
AGENDA
CUMBERLAND COUNTY BOARD OF COMMISSIONERS
REGULAR AGENDA SESSION
JUDGE E. MAURICE BRASWELL
CUMBERLAND COUNTY COURTHOUSE - ROOM 564
JUNE 9, 2022
1:00 PM

INVOCATION- Commissioner Toni Stewart, Vice Chairwoman

1. APPROVAL OF AGENDA
2. APPROVAL OF MINUTES
 - A. May 12, 2022 Agenda Session Regular Meeting
3. PRESENTATIONS
 - A. TJ Robinson Life Center, by Charlotte Robinson, Director
 - B. Update on the North Carolina Civil War & Reconstruction History Center Project
 - C. County Health Rankings Updates and Cumberland-Fayetteville Opioid Response Team
 - D. Cumberland County CommuniCare, Inc.
 - E. Response to Fiscal Year 2021 Auditor's Findings, Recommendations, and Fiscal Matters
4. CONSIDERATION OF AGENDA ITEMS
 - A. Cumberland County Community Transportation 2022 System Safety Plan
 - B. Reconsideration of Community Transportation Program Contractor Bid for Services
 - C. Report on the Annexation of Spring Lake to the Cumberland County Recreation Service District
 - D. ARP Committee Funding Recommendations
5. OTHER ITEMS
 - A. Chairman's Community Alignment Meetings
6. MONTHLY REPORTS
 - A. Financial Report
 - B. Health Insurance Update
 - C. Project Updates

7. CLOSED SESSION: If Needed

ADJOURN

AGENDA SESSION MEETINGS:

*****There are no meetings in July*****

August 9, 2022 (Tuesday) 1:00 PM

September 8, 2022 (Thursday) 1:00 PM



OFFICE OF THE COUNTY MANAGER

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: AMY CANNON, COUNTY MANAGER

DATE: 6/2/2022

**SUBJECT: TJ ROBINSON LIFE CENTER, BY CHARLOTTE ROBINSON,
DIRECTOR**

Requested by: CHARLOTTE ROBINSON, DIRECTOR, TJ ROBINSON LIFE CENTER

Presenter(s): CHARLOTTE ROBINSON, DIRECTOR, TJ ROBINSON LIFE CENTER

BACKGROUND

Charlotte Robinson, Director of the TJ Robinson Life Center has requested to give an overview of the TJ Robinson Life Center at the June 9, 2022 Agenda Session Meeting.



OFFICE OF THE COUNTY MANAGER

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: AMY CANNON, COUNTY MANAGER

DATE: 6/2/2022

SUBJECT: UPDATE ON THE NORTH CAROLINA CIVIL WAR & RECONSTRUCTION HISTORY CENTER PROJECT

Requested by: MAC HEALY, CHAIR, BOARD OF DIRECTORS, NC CIVIL WAR & RECONSTRUCTION HISTORY CENTER

Presenter(s): MAC HEALY, CHAIR, BOARD OF DIRECTORS, NC CIVIL WAR & RECONSTRUCTION HISTORY CENTER

BACKGROUND

The Board of Directors of the NC Civil War & Reconstruction History Center has requested an opportunity to update the Board of Commissioners on the project and the funding.



DEPARTMENT OF PUBLIC HEALTH

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: JENNIFER GREEN, HEALTH DIRECTOR

DATE: 6/9/2022

SUBJECT: COUNTY HEALTH RANKINGS UPDATES AND CUMBERLAND-FAYETTEVILLE OPIOID RESPONSE TEAM

Requested by: AMY CANNON, COUNTY MANAGER

Presenter(s): JENNIFER GREEN, HEALTH DIRECTOR

BACKGROUND

Health Director Dr. Jennifer Green provide an update activities of the Cumberland-Fayetteville Opioid Response Team and the Robert Wood Johnson County Health Ranking for 2022

RECOMMENDATION / PROPOSED ACTION

No action is necessary. For information purposes only.

ATTACHMENTS:

Description

Cumberland County, North Carolina _ County Health Rankings & Roadmaps
CFORT and County Health Rankings Update

Type

Backup Material
Backup Material



The 2022 Rankings include deaths attributable to COVID-19 from 2020. See our FAQs for more information on COVID-specific data.

Cumberland (CB) 2022 Rankings

Download North Carolina Rankings Data

County Demographics

	County	State
Population	336,364	10,600,823
% below 18 years of age	24.8%	21.8%
% 65 and older	12.6%	17.1%
% Non-Hispanic Black	37.5%	21.3%
% American Indian & Alaska Native	1.9%	1.6%
% Asian	2.7%	3.3%
% Native Hawaiian/Other Pacific Islander	0.5%	0.1%
% Hispanic	12.4%	9.9%
% Non-Hispanic White	41.5%	62.3%
% not proficient in English **	1%	2%
% Females	50.6%	51.4%
% Rural	13.4%	33.9%

	County	Error Margin	Top U.S. Performers ^	North Carolina
Health Outcomes				
Length of Life				
Premature death	9,900	9,600-10,300	5,600	8,000
Quality of Life				
Poor or fair health **	22%	20-24%	15%	18%
Poor physical health days **	4.1	3.9-4.3	3.4	3.7
Poor mental health days **	4.5	4.3-4.7	4.0	4.4
Low birthweight	10%	10-10%	6%	9%
Additional Health Outcomes (not included in overall ranking)				
COVID-19 age-adjusted mortality **	47	39-55	43	60
Life expectancy	75.7	75.3-76.0	80.6	77.7
Premature age-adjusted mortality	480	460-490	290	380
Child mortality	70	60-80	40	60
Infant mortality	9	8-10	4	7
Frequent physical distress **	13%	12-14%	10%	12%
Frequent mental distress **	15%	14-16%	13%	14%
Diabetes prevalence **	13%	13-14%	8%	11%
HIV prevalence	525		38	373
Health Factors				
Health Behaviors				
Adult smoking **	20%	18-21%	15%	19%
Adult obesity **	35%	34-36%	30%	34%
Food environment index	6.4		8.8	6.6
Physical inactivity **	31%	29-33%	23%	26%
Access to exercise opportunities	71%		86%	68%

Excessive drinking **	17%	16-18%	15%	17%
Alcohol-impaired driving deaths	23%	20-27%	10%	26%
Sexually transmitted infections	1,292.7		161.8	669.9
Teen births	29	27-30	11	21
Additional Health Behaviors (not included in overall ranking)				
Food insecurity	16%		9%	14%
Limited access to healthy foods	14%		2%	8%
Drug overdose deaths	33	30-37	11	24
Motor vehicle crash deaths	16	14-18	9	15
Insufficient sleep **	42%	41-43%	32%	36%
Clinical Care				
Uninsured	12%	11-14%	6%	13%
Primary care physicians	1,310:1		1,010:1	1,400:1
Dentists	940:1		1,210:1	1,710:1
Mental health providers	260:1		250:1	360:1
Preventable hospital stays	5,103		2,233	4,096
Mammography screening	39%		52%	48%
Flu vaccinations	40%		55%	53%
Additional Clinical Care (not included in overall ranking)				
Uninsured adults	16%	14-18%	7%	16%
Uninsured children	5%	3-6%	3%	6%
Other primary care providers	480:1		580:1	690:1
Social & Economic Factors				
High school completion	92%	91-92%	94%	89%
Some college	71%	69-73%	74%	68%
Unemployment	9.5%		4.0%	7.3%
Children in poverty	25%	21-30%	9%	18%
Income inequality	4.4	4.3-4.6	3.7	4.7
Children in single-parent households	36%	33-38%	14%	27%
Social associations	9.3		18.1	11.3
Violent crime	548		63	351
Injury deaths	91	86-96	61	82
Additional Social & Economic Factors (not included in overall ranking)				
High school graduation	84%		96%	87%
Disconnected youth	9%	7-11%	4%	7%
Reading scores	3.1		3.3	3.1
Math scores	2.9		3.4	3.1
School segregation	0.07		0.02	0.20
School funding adequacy	-\$6,770			-\$3,326
Gender pay gap	0.91	0.88-0.95	0.88	0.84
Median household income	\$49,200	\$46,000 to \$52,300	\$75,100	\$59,600
Living wage **	\$37.83			\$38.86
Children eligible for free or reduced price lunch	77%		32%	58%
Residential segregation - Black/white	33		27	52
Residential segregation - non-white/white	29		16	46
Childcare cost burden **	36%		18%	29%
Childcare centers **	8		12	9
Homicides	10	9-12	2	7
Suicides	16	14-18	11	13
Firearm fatalities	19	17-21	8	14
Juvenile arrests				
Physical Environment				
Air pollution - particulate matter	7.3		5.9	7.5
Drinking water violations	Yes			
Severe housing problems	17%	17-18%	9%	15%
Driving alone to work	79%	77-80%	72%	79%
Long commute - driving alone	25%	24-27%	16%	34%
Additional Physical Environment (not included in overall ranking)				
Traffic volume	253			228
Homeownership	51%	50-52%	81%	66%
Severe housing cost burden	17%	16-18%	7%	12%
Broadband access	86%	85-87%	88%	83%

^ 10th/90th percentile, i.e., only 10% are better.

** Data should not be compared with prior years

Note: Blank values reflect unreliable or missing data

C-FORT and County Health Rankings

Board of Cumberland County Commissioners

Agenda Session

Jennifer Green, PhD, MPH

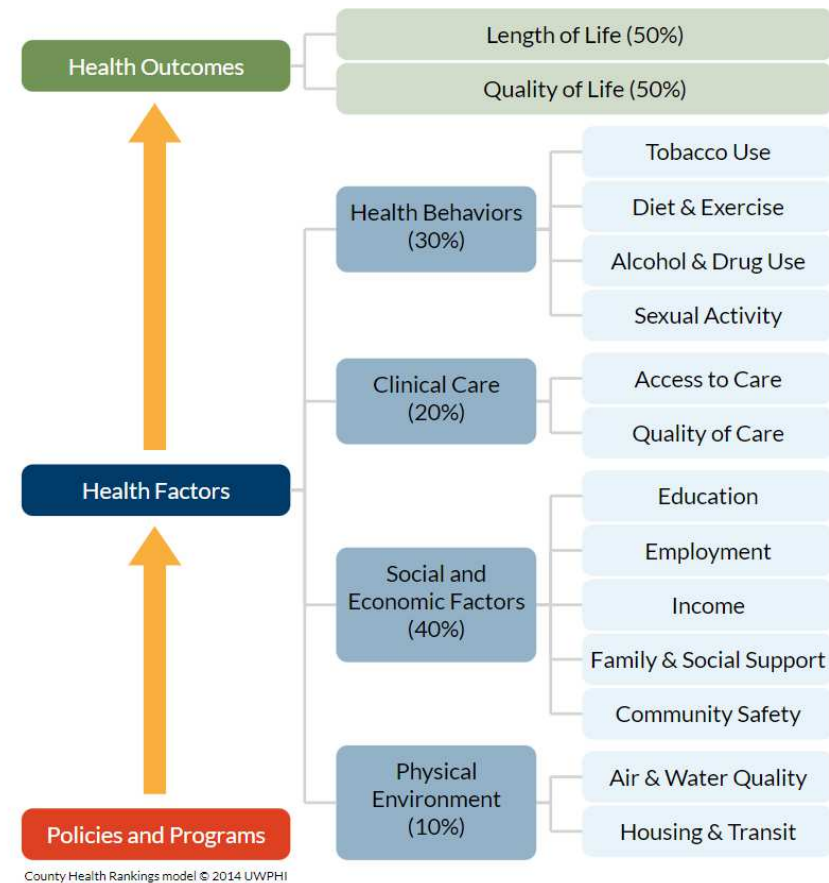
Health Director

June 9, 2022

County Health Rankings

County Health Rankings: Overview

- Based on a model of community health that emphasizes the many factors that influence how long and how well we live.
- More than 30 measures that help communities understand how healthy their residents are today (**health outcomes**) and what will impact their health in the future (**health factors**)

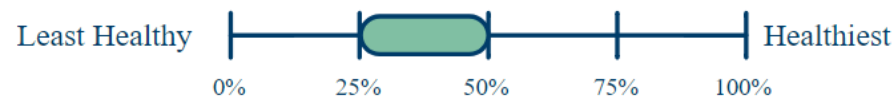


County Health Rankings: Overview

- Seven new measures for 2022
 - 2020 COVID-19 deaths
 - Living wage
 - Childcare cost burden
 - Number of childcare centers
 - Gender pay gap
 - School funding adequacy
 - School Segregation
- All measures do NOT contribute to the overall ranking

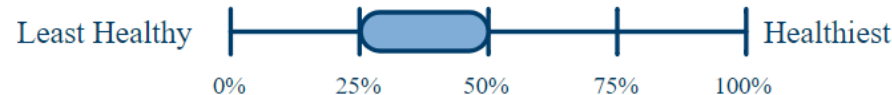
County Health Rankings: Cumberland County

Cumberland (CB)



Health Outcomes

Cumberland (CB) is ranked in the lower middle range of counties in North Carolina (Lower 25%-50%)



Health Factors

Cumberland (CB) is ranked in the lower middle range of counties in North Carolina (Lower 25%-50%)

Deemphasis on rankings: These quartile graphics provide an indication of where the county fares relative to other counties in the state without direct comparison of individual county ranks. Looking at the underlying data and how those data have changed over time provides a better picture of a county's progress.

