waiving its right to any other available remedies.

o Contractor must be equipped and ready to initiate the recycling hauling contract beginning of the contract period.

o Contractor shall not sublet or assign this contract in whole or in part without the written authorization of the County.

Agenda Item:
Meeting Date: 09/07/2021

MEMORANDUM TO THE MOORE COUNTY BOARD OF COMMISSIONERS:

FROM: Laura M. Williams, Clerk

DATE: 08/26/2021

SUBJECT: Appointments / Airport Authority

REQUEST:

Appoint two members to the Moore County Airport Authority.

BACKGROUND:

The current term of service for Airport Authority members Pat Corso and Tom McPherson expire September 30. Each has indicated desire to continue service for an additional term.

IMPLEMENTATION PLAN:

Clerk will make notification of appointments and update records.

RECOMMENDATION SUMMARY:

Make a motion to appoint two members to the Moore County Airport Authority for four-year terms commencing October 1, 2021 and expiring September 30, 2025.

Agenda Item:

Meeting Date: 09/07/2021

MEMORANDUM TO THE MOORE COUNTY BOARD OF COMMISSIONERS:

FROM: Laura M. Williams, Clerk

DATE: 08/25/2021

SUBJECT: Appointments / Nursing & Adult Care Home Community Advisory Committee

REQUEST:

Appoint two new members to the Nursing and Adult Care Home Community Advisory Committee.

BACKGROUND:

Silva Porter-Deal and Edmund Kielty are recommended for appointment as new members of the Nursing and Adult Care Home Community Advisory Committee. Each has completed required training and been certified as required by the State.

IMPLEMENTATION PLAN:

Clerk will make notification of appointments and update records.

RECOMMENDATION SUMMARY:

Make a motion to appoint Silva Porter-Deal and Edmund Kielty to the Nursing and Adult Care Home Community Advisory Committee for initial one-year terms expiring September 30, 2022.

ATTACHMENTS:

Applications and Certifications

Agenda Item:
Meeting Date: 09/07/2021

MEMORANDUM TO THE MOORE COUNTY BOARD OF COMMISSIONERS:

FROM: Laura M. Williams, Clerk

DATE: 08/26/2021

SUBJECT: Appointments / Sandhills Center Board of Directors

REQUEST:

Reappoint member to the Board of Directors for Sandhills Center for Mental Health / Developmental Disabilities / Substance Abuse Services.

BACKGROUND:

The current term of service for member Matthew Rothbeind expires September 30 and Mr. Rothbeind is willing, eligible, and recommended to continue service for an additional term.

IMPLEMENTATION PLAN:

Clerk will make notification of appointment and update records.

RECOMMENDATION SUMMARY:

Make a motion to reappoint Matthew Rothbeind to the Sandhills Center Board of Directors for an additional three-year term expiring September 30, 2024.

Agenda Item:
Meeting Date: 09/07/2021

MEMORANDUM TO THE MOORE COUNTY BOARD OF COMMISSIONERS:

FROM: Laura M. Williams, Clerk

DATE: 09/02/2021

SUBJECT: Appointments / Board of Adjustment

REQUEST:

Reappoint two members to the Board of Adjustment.

BACKGROUND:

The current terms of service for members Frank Thigpen and Kathy Liles expired July 31. Each is willing and recommended to be reappointed.

IMPLEMENTATION PLAN:

Clerk will make notification of appointments and update records.

RECOMMENDATION SUMMARY:

Make a motion to reappoint Frank Thigpen and Kathy Liles to the Board of Adjustment for three-year terms expiring August 31, 2024.