County Health Rankings: Areas to Explore

	Cumberland	NC	Overall trend
Adult Smoking	20%	19%	Slight increase, data should not be compared with previous years
Adult Obesity	35%	34%	Slight increase, data should not be compared with previous years
Sexually Transmitted Infections (new chlamydia per 100K)	1,292.7	669.9	Increase, trends are worsening
Uninsured	12%	13%	Slight increase, overall improving
Preventable Hospital Stays	5,103*	4,096	No significant change in trend
Mammography Screening	39%*	48%	No significant change in trend

*indicates racial/ethnic disparities

County Health Rankings: Areas to Explore

	Cumberland	NC	Overall Trend
Flu vaccinations	40%	53%	No significant change in trend
Unemployment	9.5%	7.3%	Increase, no significant change in trend
Children in poverty	25%	18%	Increase, trends are worsening
Violent crime	548	351	Slight increase overall trends are improving

County Health Rankings: Areas of Strength

	Cumberland	NC	Overall Trend
Primary Care Physicians Ratio	1,310:1	1,400:1	Trends are improving
Dentists	940:1	1,710:1	Trends are improving
Mental Health Providers	260:1	360:1	Trends are improving
High school completion	92%	89%	Trends are improving
Some college	71%	68%	Trends are improving

Alignment with Plans and Priorities

Cumberland County Community Health Assessment 2021 Priorities

- Economy (employment access, affordable housing, food security, and low income/poverty)
- Substance abuse (drugs, alcohol, and opioid misuse)
- Public Safety (violent crime, including murder and assault)
- Mental Health

Community Health Improvement Plans developed summer 2022

Board of Health Strategic Planning Priorities

NC DHHS Statewide Plans for COVID-19 Recovery

NC DHHS Statewide Plans for Hepatitis and HIV

CFORT Updates

C-FORT Updates: Collaboration with NC-HARM Reduction – 2021 Metrics

- 2 staff funded by BJA grant funds
- 381 overdose reversals were reported to NCHRC staff
- 245 instances in which staff provided linkage to care directly connecting participants to other services
- 386 participants in Fayetteville Syringe Services Program
- Initiated implementation of Post Overdose Response Teams

Supply	Total Distributed
Naloxone	2,087 kits
Syringe	135,290
Bio-hazard unit for syringe disposal	1,000
Condoms	17,500

C-FORT Updates: Prevention and Communications

- Implementation of the CDC Rx Campaign
- Development of Cumberland County Opioid Resource Guide
- C-FORT provided the seed for SMART Recovery Groups training
 - 2 SMART Recovery Groups in Fayetteville
 - 28 members in the group

C-FORT Updates: Narcan Distribution

- ~1000 doses distributed
- Available at the Health Department, Monday-Friday,
- Community outreach events for higher risk populations
- Distribution to community partners
 - First Responders/EMS
 - Cape Fear Valley Health System Adolescent Unit
 - Cumberland Recovery Response Center
 - Carolina Treatment Center
 - Fayetteville Treatment Center
 - Salvation Army

Next Steps

- Recovery Housing for individuals exiting treatment
 - Anticipated to start in next 30 days
- CFORT Resource Guide Updates + Digital Ads
- Expanding Narcan Distribution for individuals who are exiting incarceration



CUMBERLAND **COUNTY**

NORTH CAROLINA

Department of Public Health



CUMBERLAND COUNTY

NORTH CAROLINA

Department of Public Health



**ASSISTANT COUNTY MANAGER STRATEGIC MANAGEMENT/ GOVERNMENTAL
AFFAIRS**

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: SALLY SHUTT, ASSISTANT COUNTY MANAGER

DATE: 6/2/2022

SUBJECT: CUMBERLAND COUNTY COMMUNICARE, INC.

Requested by: COMMISSIONER MICHAEL BOOSE

**Presenter(s): SARAH HALLOCK, EXECUTIVE DIRECTOR OF CUMBERLAND
COUNTY COMMUNICARE INC.**

BACKGROUND

Commissioner Michael Boose requested a presentation on Cumberland County CommuniCare Inc. by Sarah Hallock, the agency's Executive Director.

RECOMMENDATION / PROPOSED ACTION

For information purposes only.

ATTACHMENTS:

Description	Type
CommuniCare Presentation	Backup Material



Cumberland County
Board of Commissioners Presentation
June 9, 2022

Mission Statement

We are a community-based, comprehensive behavioral health agency that provides a full continuum of services for adolescents, adults and families through evidence-based practices.



Community Partnerships

- 12th District Court's Juvenile Court Assessor since fiscal year 2007- Comprehensive Clinical Assessments for treatment recommendations
- Crisis services - MORES mobile family crisis program
- Conducts Comprehensive Trauma Informed Clinical Assessments (CTIA)
- Provides Trauma Clinical Counseling Services
- Multi-Disciplinary Evaluations as ordered by the 12th District Clerk of Court/Alliance (Guardianship)
- Provides Court Ordered Psychological Testing & Evaluation for the 12th District Courts
- Provides Problem Sexualized Behaviors (PSB) Assessments and Individual, Family/Multi-family Therapy

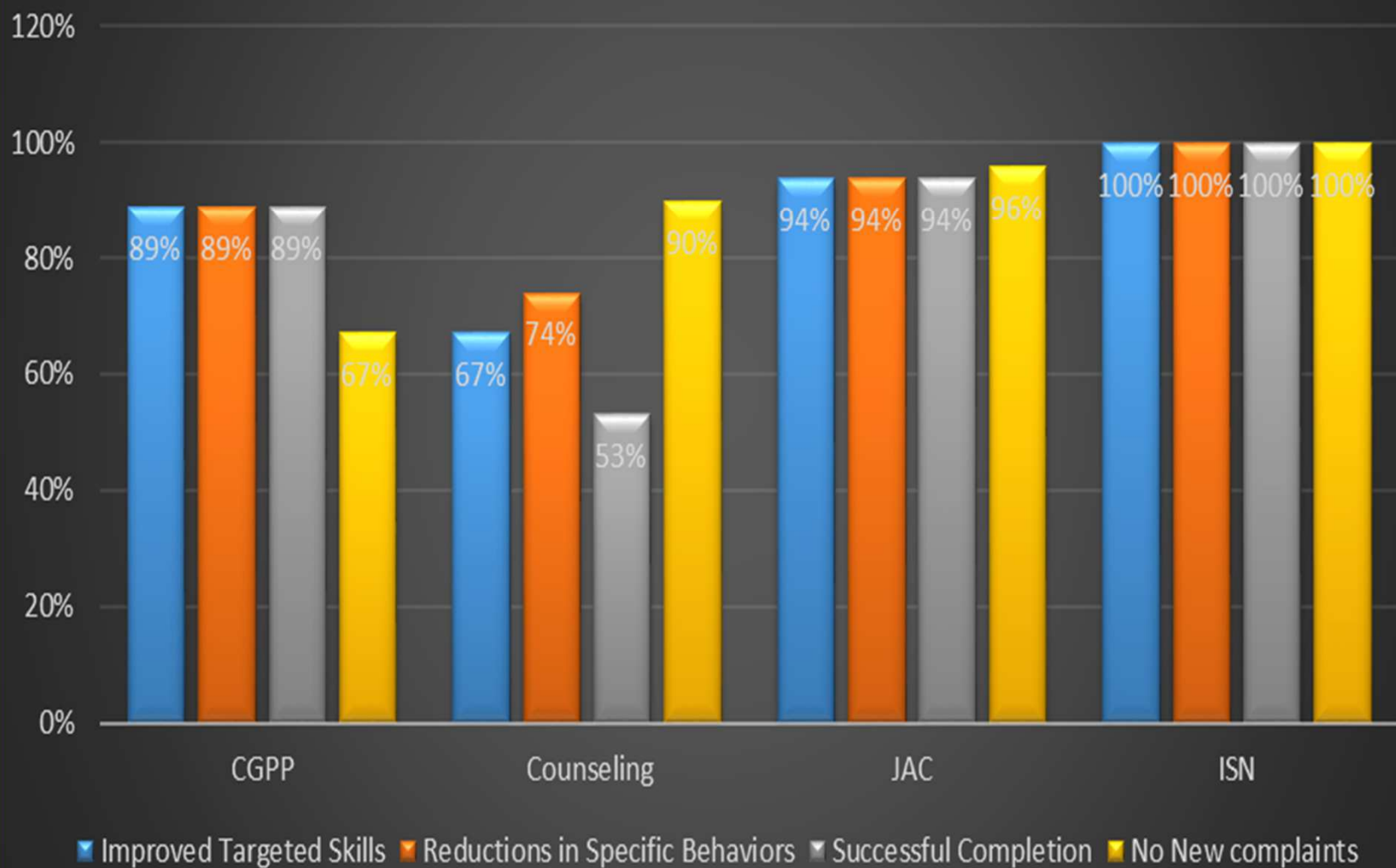
Community Partnerships

- 12th District Court Forensic Capacity to Proceed Evaluations (adolescents and adults)
- Adolescent Intensive Outpatient SUD services
- Mental Health/SUD clinical assessments in the Juvenile Detention Center
- Provider for the 12th District Family Drug Treatment Court and their Treatment Team
- Provider of the 12th District Court Ordered Parenting, Mediation Co-Parenting Classes
- ONEcare Cumberland - Top Performer Provider in at least one area since implementation
- 12th District Court Futures Mentoring Project

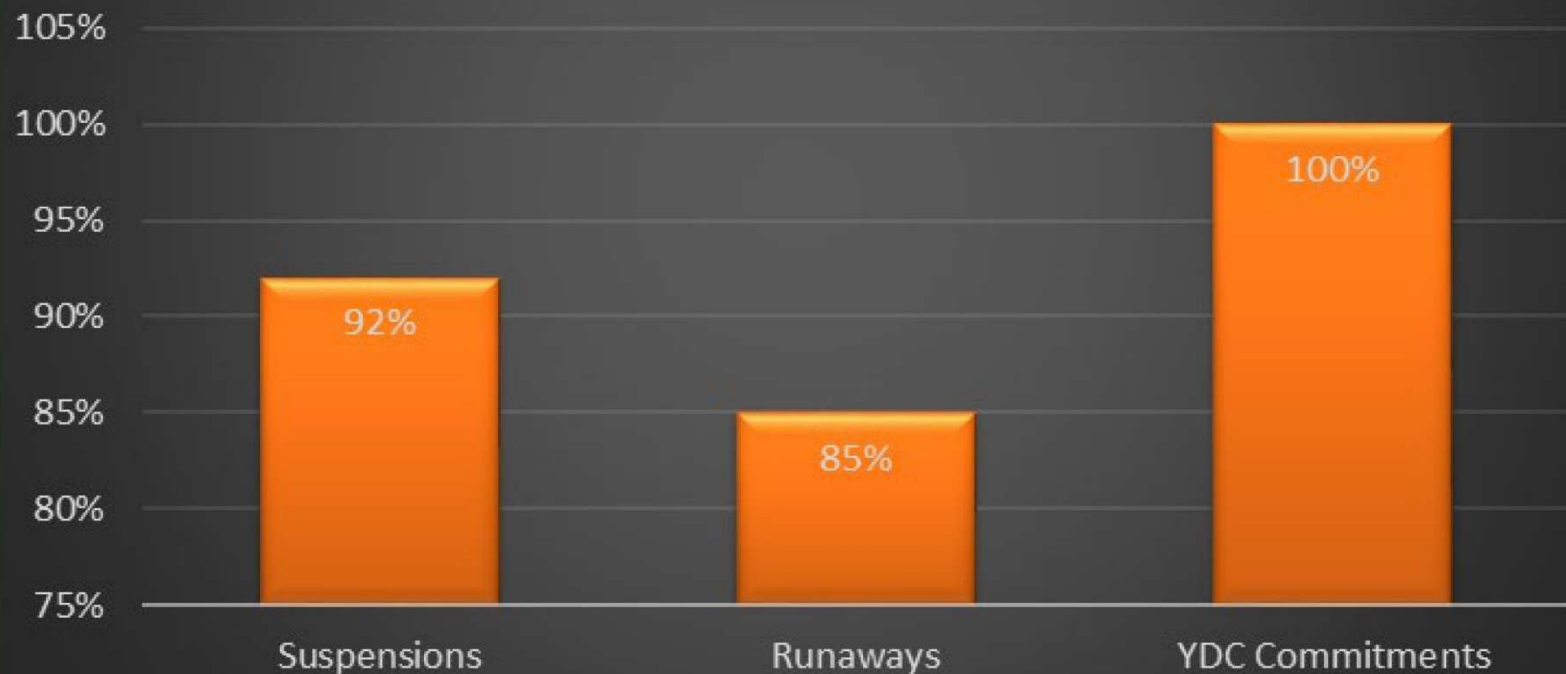
In March 2021, the agency earned the highest level of accreditation, a three-year CARF accreditation for nine program service areas including:

- Assessment & Referral: Integrated: SUD/Mental Health (Adults)
- Assessment & Referral: Integrated: SUD/Mental Health (Criminal Justice)
- Assessment & Referral: Integrated: SUD/Mental Health (Juvenile Justice)
- Diversion/Intervention: Mental Health (Juvenile Justice)
- Intensive Outpatient Treatment: SUD/Addictions (Adults)
- Intensive Outpatient Treatment: SUD/Addictions (Children & Adolescents)
- Outpatient Treatment: Integrated: SUD/Mental Health (Criminal Justice)
- Outpatient Treatment: Integrated: SUD/Mental Health (Adults)
- Outpatient Treatment: Integrated: SUD/Mental Health (Children & Adolescents)
- Governance Standards (optional)

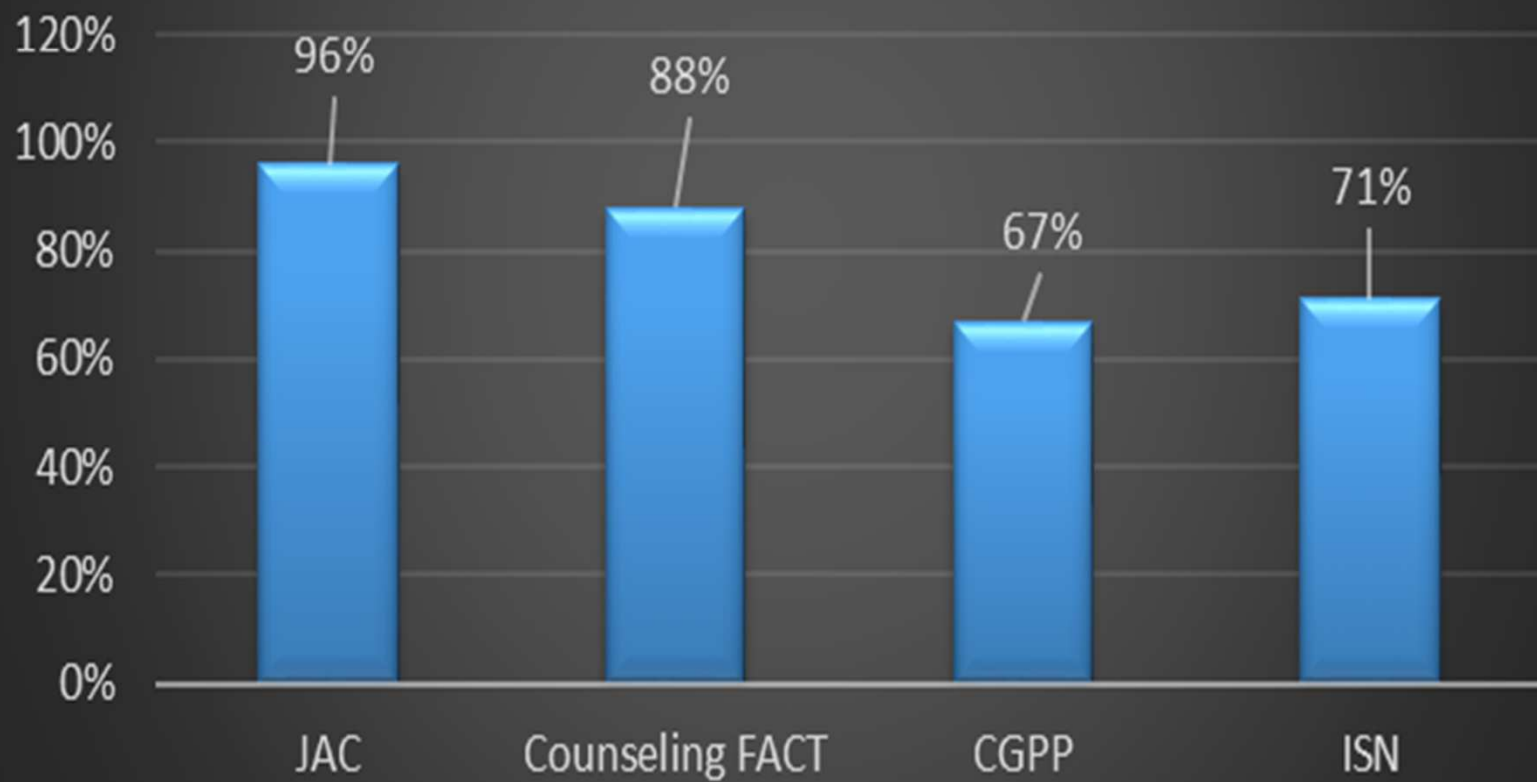
Adolescent Measurable Objectives FY21



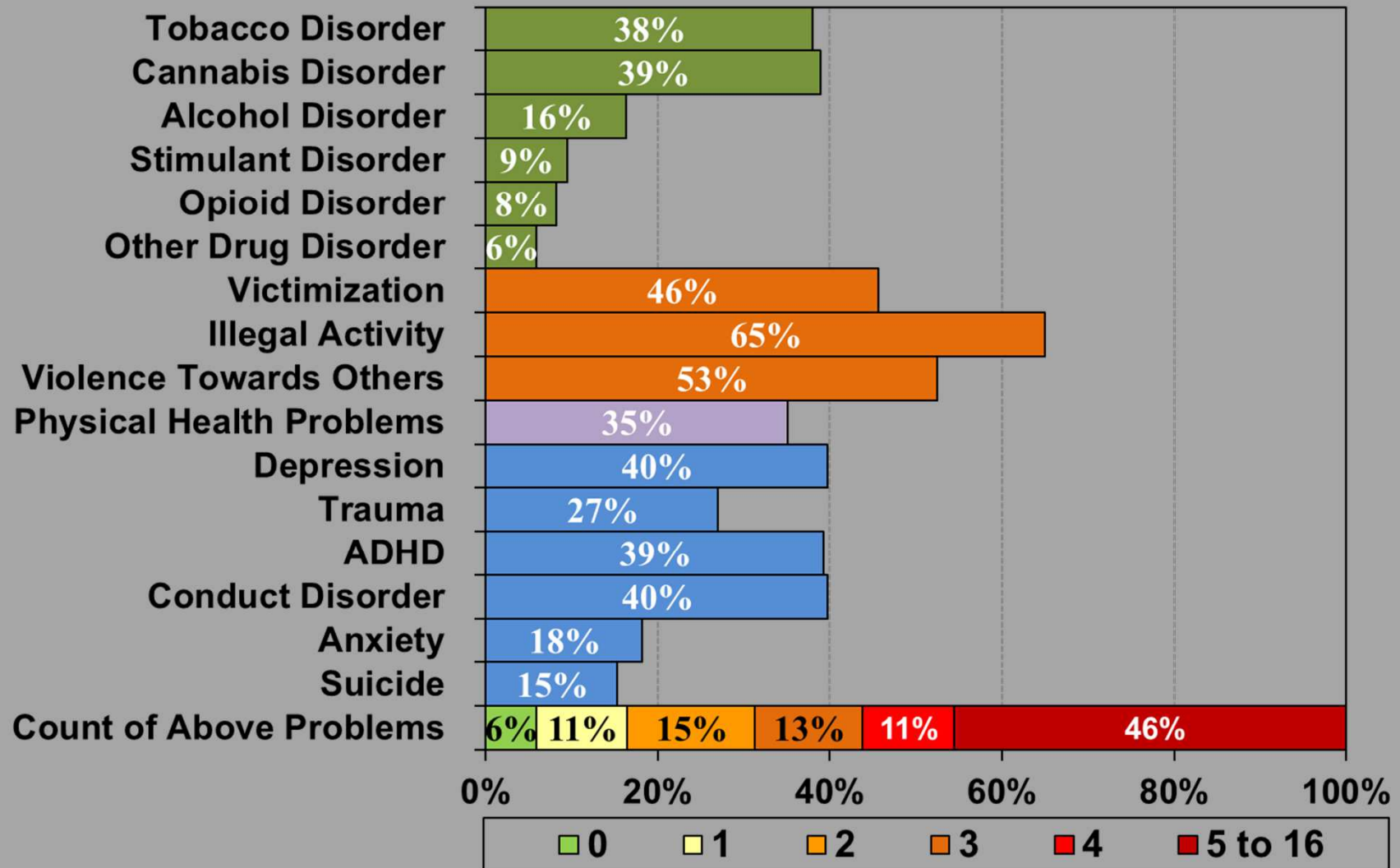
Net Reductions in Youth Suspensions, Runaways, YDC Commitments



Net Decrease in Court Petitions FY21



Profile and Count of Major Clinical Problems in Past Year for Cumberland CommuniCare (N=1,021)



We Value Feedback From Those We Serve

"The therapist helped me see things in a different way. Taught me to talk correctly to my daughter and my family".

"Keep me in the program longer."

"I love this program as well as the rest and I will bring all my children here."

"I (now) know how to handle angry situations."

The Therapy for my anxiety. I feel like I am making progress here."

Survey Says...

100% of individuals served stated that staff worked hard to provide the best treatment possible.

97% of respondents indicated that the child's counselor was always appropriate in language, behavior, and appearance and 3% said "almost always."

When the parent/guardian had questions or concerns, the child's counselor responded to them 98.48% of the time, 1.52% replied "sometimes".

91% of parents/guardians indicated that they were involved in making decisions about their child's treatment, and 1.52% stated that they were "almost always" involved.

100% of Parents/Guardians of participants indicated they were treated with respect by the staff at CommuniCare.

91% of respondents said that their calls to the child's counselor were always returned within 24 hours, and 2% stated "almost always."

98.5 % parents/guardians were most likely or likely to recommend services.



Thank You For Your Continued Support



We would not be here without the support and partnership with the County of Cumberland. We could not do it without you.



MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: VICKI EVANS, FINANCE DIRECTOR

DATE: 5/31/2022

**SUBJECT: RESPONSE TO FISCAL YEAR 2021 AUDITOR'S FINDINGS,
RECOMMENDATIONS, AND FISCAL MATTERS**

Requested by: AMY CANNON, COUNTY MANAGER

Presenter(s): VICKI EVANS, FINANCE DIRECTOR

BACKGROUND

The Local Government Commission now requires local governments to submit responses into a portal if the audited financial statements presented to the governing board included one or more significant deficiencies, material weaknesses, other findings or if the auditor determined that Financial Performance Indicators of Concern (FPIC) were identified.

Elliott Davis presented the fiscal year 2021 financial statement results during the December 9, 2021 Agenda Session meeting and the December 20, 2021 Board of Commissioners meeting. However, they were not aware at that time that the FPIC needed to be presented as well. LGC staff provided the go ahead for the finance director to present the information.

Details of the new requirements are included within the attachments:

- 20 NCAC 03 .0508: Response to the Independent Auditor's Findings, Recommendations and Fiscal Matters
- Letter of Response to the LGC
- Cumberland County's Fiscal Year 2021 Financial Indicators of Concern (FPIC) - please note the two items of concern are red shaded cells in the "Unit Results" column.

RECOMMENDATION / PROPOSED ACTION

Receive presentation. After presentation, the Board of County Commissioners, County Manager and Finance Director are requested to sign the response to be sent to the Local Government Commission in accordance with 20 NCAC 03 .0508.

ATTACHMENTS:

Description	Type
NCAC	Backup Material
Letter of Response	Backup Material
FY2021 FPIC	Backup Material

**20 NCAC 03 .0508 RESPONSE TO THE INDEPENDENT AUDITOR'S FINDINGS,
RECOMMENDATIONS, AND FISCAL MATTERS**

(a) If the governing body of a government unit is notified by its independent auditor that the audited financial statements presented to the governing body included one or more significant deficiencies, material weaknesses, other findings or if the auditor determined that Financial Performance Indicators of Concern were identified based on information presented in the audited financial statements, then the governing body shall develop a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters" ("Response"), pursuant to this Rule, signed by a majority of the members of the governing body. The governing body shall submit the Response to the Secretary within 60 days of the auditor's presentation.

(b) The Response shall address each significant deficiency, material weakness and other audit finding presented to the governing body and shall provide a plan to address each Financial Performance Indicator of Concern reported to the governing body. The Response shall include the following:

(1) Audit Findings

(A) A written description of the procedure, process, or action plan developed by the government unit to address each finding, including all material weaknesses and significant deficiencies, and any other issues related to the internal controls or fiscal health of the government unit as disclosed in the management letter, the Single Audit or Yellow Book reports, or any other communications from the auditor regarding internal controls as required by current auditing standards set by the Accounting Standards Board or its successors.

(B) The description shall provide specific and detailed steps with measurable results that allow the governing body to conclude that the procedure, process, or action plan as implemented and followed by the staff of the government unit, will address the specific audit finding. The description may include such information as the date for implementation, position titles responsible for implementation, positions performing the procedures or processes, frequency of performance, and other matters necessary to evaluate the success of the procedure or process.

(2) Financial Performance Indicators of Concern

(A) A written description of the procedure, process, or action plan developed by the government unit to address each Financial Performance Indicator of Concern.

(B) The description shall provide specific and detailed steps with measurable results that allow the governing body to conclude that it will address each specific Financial Performance Indicator of Concern. The description may include such information as the time period required for improvement, any governing body action required for implementation, the steps to increase revenue or reduce expenses, the frequency of performance evaluation, and other matters necessary to evaluate the success of the plan.

(c) If the governing body disagrees with an audit finding, it shall describe in detail its disagreement and explain the factors that support this determination in its Response.

*History Note: Authority G.S. 159-3(f); 159-34;
 Eff. November 1, 2020.*



June 9, 2022

Local Government Commission
3200 Atlantic Avenue
Raleigh, North Carolina 27604

Signed letter to be transmitted electronically into the LGC File Transfer Portal

To Whom it may Concern:

In accordance with 20 NCAC 03 .0508 (b)(1), Cumberland County submits the following written description of the procedure, process, or action plan developed by the government unit to address audit findings of three significant deficiencies in the Federal/State Award categories, as well as the Department of Health and Human Services Response dated May 17, 2022:

1. Finding 2021-01, Significant Deficiency over Eligibility

Corrective Action Plan: The Adult Medicaid (AD MA) Department supervisors have been briefed on the Single Audit Finding. They have stepped up their review of property checks utilizing the 2nd Party Review DHB-7078 to facilitate monitoring of the staff's completion of appropriate property checks. In addition, to ensure all eligibility determination documentation for property checks are completed by all AD MA Department staff, we are adding specific guidance for completing and documenting the Register of Deed checks to our program training. A new Private Living Arrangement Training Cycle is due to start during the month of December 2021. We will provide a copy of the training schedule as soon as it is finalized. Training Materials and Sign-In Logs will be provided once training is completed.

Proposed Completion Date: December 2021

Name of Contact Person: Angela L Wall, IM Supv III (angelawall@ccdssnc.com; 910-677-2356), and/or Mary B. Farmer, IM Supv II (maryfarmer@ccdssnc.com, 910-677-2642).

DEPARTMENT OF HEALTH AND HUMAN SERVICES RESPONSE: *The Division of Health Benefits (DHB) agrees with the finding and auditor's recommendation. Based on the county's Corrective Action Plan and the training conducted on the finding, there is no further action required and this finding is closed.*

2. Finding 2021-02, Significant Deficiency over Eligibility

Corrective Action Plan: Training on the eligibility application process to ensure eligibility procedures are completed, and information is retained in the case file will be provided during the unit meeting in November 2021.

Proposed Completion Date: November 2021

Name of Contact Person: Karen McKiver, IMC Supervisor II (karenmckiver@ccdssnc.com; 910-677-2367) and/ Sherry Kenney, IM Program Manager (sherrykenney@ccdssnc.com; 910-677-2510)

DEPARTMENT OF HEALTH AND HUMAN SERVICES RESPONSE: *The Division of Social Service (DSS) agrees with the finding and auditor's recommendation. DSS requested that the County*

submit verification of training and staff sign-in sheets conducted as a result of the finding. The County provided verification that they have conducted in-house training with their staff to ensure LIEAP cases are processed using the correct income calculations in accordance with State policies and guidelines. The County also provided the training agendas along with the staff sign-in sheets for this training conducted on November 23, 2021. Based on the corrective action taken by the agency, no further action is required concerning the LIEAP finding and this finding is closed.

3. Finding 2021-03, Significant Deficiency over Eligibility

Corrective Action Plan: To comply with the proper signature/date order on the 5120 regarding determination of AFDC need and Foster Care Assistance Benefits, the income maintenance case workers, social workers, and supervisors will refer to, and be trained on, the instructions of the 5120. Income maintenance case workers, social workers, and supervisors will have completed their review/training of the instructions by January 14, 2022 and will sign a document indicating such. Moving forward and to sustain compliance, the Performance Management Quality Assurance team will monitor for compliance.

The Performance Management Quality Assurance Team currently conducts a continuous ongoing review of FC Medicaid Eligibility determination. All applications received two months prior to the review month will be reviewed. Ongoing reviews will be conducted utilizing the PQA80 Report to identify FC Redeterminations that were due two months prior to the review month. A review of five percent of the identified Redeterminations will be completed, half of which will be funded with IV-E funding. Compliance with the proper signature/date order on the 5120 regarding determination of AFDC need and Foster Care Assistance Benefits will be added to the current review process as an additional monitored attribute.

Monthly monitoring results will be shared with the Children's Services Assistant Director, Section Chief, Program Managers, Performance Management Program Manager and Human Services Planner Evaluators.

The Children's Services Program Managers will discuss the results in periodic unit meetings and train accordingly. The meeting agendas, detailing the subject mentioned above, will be signed by all attendees, and submitted to the Performance Management Unit's Human Services Planner Evaluators. The monthly IV-E Internal QA monitoring results and signed unit meeting agendas will be made available to the Division of Social Services upon request.

The agency believes the combination of monthly monitoring and periodic discussion to reinforce the importance of following proper procedure will assist in alleviating this issue in the future.

Proposed Training Completion Date: January 2022

Proposed Monitoring Completion Date: June 2022 Proposed Completion Date: June 2022

Contact Person: Sharon McLeod, SW Program Administrator I, (sharonmcleod@ccdssnc.com; 910-677-2047)

DEPARTMENT OF HEALTH AND HUMAN SERVICES RESPONSE: *The Division of Social Service (DSS) agrees with the finding and auditor's recommendation. To ensure appropriate measures are taken to mitigate the current risk, DSS is requesting the County to follow the protocol as listed on the 5120; however, this error is more of a practice issue than a funding issue and would not be considered an error if it were monitored in a Title IV-E monitoring. The County has reviewed the findings with child welfare staff and they provided 5120 training for staff on February 14, 2022. The County issued new SOPs when processing 5120s and when transferring from economic services to child welfare services. The County provided unit meeting agendas with staff signatures as well as training agendas and signature of attendance. Based on this information, there is no further action required and this finding is closed.*

In accordance with 20 NCAC 03 .0508 (b)(2), Cumberland County submits the following written description of the procedure, process, or action plan developed by the government unit to address Financial Performance Indicators of Concern:

1. Water/Sewer Fund - Operating Net Income (loss) excluding depreciation + debt service principal – Unit results (\$117,809). A negative balance indicates that rates are not covering operating expenses.

What happened: The formula calculation combines the results of all Cumberland County water/sewer districts. The NORCRESS Water/Sewer District fund and the Bragg Estates Water/Sewer District fund are the two with a Net Operating loss for fiscal year 2021.

Action plan: Rates were recently increased for the NORCRESS Water/Sewer District when the Board of County Commissioners adopted a new rate schedule on May 16, 2022, that will take effect on July 1, 2022. The adopted rate schedule also includes a rate increase of 5% per year for the next three years. The Bragg Estates Water/Sewer District Capital Project is no longer viable, and the fund has been closed out. Additional details are described below within the statutory violation item.

2. Statutory Violations listed in the Audit Report: Excess of Expenditures over Appropriations

What happened: Expenses for the Bragg Estates Water and Sewer District Fund exceeded budget by \$174,113. During fiscal year 2021, the Board of Commissioners and the Bragg Estates Water and Sewer District Board relinquished the funds previously approved by USDA and halted the capital project as it was no longer viable. For accounting purposes, paid project costs were moved from the capital project fund, construction in process into a Bragg Estates Water and Sewer District operating fund. The Board of Commissioners and Bragg Estates Water and Sewer District Board approved the capital project closeout during the fiscal year. However, movement of the costs into the Bragg Estates Water and Sewer District fund occurred without an approved budget ordinance amendment.

Action Plan: In the future, staff will request Board of Commissioner approval of a budget ordinance amendment before moving capital project fund remaining amounts into an operating fund to close out the capital project, prior to the fiscal year ending on June 30.

-----SIGNATURE PAGE FOLLOWS-----

Glenn Adams, Chairman

Dr. Toni Stewart, Vice-Chairwoman

Michael C. Boose, Commissioner

Dr. Jeannette M. Council, Commissioner

Charles Evans, Commissioner

Jimmy Keefe, Commissioner

Larry Lancaster, Commissioner

Amy H. Cannon, County Manager

Vicki Evans, Finance Director

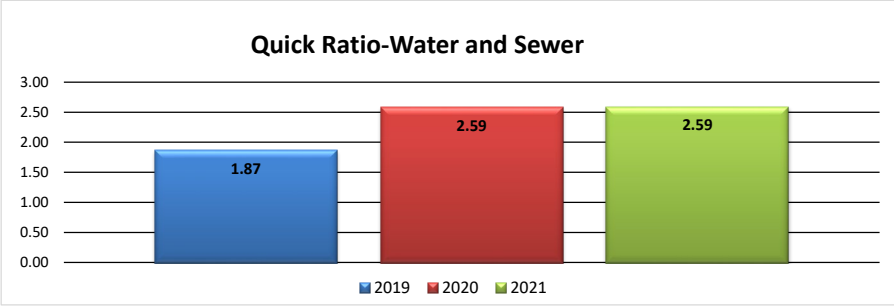
FY2021 PERFORMANCE INDICATORS OF CONCERN

The self-reported information from your unit's audit report was used to generate the following trends and performance indicators. We have created this Performance Indicator Tab to make these indicators available to auditors and local governments when your audit is conducted. If any unit's results are shaded red then the unit must submit a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters" within 60 days from the auditor's board presentation. The response must address all performance indicators shaded in red.

Performance Indicator Worksheet

Unit Name:		Cumberland County		Fiscal Year 2021	Explanation of Performance Indicator																																													
Unit Number:		5125																																																
<table><thead><tr><th colspan="4">Municipalities</th></tr><tr><th>General Fund Expenditures below:</th><th>Median FBA as % of Expenditures without Powell Bill</th><th>Minimum Thresholds FBA as % of Expenditures</th><th># of Months FBA using Annualized Expenditures</th></tr></thead><tbody><tr><td>\$100,000</td><td>260%</td><td>100%</td><td>12.00</td></tr><tr><td>\$100,000 to \$999,999</td><td>132%</td><td>71%</td><td>8.52</td></tr><tr><td>\$1,000,000 to \$9,999,999</td><td>63%</td><td>34%</td><td>4.08</td></tr><tr><td>Above \$10,000,000</td><td>46%</td><td>25%</td><td>3.00</td></tr><tr><td></td><td></td><td></td><td></td></tr></tbody></table> <table><thead><tr><th colspan="4">Counties</th></tr><tr><th>General Fund Expenditures below:</th><th>Median FBA as % of Expenditures without Powell Bill</th><th>Minimum Thresholds FBA as % of Expenditures</th><th># of Months FBA using Annualized Expenditures</th></tr></thead><tbody><tr><td>Below \$100,000,000</td><td>39%</td><td>20%</td><td>2.40</td></tr><tr><td>\$100,000,000 and above</td><td>32%</td><td>16%</td><td>1.92</td></tr></tbody></table>					Municipalities				General Fund Expenditures below:	Median FBA as % of Expenditures without Powell Bill	Minimum Thresholds FBA as % of Expenditures	# of Months FBA using Annualized Expenditures	\$100,000	260%	100%	12.00	\$100,000 to \$999,999	132%	71%	8.52	\$1,000,000 to \$9,999,999	63%	34%	4.08	Above \$10,000,000	46%	25%	3.00					Counties				General Fund Expenditures below:	Median FBA as % of Expenditures without Powell Bill	Minimum Thresholds FBA as % of Expenditures	# of Months FBA using Annualized Expenditures	Below \$100,000,000	39%	20%	2.40	\$100,000,000 and above	32%	16%	1.92	<p>In the past, units of government have been grouped by population to evaluate various ratios and benchmarking. This year we have also grouped units by expenditure which is a more effective comparison for some ratios. Beginning with this year, units of government have been grouped by general fund expenditures for purposes of evaluating available fund balance as a percentage of expenditures (GF FBA%). Each grouping category has its own minimum threshold. If you are in the lower quartile your GF FBA% might be considered a performance indicator of concern and you might be asked to communicate to us. To the left are the minimum thresholds for Municipalities and Counties.</p>	
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<div><div><div><div><div></div><div>Fund Balance Available</div></div><div><div><div><div></div><div>80.00%</div></div><div><div></div><div>60.00%</div></div><div><div></div><div>40.00%</div></div><div><div></div><div>20.00%</div></div><div><div></div><div>0.00%</div></div></div><div><div><div></div><div>36.11%</div></div><div><div></div><div>46.01%</div></div><div><div></div><div>63.91%</div></div></div><div><div></div><div>2019</div><div></div><div>2020</div><div></div><div>2021</div></div></div></div><div><div>20%--Median of similar units is 39%</div></div><div><div>63.91%</div></div></div><p>Fund balance available for appropriation is an important reserve for local governments to provide cash flow during periods of declining revenues and to be used for emergencies and unforeseen expenditures. The information to the left indicates the amount of available cash on hand. You will also see the average for units of your size. Note that 8.33% represents enough fund balance to cover one month of expenditures. Normally, a unit has to either increase revenues or decrease expenditures to increase fund balance available.</p><p>This calculation looks at fund balance available plus debt service fund balance (if applicable). This number is then divided by the total of total expenditures plus transfers out less bond proceeds.</p></div>																																																		

Performance Indicator Worksheet

Unit Name:	Cumberland County			Fiscal Year 2021		Explanation of Performance Indicator								
Unit Number:	5125													
Water Sewer Fund				Minimum Threshold	Unit Results	It is not uncommon for a Water Sewer System with multiple performance indicators of concern to find that a proposed solution to one of the indicators also solves other performance indicators of concern.								
 <p>Quick Ratio-Water and Sewer</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Quick Ratio</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>1.87</td> </tr> <tr> <td>2020</td> <td>2.59</td> </tr> <tr> <td>2021</td> <td>2.59</td> </tr> </tbody> </table>				Year	Quick Ratio	2019	1.87	2020	2.59	2021	2.59	Equal or greater than 1	2.59	A Quick Ratio less than 1 indicates that the unit owes more for its current bills than what it has on hand in unrestricted cash and investments plus what is owed from customers (accounts receivable). This could indicate that the fund may have difficulty paying its current bills. If this pattern continues, the water and/or sewer system may not be sustainable.
Year	Quick Ratio													
2019	1.87													
2020	2.59													
2021	2.59													
	2019	2020	2021	Minimum Threshold	Unit Results									
Operating Net Income (loss) excluding depreciation+debt service principal	\$ 54,586	\$ 23,831	\$ (117,809)	Greater than zero	\$ (117,809)	This calculation subtracts operating expenses (which also includes depreciation and debt principal paid) from operating revenues. A negative balance indicates that your rates are not covering your operating expenses.								
Unrestricted cash / Total expenses less depreciation+debt service principal	96.72%	92.23%	60.05%	Greater than 16% (2 months)	60.05%	This indicator calculates how many month's worth of expenses (including debt principal but not depreciation) a unit can pay based on the amount of unrestricted cash at year-end. The typical billing cycle is one month (8.33%) and one extra month usually gives a local government enough cash to handle unusual monthly expenses (16.66%). This 16% would be the bare minimum necessary to keep the fund from experiencing cash flow issues.								
It appears your Water Sewer fund(s) have transfers-in for the support of operations that are greater than 3% of the total of operating and non-operating expenses. Please discuss the purpose of such transfers-in and if you plan to continue these transfers-in.			No			The rate structure of the Water Sewer fund should support the expenses of the Fund without operating subsidies or transfers from other funds.								

Performance Indicator Worksheet					
Unit Name:	Cumberland County	Fiscal Year 2021		Explanation of Performance Indicator	
Unit Number:	5125				
GENERAL PERFORMANCE INDICATORS:		2021	Target		
The 2021 Audit Report is expected to be submitted within five months plus one day from the fiscal year end per the auditor. (December 1st for most units)		Yes	5 months plus one day after the fiscal year end	Yes	As stewards of the public’s resources, the governing body is responsible for ensuring that the audited financial statements are available to the public in a timely manner. External groups such as the North Carolina General Assembly, federal and State agencies that provide funding, and other public associations need current financial information about your local government as well.
		2021	Target		
The budgeted tax levy for the General fund had more than 3% uncollected for the fiscal year audited - decreases are shown by a negative %		4%	Less than 3%	4%	This indicator shows that the local government did not collect 3% (or more) of its budgeted tax levy. This could be an indicator of negative economic events, inaccurate budgeting, and/or issues with the collection process. Uncollected revenues at the 3% level represent several pennies of the tax rate.
		2021	Target		
You indicated that you expect a decrease in property value for your next property revaluation. In your Response Letter please discuss the magnitude of the drop in valuation, the overall cause of the drop and how your County plans to recover the lost revenues.		N/A	Any estimated decrease	N/A	You indicated that you expect a decrease in property value for your next property revaluation which could result in lost tax revenue.
		2021	Target		
Does the entity have an effective pre-audit process to ensure that pervasive budgetary over-expenditures do not occur at the budget ordinance level?		Yes	No over-expenditures	Yes	The unit had expenditures that exceeded the legal budget ordinance. This indicates that the unit's purchase order system, contract approval process and / or payment process is not in compliance with North Carolina General Statute 159.
		2021	Target		
The local government had a mandate placed on them by DEQ, a court order or some similar requirement (that has no realistic appeal path) that the financial effect will be greater than 3% of the WS Budget and is not yet budgeted.		No		No	The local government has indicated there is substantial unbudgeted costs that could significantly impact their operations and/or customer rates.
		2021	Target		
If a unit has no performance indicators of concern that would require them to submit a Response to Audit Findings, Recommendations and Fiscal Matters, but they are currently on the Unit Assistance List, they must still submit a Response to Audit Findings, Recommendations and Fiscal Matters. Their response should discuss the financial plan they have developed to address the issues that placed them on the Unit Assistance List and the progress they have made to date.		Unit is not on the Unit Assistance List at this time	On the Unit Assistance List	Unit is not on the Unit Assistance List at this time	N/A-Unit is not on the Unit Assistance List.
		2021	Target		
The Unit had Statutory Violations listed in the Audit Report that should be addressed in the Unit Response Letter		Yes		Yes	This indicator lists whether the unit has a statutory violation.

Performance Indicator Worksheet						
Unit Name:	Cumberland County	Fiscal Year 2021		Explanation of Performance Indicator		
Unit Number:	5125					
GENERAL PERFORMANCE INDICATORS:		2021	Target			
The unit had problems with debt service payments being late and/or did not comply with the bond covenants?		No		No	This indicator lists whether or not the unit has issues with debt service payments or bond covenants.	
		2021	Target			
You have indicated that you have a landfill that will be closing or have a significant portion closing within the next 5 years and will have the closure/postclosure cost fully funded by the date of closure.		FALSE		FALSE	This indicator tells if you have a landfill that is estimated to close within 5 years but the unit may not have enough funds for the closure/post closure costs.	
		2021	Target			
The unit must address the material and/or significant findings or any other findings that the auditor reported to them.		0			This indicator states whether or not your auditor has identified material and/or significant findings or any other findings for your unit.	
		2021	Target			
In addition to the any significant and material findings the Auditor can describe any additional issues the unit should address that affect the fiscal health or internal controls of the unit that were communicated to the unit during the Audit Presentation.		0		0	This indicator lists any other issues that the unit should address.	



PLANNING AND INSPECTIONS DEPARTMENT

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022 **AGENDA SESSION**

TO: BOARD OF COUNTY COMMISSIONERS

FROM: RAWLS HOWARD, DIRECTOR OF PLANNING AND INSPECTIONS

DATE: 5/19/2022

**SUBJECT: CUMBERLAND COUNTY COMMUNITY TRANSPORTATION 2022
SYSTEM SAFETY PLAN**

Requested by: AMY H. CANNON, COUNTY MANAGER

Presenter(s): HANK GRAHAM, FAMPO EXECUTIVE DIRECTOR

BACKGROUND

The Cumberland County Community Transportation Program System Safety Plan for 2022 has been updated in order to meet requirements from the North Carolina Department of Transportation – Public Transportation Division. The purpose of the plan is to ensure that our transportation through private contractors provide safe and reliable transportation for Cumberland County residents. The plan includes six core elements: Driver/Employee Selection, Driver/Employee Training, Safety Data Acquisition/Analysis, Drug and Alcohol Abuse Programs, Vehicle Maintenance and Security.


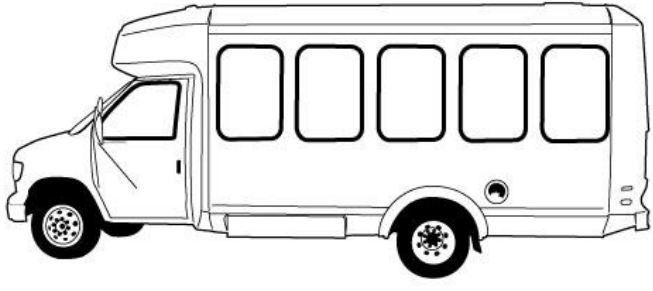

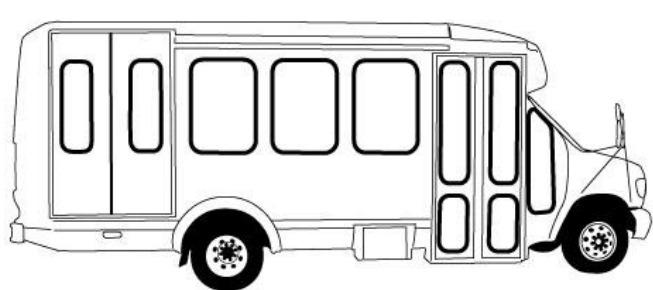
RECOMMENDATION / PROPOSED ACTION

Staff recommends the Board of Commissioners place the item on the Consent Agenda for the June 20, 2022 Regular Meeting for approval of the Cumberland County Community Transportation Program System Safety Plan for 2022.

ATTACHMENTS:

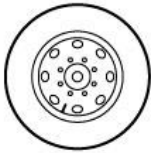
Description	Type
Community Transit 2022 System Safety Plan	Backup Material
Community Transit 2022 System Safety Plan Signature Page	Backup Material

CUMBERLAND COUNTY COMMUNITY TRANSPORTATION PROGRAM SYSTEM SAFETY PLAN (SSP)

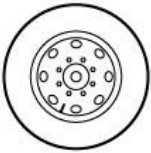


Front Wheels

Driver's Side

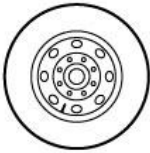


Curb Side

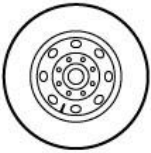


Back Wheels

Driver's Side



Curb Side



June 20, 2022

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

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 Cumberland Community Transportation Program 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 #
CTP/Planning & Inspections	Ifetayo Farrakhan, Accountable Executive	910-678-7624
Emergency Services	Gene Booth, Director	910-678-7641

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

- 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.

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.
 - d. Panic Button

Note: The following emergency numbers are known as point of contact throughout the facility:

FIRE: 911

LOCAL LAW ENFORCEMENT: 911

AMBULANCE: 911

***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 alarms have priority over all other communications.
- f. Alarm system is properly maintained.

III. **Sounding the Alarm:** The signal for immediate evacuation of the facility will be Alarm System. The alternate means of notification will be Verbal from Accountable Executive or Designee.

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 Planning & Inspections Director Who will be located at on site and accessible via cell phone # 704-492-1466?

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 Cumberland Alerts Notifications by phone, text, cell or e-mail.

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 verbal communication from the Accountable Executive or Designee.

VIII. **Training:** The personnel positions listed below have been trained to assist in the safe and orderly emergency evacuation of employees:

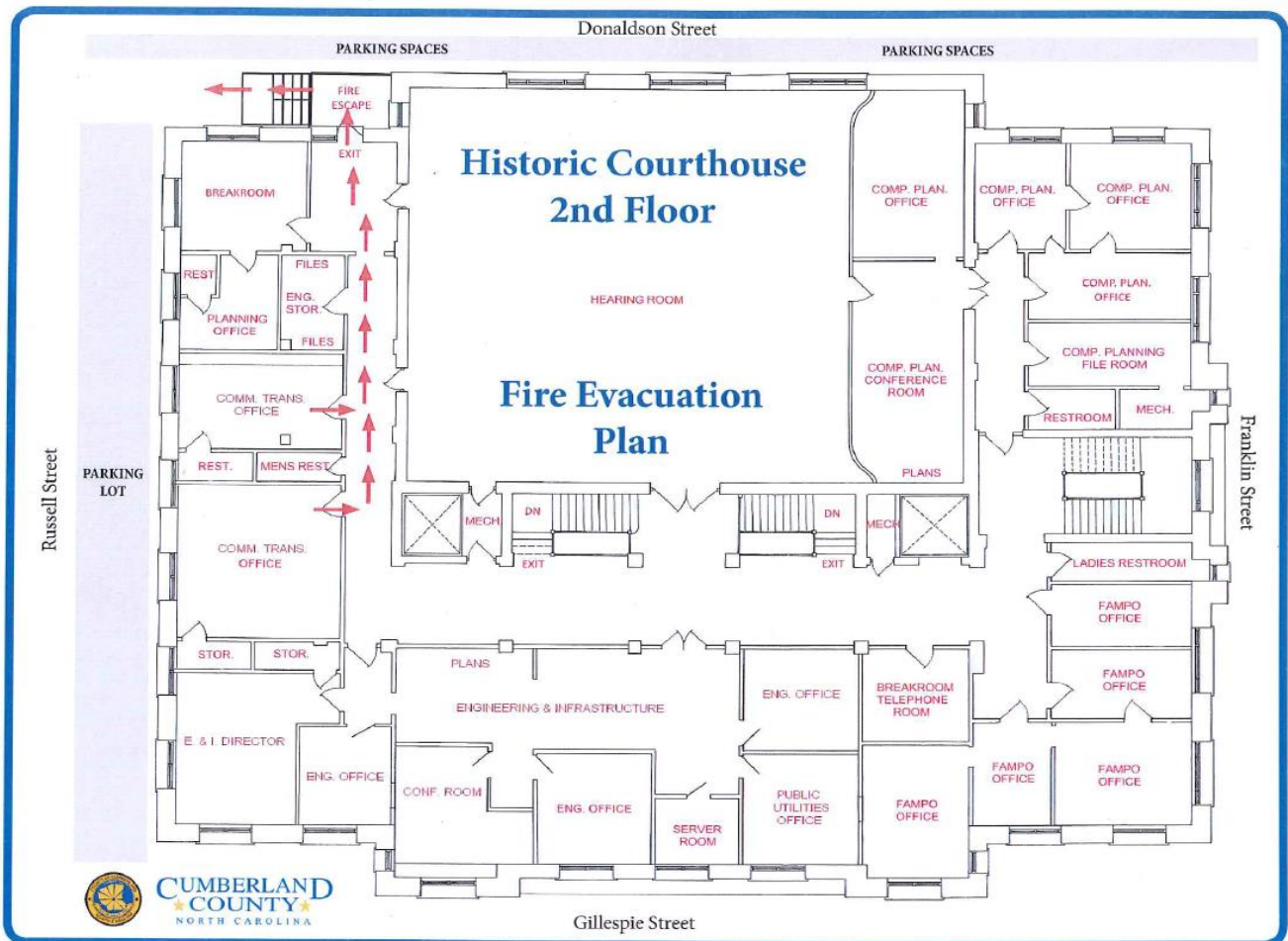
Task	Building/Department	Name/Title/Phone#
Fire Extinguisher/Hoses	CTP/ Planning & Inspections	Ifetayo Farrakhan, Accountable Executive 910-678-7624
Evacuation Assistant	CTP/ Planning & Inspections	Ifetayo Farrakhan, Accountable Executive 910-678-7624
Emergency Shut-down	CTP/ Planning & Inspections	Ifetayo Farrakhan, Accountable Executive 910-678-7624
Emergency Shut-down	CTP/ Planning & Inspections	Cumberland Alerts Notifications received county-wide via phone, text, e-mail

APPENDIX A

FIRE EXTINGUISHER LOCATIONS

Historic Courthouse 2nd Floor, 130 Gillespie Street, Fayetteville, NC

SAMPLE EVACUATION PLAN WITH FIRE EXTINGUISHERS IDENTIFIED



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.

FIRE PREVENTION PLAN

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 Cumberland Community Transportation Program but must be monitored by each supervisor overseeing any work activity that involves a major fire hazard. Every effort will be made by the Cumberland Community Transportation Program to identify those hazards that might cause fires and establish a means for controlling them.

The Fire Prevention Plan will be administered by Ifetayo Farrakhan, Accountable Executive/Safety Officer, 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 Accountable Executive/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.

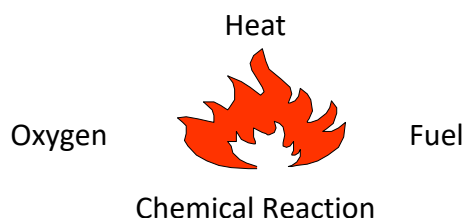
This Plan will be reviewed annually and updated as needed to maintain compliance with applicable regulations and standards and remain up-to-date with best practices in fire protection. Workplace inspection reports and fire incident reports will be maintained and used to provide corrections and improvements to the plan.

- * Accountable Executive for implementing and ensuring all safety and compliance standards set forth by NCDOT and FTA
- * Chief Safety Officer for implementing and ensuring all safety and compliance standards set forth by NCDOT and FTA
- * Accountable Executive/Safety Officer serves as the Community COOP program point of contact.
- * Accountable Executive/Safety Officer coordinates implementation of the COOP Plan and initiates appropriate notifications inside and outside the Community during COOP Plan implementation.
- * Accountable Executive/Safety Officer coordinates the COOP Training, Testing, and Exercising Program.
- * Accountable Executive/Safety Officer Aids ERG efforts at the ERS.
- * Accountable Executive/Safety Officer initiates recovery of Community, as part of reconstitution.

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:



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 Cumberland Community Transportation Program's hazard communication program.

OXYGEN-ENERGIZED ATMOSPHERES

Oxygen-enriched atmospheres involve operating rooms and anesthesia machines, oxygen tents as used by ambulances, fire and police or rescue squads; hospitals and laboratory supply systems; cutting and welding. If practical, nonflammable anesthetic agents will be used. To prevent dangerous adiabatic heating of flammable anesthetic gases, the cylinder valves will be opened very slowly to allow the

gradual introduction of the high-pressure gas downstream from the cylinder valve. This will permit a slow buildup of pressure and hence temperature. An aid to the identification of hazards associated with medical agents and gases in NFPA 704, Standard Systems for the Identification of the Fire Hazards of Materials.

INDUSTRIAL TRUCKS

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

IV. STORAGE AND HANDLING PROCEDURES

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

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

ORDINARY COMBUSTIBLES

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

FLAMMABLE MATERIALS

- Bulk quantities of flammable liquids shall be stored outdoors and away from buildings. Smaller quantities are subsequently brought into a mixing room where they are prepared for use. The mixing room shall be located next to an outside wall equipped with explosion relief vents. The room shall also have sufficient mechanical ventilation to prevent the accumulation of flammable vapor concentration in the explosive range.
- Small quantities (limited to amount necessary to perform an operation for one working shift) of flammable liquids shall be stored in, and dispensed from, approved safety containers equipped with vapor-tight, self-closing caps, screens or covers.
- Flammable liquids shall be stored away from sources that can produce sparks.

- Flammable liquids shall only be used in areas having adequate and, if feasible, positive ventilation. If the liquid is highly hazardous, the liquid shall only be used in areas with a local exhaust ventilation.
- Flammable liquids shall never be transferred from one container to another by applying air pressure to the original container. Pressurizing such containers may cause them to rupture, creating a serious flammable liquid spill.
- When dangerous liquids are being handled, a warning sign will be posted near the operation, notifying other employees and giving warning that open flames are hazardous and are to be kept away.
- The storage and usage areas will include fire-resistive separations, automatic sprinklers, special ventilation, explosion-relief valves, separation of incompatible materials, and the separation of flammable materials from other materials.

V. POTENTIAL IGIGNITION SOURCES

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

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

Sources of Ignition	Examples	Preventive Measures
Electrical equipment	electrical defects, generally due to poor maintenance, mostly in wiring, motors switches, lamps and hot elements.	Use only approved equipment. Follow National Electrical Code. Establish regular maintenance.
Friction	Hot bearings, misaligned or broken machine parts, poor adjustment.	Follow a regular schedule of inspection maintenance and lubrication.
Open flames	Cutting and welding torches, gas oil burners, misuse of gasoline torches.	Follow established welding precautions. Keep burners clean and properly adjusted. Do not use open flames near combustibles.
Smoking and matches appropriate	Dangerous near flammable liquids and in areas where combustibles are stored or used.	Smoke only in permitted areas. Make sure matches are out. Use receptacles.
Static electricity	Occurs where liquid flows from pipes.	Ground equipment. Use static eliminators. Humidify the atmosphere.
Hot surfaces air	Exposure of combustibles to	Provide ample clearances, insulation,
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 Cumberland Community Transportation Program 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 discarded smoking materials.

STATIC ELECTRICITY

The Cumberland Community Transportation Program recognizes that it is impossible to prevent the generation of static electricity in every situation, but the Cumberland Community Transportation Program 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-day.
- 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 Cumberland Community Transportation Program is in Appendix E. The fire extinguishers will also be inspected by The City of Fayetteville Fire Department annually. Our building managers will, 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 place in Appendix D.

Appendix A

FIRE PREVENTION CHECKLIST

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

ELECTRICAL EQUIPMENT

- ☐ No makeshift wiring
- ☐ Extension cords serviceable
- ☐ Motors and tools free of dirt and grease
- ☐ Lights clear of combustible materials
- ☐ Fuse and control boxes clean and closed
- ☐ Circuits properly fused or otherwise protected
- ☐ Equipment approved for use in hazardous areas (if required)
- ☐ 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
- ☐ Secured against tipping or upset
- ☐ Combustibles removed or covered
- ☐ Safely mounted on noncombustible surfaces
- ☐ Use of steel drums prohibited
- ☐ 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

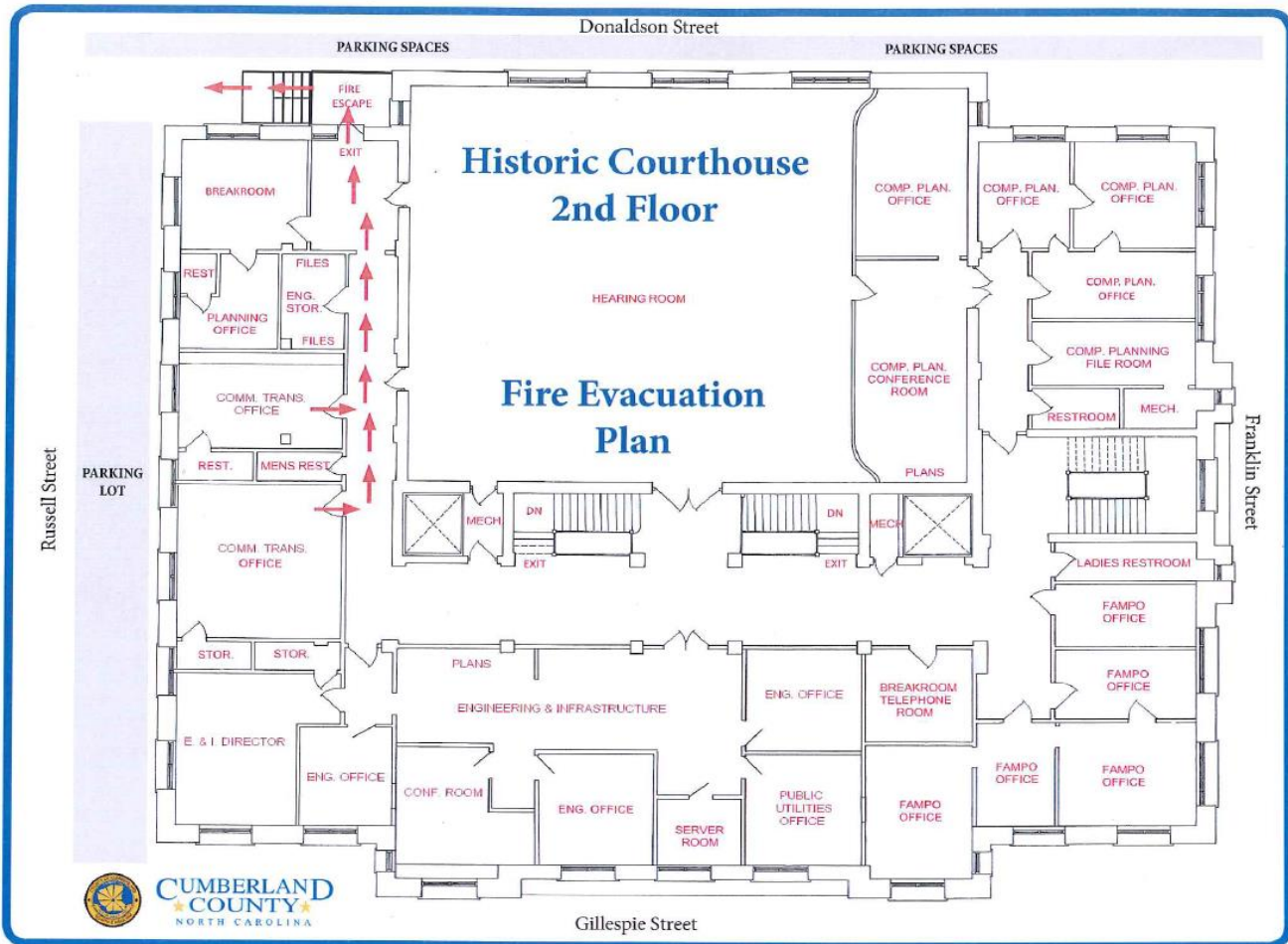
FIRE PROTECTION

- ☐ 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

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



APPENDIX C

IDENTIFIED FIRE HAZARDS AND RESPONSIBLE PERSONNEL

HAZARD IDENTIFICATION

[illegible]

TRAINING RECORD

[illegible]

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 Coordinator. Repairs are posted on the Maintenance Repair form generated by the Asset Works 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 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 Coordinator to report the need for service. The 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.

Regularly

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

Clean the windshield wiper blades as required.

Unscheduled

Replace:

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

Every Year

Flush radiator
Replace coolant
Service air conditioner

Every 2 Years

Replace all hoses; more often if necessary.

Every 2 Years

Replace battery

Mileage Specific

* In dusty areas, the air filter should be replaced every

10,000 miles.

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

6,000	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 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 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 Transit 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 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 Transit 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.

DAILY INSPECTION

Pre/Post-Trip inspections are crucial to the success of 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 at the end of the driver's shift to maintain a records inspection. 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. Pre-trip and Post-Trip inspection sheets will be reviewed daily in order to schedule any required or necessary maintenance. (See attachment page 111, 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 policies.

The Community Transportation Coordinator/Accountable Executive/Safety Officer will provide oversight on accident/incident reporting and safety training quarterly. Oversight may be provided through reports submitted to the Transportation Coordinator/Accountable Executive/Safety Officer by the contracted company, or through an office visit from the Transportation Coordinator/Accountable Executive/Safety Officer to review records. In the case of any accident/incident, the Transportation Coordinator/Accountable Executive/Safety Officer should be notified immediately. The contractor must submit police reports if applicable, and document the investigation completed to verify if the accident/incident could have been avoided. The Transportation Coordinator/Accountable Executive/Safety Officer will verify the contractor's compliance with FTA and NCDOT regulations and policies.

BLOODBORNE PATHOGENS/INFECTION CONTROL

OVERVIEW

The document was developed to provide an overview of the Bloodborne Pathogens/Exposure Control Plan. The completed plan is available for review. The Exposure Control Plan (ECP) will be reviewed annually or updated when changes to tasks, procedures, and positions occur.

All Transit employees shall be trained in how to deal with blood borne pathogens. Blood borne Pathogens Kits shall be kept in all vehicles. If any employee is contaminated they shall be given time off with pay to clean up and the vehicle shall be cleaned before it is allowed back in service.

If a bio-hazardous spill occurs as part of a vehicular accident, then first aid for injured passengers should be the first priority, along with notification of appropriate medical assistance personnel. Bio-hazardous spills may also occur from an on-vehicle injury without a vehicular accident. Again, first aid provision comes first. Additionally, a bio-hazardous spill may occur as a result of vomiting or loss of bladder control, in which case, first aid is normally not necessary. However, anytime the driver does administer first aid, latex gloves and other personal protective equipment should be used.

Contaminated items should be carefully placed in the designated bio-hazard disposal bag.

Following first aid administration, where necessary, the vehicle must be cleared of the spill. The following steps should be followed:

1. Put on a new pair of latex gloves.
2. Contain the spill as best as possible with paper towels and/or solidifying powder
3. Clean up spill with paper towels, or if a solidifying powder is used, use a dustpan and brush.
4. Clean area of spill with the cleaning or decontamination solution and wipe with paper towels and/or fresh solidifying powder.
5. **Place all items used to clean spill into bio-hazardous waste disposal bag.**
6. If the exterior of the disposal bag has not been contaminated by the spill, then remove both Latex gloves and place them in the disposal bag and seal the bag.
7. If the exterior of the bio-hazardous waste disposal bag has been contaminated by the spill, seal the bag and place inside another bag.
8. **Upon return to home base, place the plastic bag(s) into the designated disposal container.**
9. Management will have it disposed of by an appropriate medical hazard disposal organization for proper ultimate destruction.

SAFETY DATA ACQUISITION/ANALYSIS

DESCRIPTION OF ELEMENT

Understanding safety data is an important step toward allocating important (and often scarce) resources to implement safety plan elements. Safety data relative to transit provider operations can be used to determine safety trends in system operation. The data include information gathered from within the system on safety-related events such as passenger injuries or claims, employee injuries, accidents, incidents, and preventability. Driver reports (sometimes called logs) can be an important source of safety problems, such as dangerous stop locations, problems with vehicle equipment, safety problems with the route, and other issues. The data is useful in a formal hazard identification and resolution process to help identify hazards before they cause accidents. The data may also help improve system performance, not only in respect to safety, but also in overall delivery of service to the riding public. In addition, trend analyses of safety data can help determine the effectiveness of safety initiatives that have been implemented.

- A. One of the most important services the safety unit provides for the transit organization is the collection, maintenance, and distribution of safety data relative to system operation.
 - Includes information gathered from within the system on various operating events relative to safety.
- B. Analysis of this system specific data can be used to determine trends and patterns in system operation.
- C. Used as part of the Hazard Resolution Process, data collection and analysis can be used to identify hazards before they cause accidents.
 - This is done by techniques such as trend analysis and thus become a vital component of efforts to improve system performance, not only in respect to safety but also in overall delivery of service to the riding public.
- D. The responsibilities for providing, receiving, processing and analyzing data should be listed here and can be general or specific, based on the needs of the transit system.

SAFETY PLAN PURPOSE

A System Safety Plan has many beneficial purposes for your employees and passengers. A plan provides:

- A documented approach to accomplishing a system safety plan.
- A means of providing safety policies and procedures to drivers, vehicle maintenance, office and personnel.
- A way to reduce accidents and injuries through preventative measures.

SAFETY OBJECTIVES

In the transit environment, when properly applied, system safety:

1. Ensures safety is addressed during system planning, design and construction
2. **Provide analysis tools and methodologies to promote safe system operation through the identification of safety hazards and the implementation of technology, procedures, training, and safety devices to resolve these hazards**

TRANSIT SYSTEM SAFETY PHILOSOPHY **NCDOT Safety Philosophy Statements**

A Safety Philosophy is part of the North Carolina Department of Transportation (NCDOT) mission. North Carolina public transit systems can uphold this mission by acknowledging and implementing the NCDOT safety philosophy statements shown below:

- ❖ All accidents and injuries can be prevented.
- ❖ Management/supervisors are responsible, and will be held accountable, for preventing injuries and occupational illnesses.
- ❖ Occupational safety and health is part of every employee's total job performance.
- ❖ Working safely is a condition of employment.
- ❖ All workplace hazards can be safeguarded.
- ❖ Training employees to work safely is essential and is the responsibility of management/supervision.
- ❖ Preventing personal injuries and accidents is good business.

SAFETY GOALS

As a public transportation provider in North Carolina, transit systems should utilize and uphold statewide safety goals. These goals include:

- ❖ Instilling a safety attitude and a safe work place/customer service environment
- ❖ Establishing a commitment to safety
- ❖ Developing and maintaining a comprehensive, structured safety plan
- ❖ Developing and maintaining safety standards and procedures
- ❖ Providing formalized safety training
- ❖ Reducing accident and injury rates
- ❖ Selecting equipment that promotes and enhances safety
- ❖ Safeguarding hazards
- ❖ Making necessary changes in the system to uphold safety
- ❖ Establishing an incentive/reward program that rewards safe employee practices
- ❖ Increasing employee safety awareness
- ❖ Applying new research and development in safety efforts
- ❖ Meet NCDOT/PTD minimum training standard
- ❖ Creates a proactive transit safety culture that supports employee safety and safe system operation through motivated compliance with agency rules and procedures and the appropriate use and operation of equipment

SAFETY RESPONSIBILITIES – SPECIFIC POSITIONS

Transportation Coordinator/Accountable Executive/Chief Safety Officer

- Provides oversight of training for employees and supervisory personnel directly related to avoiding a possible injury or illness.
- Responsible for submitting a copy of Accident/Incident Reports to NCDOT/PTD Safety & Training Unit.
- Provides oversight and evaluates effectiveness of the safety plan.
- Accountable Executive for implementing and ensuring all safety and compliance standards set forth by NCDOT and FTA
- Chief Safety Officer for implementing and ensuring all safety and compliance standards set forth by NCDOT and FTA

Contract Owners

- Have a thorough knowledge of the System Safety Policy.
- Provides a safe work place.
- Locates and provides instruction and training to drivers so that they conduct their job in a safe manner.
- Enforces safety rules and regulations.
- Initiates immediate corrective action where unsafe conditions or practices are found.
- Properly notifies the Transportation Coordinator/Accountable Executive of all accidents and incidents.
- Develops goals established for the safety plan, with progress toward those goals measured on a quarterly basis.
- Investigates accidents and incidents, and writes reports on actions taken to prevent recurrence of accidents, including actions taken against individual violators of safety rules and practices.
- Maintains records as necessary to comply with laws and objectives of the safety plan. These records should include:
 - Copies of Report of Injury or Accident
 - Safety Meetings Reports

Employees

- Abides by the safety rules and regulations.
- Has regard for the safety of fellow workers and clients at all times.
- Reports any unsafe condition to the Contract Owner.
- Contributes ideas and suggestions for improving the safety of conditions or procedures to the Contract Owner.
- Uses individual knowledge and influence to prevent accidents.
- Attends safety training and safety meetings.
- Reports accidents and injuries to the Contract Owner immediately.

It is the responsibility of each driver to abide by all rules and regulations and to comply with all laws pertaining to safety and health in the workplace. **It is the responsibility of each Contract Owner to**

provide explicit instructional and procedural safety training for each employee. Safety becomes a shared responsibility between management and the employee, and working safely is a condition of employment.

All drivers are required to attend safety meetings. Safety meetings involve employees in the Safety plan and are very useful ways of training employees. Safety meetings are used to present information, discuss problems and new ideas and discuss recent accidents and injuries. Safety meetings shall include, but shall not be limited to, the following:

1. Practicing safe driving procedures and avoiding accidents or incidents.
2. Reporting promptly and in writing, to your supervisor, all injuries and illnesses associated with the jobs.
3. Working under the influence of alcohol or illegal drugs is specifically forbidden. Use of prescription drugs, which may affect your alertness or work abilities, shall be reported to the contract owner (49 CFR parts 40, 653, and 654).

SAFETY MEETING REPORT
(MONTHLY, BI-MONTHLY OR QUARTERLY)

Date: _____

Address: _____

Meeting Leader: _____

Attendance should be documented.

Other Persons Present: _____

Formal Presentation (Name of presenter and topic): _____

Other Subjects Discussed: _____

Reports on Weekly Meetings: _____

Employees' Comments/Suggestions: _____

Contracted Owner's Signature _____

DRUG AND ALCOHOL POLICY

ZERO TOLERANCE
DRUG AND ALCOHOL TESTING POLICY
Cumberland County Community Transportation Program
Adopted as of [June 20, 2022]

A. PURPOSE

- 1) The Cumberland County Community Transportation Program provides public transit and paratransit services for the residents of Cumberland 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, Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program and are not provided under the authority of the above-named Federal regulations are underlined. Tests conducted under the sole authority of Cumberland County Community Transportation Program 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 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 evidenced 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 a specific gravity value 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 at levels above the minimum thresholds 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 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 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 1300.11 through 1300.15 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. Also, the medical use of marijuana, or the use of hemp related products, which cause drug or drug metabolites to be present in the body above the minimum thresholds is a violation of this policy

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 Section H of 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 Cumberland County Community Transportation Program 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 any mouthwash, medication, food, candy) or any other substances such that alcohol is present in the body while performing safety-sensitive job functions is prohibited.

F. PROHIBITED CONDUCT

- 1) All covered employees are prohibited from reporting for duty or remaining on duty any time there is a quantifiable presence of a prohibited drug in the body above the minimum thresholds 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) Cumberland County Community Transportation Program, 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 Cumberland County Community Transportation Program employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing, possession, or use of prohibited substances in the work place including transit system premises and transit vehicles.

G. DRUG STATUTE CONVICTION

Consistent with the Drug Free Workplace Act of 1998, all employees are required to notify the Cumberland County Community Transportation Program 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 or random alcohol test can only be performed just before, during, or after the performance of a safety-sensitive job function. Under Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program. Any safety-sensitive employee who refuses to comply with a request for testing shall be removed from duty and subject to discipline as defined in Section Q of this policy.

I. DRUG TESTING PROCEDURES

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

the correct individual. The specimen analysis will be conducted at a HHS certified laboratory. An initial drug screen and validity test will be conducted on the primary urine specimen. For those specimens that are not negative, a confirmatory Gas Chromatography/Mass Spectrometry (GC/MS) 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 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 Cumberland County Community Transportation Program. 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 under paragraphs L through P of this policy 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. Cumberland County Community Transportation Program will ensure that the cost for the split specimen analysis is covered in order for a timely analysis of the sample, however Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program that there was not an adequate medical explanation for the result;
 - ii. The MRO reports to Cumberland County Community Transportation Program that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed;
 - iii. The laboratory reported to the MRO that the specimen was negative-dilute with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL, and the MRO reported the specimen as negative-dilute and that a second collection must take place under direct observation (see §40.197(b)(1)).
 - iv. The collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen;
 - v. The temperature on the original specimen was out of range;
 - vi. Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with.
 - vii. All follow-up-tests; or
 - viii. All return-to-duty tests

J. ALCOHOL TESTING PROCEDURES

- 1) Tests for breath alcohol concentration will be conducted utilizing a National Highway Traffic Safety Administration (NHTSA)-approved Evidential Breath Testing device (EBT) operated by a trained Breath Alcohol Technician (BAT). A list of approved EBTs can be found on ODAPC's Web page for "Approved Evidential Breath Measurement Devices". Alcohol screening tests may be performed using a non-evidential testing device (alcohol screening device (ASD)) which is also approved by NHTSA. A list of approved ASDs can be found on ODAPC's Web page for "Approved Screening Devices to Measure Alcohol in Bodily Fluids". If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. The confirmatory test

must occur on an EBT. The confirmatory test will be conducted no sooner than fifteen minutes after the completion of the initial test. The confirmatory test will be performed using a NHTSA-approved EBT operated by a trained BAT. The EBT will identify each test by a unique sequential identification number. This number, time, and unit identifier will be provided on each EBT printout. The EBT printout, along with an approved alcohol testing form, will be used to document the test, the subsequent results, and to attribute the test to the correct employee. The test will be performed in a private, confidential manner as required by 49 CFR Part 40, as amended. The procedure will be followed as prescribed to protect the employee and to maintain the integrity of the alcohol testing procedures and validity of the test result.

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

- 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. Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program. **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, and the covered employee may have contributed 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, and the covered employee may have contributed 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 Cumberland County Community Transportation Program is unable to perform an FTA drug and alcohol test (i.e., employee is unconscious, employee is detained by law enforcement agency), Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program' 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

Cumberland County Community Transportation Program will terminate the employment of any employee that tests positive or refuses a test as specified in section Q of this policy. However, in the rare event an employee is reinstated with court order or other action beyond the control of the transit system, the employee must complete the return-to-duty process prior to the performance of safety-sensitive functions. All covered employees who previously tested positive on a drug or alcohol test or refused a test, must test negative for drugs, alcohol (below 0.02 for alcohol), or both and be evaluated and released by the Substance Abuse Professional before returning to work. For an initial positive drug test a Return-to-Duty drug test is required and an alcohol test is allowed. For an initial positive alcohol test a Return-to-Duty alcohol test is required and a drug test is allowed. 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.

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, and will be provided with a list of at least two (2) USDOT qualified Substance Abuse Professionals (SAP) for assessment, and will be terminated.
- 2) Following a negative dilute the employee will be required to undergo another test. Should this second test result in a negative dilute result, the test will be considered a negative and no additional testing will be required unless directed to do so by the MRO.
- 3) Refusal to submit to a drug/alcohol test shall be considered equivalent to a positive test result and a direct act of insubordination and shall result in termination and referral to a list of USDOT qualified SAPs. A test refusal includes 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.

As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

- 4) An alcohol test result of ≥ 0.02 to ≤ 0.039 BAC shall result in the removal of the employee from duty for eight hours or the remainder or the work day whichever is longer. The employee will not be allowed to return to safety-sensitive duty for his/her next shift until he/she submits to a NONDOT alcohol test with a result of less than 0.02 BAC.
- 5) In the instance of a self-referral or a management referral, disciplinary action against the employee shall include:
 - a. Mandatory referral for an assessment by an employer approved counseling professional for assessment, formulation of a treatment plan, and execution of a return to work agreement;
 - b. Failure to execute, or remain compliant with the return-to-work agreement shall result in termination from Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program.
 - g. A Voluntary Referral does not shield an employee from the requirement to comply with drug and alcohol testing.
- 6) Failure of an employee to report within five days a criminal drug statute conviction for a violation occurring in the workplace shall result in termination.

R. GRIEVANCE AND APPEAL

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

S. PROPER APPLICATION OF THE POLICY

Cumberland County Community Transportation Program 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.

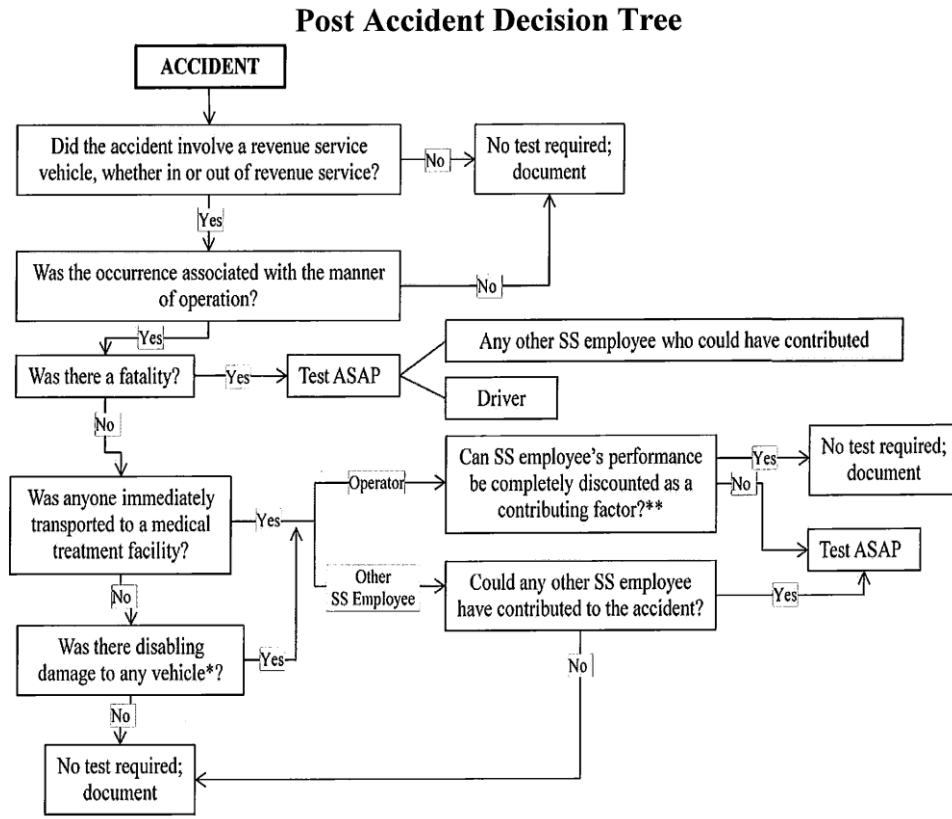
T. INFORMATION DISCLOSURE

- 1) Drug/alcohol testing records shall be maintained by the Cumberland County Community Transportation Program 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 Cumberland County Community Transportation Program 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 *[Cumberland County Board of Commissioners]* on *[June 20, 2022]*.

Attachment A Post Accident Decision Tree



* **Disabling Damage:** Damage that precludes departure of a motor vehicle from the scene of the accident in its usual manner in daylight after simple repairs.

(1) **Inclusion:** Damage to a motor vehicle, where the vehicle could have been driven, but would have been further damaged if so driven.

(2) **Exclusions:**

A. Damage that can be remedied temporarily at the scene of the accident without special tools or parts.

B. Tire replacement without other damage even if no spare tire is available.

C. Headlamp or tail light damage.

D. Damage to turn signals, horn, or windshield wiper, which makes the vehicle inoperable.

** **Contributing Factor:** The determination of whether or not a safety-sensitive employee's performance was a contributing factor should be the decision of the company official investigating the accident; not based on the police officer's accident fault determination. This decision should not be made hastily. The company official's determination must be based on the best available information at the time of the accident.

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).

Cumberland County Community Transportation Drug and Alcohol Program Manager

Name: Ifetayo Farrakhan

Title: Program Director

Address: 130 Gillespie St. Fayetteville, North Carolina 28301

Telephone Number: 910-678-7624

Medical Review Officer

Name: Dr. Stephen Kracht

Title: Medical Review Officer

Address: 814 Ward Parkway Suite 275, Kansas City, MO 64114

Telephone Number: 888-382-2281

Substance Abuse Professional

Name: John D.A Vaughn, Ph. D

Address: 804 Stamper Road, Fayetteville, North Carolina 28303

Telephone Number: 910-323-2815

Substance Abuse Professional

Name: Carolina Outreach, LLC. – Amanda Shepherd, LCAS

Address: 911 Hay Street, Fayetteville, North Carolina 28305

Telephone Number: 910-438-0939

HHS Certified Laboratory Primary Specimen

Name: Quest Diagnostic

Address: 10101 Renner Blvd, Lenexa, Kansas 66700

Telephone Number: 800-877-7484

HHS Certified Laboratory Split Specimen

Name: Quest Diagnostic

Address: 10101 Renner Blvd, Lenexa, Kansas 66700

Telephone Number: 800-877-7484

Attachment C Alcohol Fact Sheet

Alcohol is a socially acceptable drug that has been consumed throughout the world for centuries. It is considered a recreational beverage when consumed in moderation for enjoyment and relaxation during social gatherings. However, when consumed primarily for its physical and mood-altering effects, it is a substance of abuse. As a depressant, it slows down physical responses and progressively impairs mental functions.

Signs and Symptoms of Use

- ☐ Dulled mental processes
- ☐ Lack of coordination
- ☐ Odor of alcohol on breath
- ☐ Possible constricted pupils
- ☐ Sleepy or stuporous condition
- ☐ Slowed reaction rate
- ☐ Slurred speech

(Note: Except for the odor, these are general signs and symptoms of any depressant substance.)

☐ **Health Effects**

The chronic consumption of alcohol (average of three servings per day of beer [12 ounces], whiskey [1 ounce], or wine [6 ounce glass]) over time may result in the following health hazards:

- ☐ Decreased sexual functioning
- ☐ Dependency (up to 10 percent of all people who drink alcohol become physically and/or mentally dependent on alcohol and can be termed “alcoholic”)
- ☐ Fatal liver diseases
- ☐ Increased cancers of the mouth, tongue, pharynx, esophagus, rectum, breast, and malignant melanoma
- ☐ Kidney disease
- ☐ Pancreatitis
- ☐ Spontaneous abortion and neonatal mortality
- ☐ Ulcers
- ☐ Birth defects (up to 54 percent of all birth defects are alcohol related).

☐ **Social Issues**

- ☐ Two-thirds of all homicides are committed by people who drink prior to the crime.
- ☐ Two to three percent of the driving population is legally drunk at any one time. This rate is doubled at night and on weekends.
- ☐ Two-thirds of all Americans will be involved in an alcohol-related vehicle accident during their lifetimes.

- ☐ The rate of separation and divorce in families with alcohol dependency problems is 7 times the average.
- ☐ Forty percent of family court cases are alcohol problem related.
- ☐ Alcoholics are 15 times more likely to commit suicide than are other segments of the population.
- ☐ More than 60 percent of burns, 40 percent of falls, 69 percent of boating accidents, and 76 percent of private aircraft accidents are alcohol related.

☐ The Annual Toll

- ☐ 24,000 people will die on the highway due to the legally impaired driver.
- ☐ 12,000 more will die on the highway due to the alcohol-affected driver.
- ☐ 15,800 will die in non-highway accidents.
- ☐ 30,000 will die due to alcohol-caused liver disease.
- ☐ 10,000 will die due to alcohol-induced brain disease or suicide.
- ☐ Up to another 125,000 will die due to alcohol-related conditions or accidents.

☐ Workplace Issues

- ☐ It takes one hour for the average person (150 pounds) to process one serving of an alcoholic beverage from the body.
- ☐ Impairment in coordination and judgment can be objectively measured with as little as two drinks in the body.
- ☐ A person who is legally intoxicated is 6 times more likely to have an accident than a sober person.

Attachment D
Minimum Thresholds

INITIAL TEST CUTOFF LEVELS (ng/ml)	
Marijuana metabolites	50
Cocaine metabolites	300
Opioids metabolites	2,000
Phencyclidine	25
Amphetamines	1,000

CONFIRMATORY TEST CUT/OFF LEVELS (ng/ml)	
Marijuana metabolites	15
Cocaine metabolites	150
Opioids:	
Morphine	2,000
Codeine	2,000
Phencyclidine	25
Amphetamines:	
Amphetamines	500
Methamphetamine	500

MANAGEMENT REVIEWS

The Community Transportation Coordinator/Accountable Executive/Safety Officer will administer the Drug and Alcohol testing program. Drivers may be sent for testing at any time during the year for random drug and alcohol testing. All drivers will receive pre-employment and post-accident testing.

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, Cumberland Community Transportation Program has developed this Safety, Security and Emergency Preparedness Plan (SECURITY PLAN). This SECURITY PLAN outlines the process used by Cumberland Community Transportation Program to make informed

decisions that are appropriate for our operations, passengers, employees and communities regarding the development and implementation of a comprehensive security and emergency preparedness program.

As a result of this program, Cumberland Community Transportation Program 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 Cumberland Community Transportation Program, 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 the Cumberland Community Transportation Program's Mission and a comprehensive overview of the system, then on Preparation - identifying critical assets, threats and vulnerabilities to the transit system and the environment in which it operates, along with preparing our transit staff to manage incidents in concert with external emergency management organizations and first responders, followed by Prevention - strategies for reducing risk, including training on safety/security awareness, then on Response - staff responsibilities and emergency protocols, and finally, on Recovery - putting things back together. The Appendix of this SECURITY PLAN contains forms that we use to ensure documentation of our SECURITY PLAN activities.

MISSION DEFINITION

1.1 Introduction – Establishing the parameters of the plan

1.1a. - AUTHORITY

The authority for implementing the SECURITY PLAN resides with the Cumberland Community Transportation Program.

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 Cumberland Community Transportation Program'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 Cumberland Community Transportation Program SECURITY PLAN is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to Cumberland Community Transportation Program'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 Cumberland Community Transportation Program'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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 ORGANIZATIONAL DESCRIPTION

The Cumberland County Community Transportation Program is a transportation system operating in Cumberland County, NC. The Community Transportation Program offers demand response and subscription transportation services through local contracted transportation providers. The Community Transportation Program also assists with transportation for the following agencies:

Employment Source (Service Source)

Medical and non-medical transportation is available to those that are 60+ or disabled. Medical transportation is provided at no cost to the client (as long as they do not qualify for Medicaid Transportation or ADA Transportation). Non-medical transportation is provided at a cost of \$2.50 per one-way trip (as long as they do not qualify for ADA Transportation). Trips are provided Monday thru Friday from 8:00am to 5:00pm. Accommodations for dialysis clients will be made to provide transportation outside of the normal service hours.

Employment transportation (EMPL) is available to citizens living in the urbanized area (as long as they do not live less than 1.5 mile from a Fayetteville Area System of Transit bus route). Trips are provided at a cost of \$2.50 per one-way trip. Trips are provided Monday thru Friday from 5:00am to 8:00pm.

Rural General Public (RGP) service is available to all citizens who reside in the rural areas of our county at a cost of \$2.50 per one-way trip. Trips are provided Monday thru Friday from 5:00am to 8:00pm.

All service is accessible to persons with disabilities.

The ridership of CTP is comprised of the elderly, disabled, low income, and rural residents of our county. All destinations are located within the County of Cumberland.

Days and Hours of Service

Transportation services provided by the Community Transportation Program will not operate on the following holidays:

Christmas Day
New Year's Day

1.2 System Overview – Who We Are and What We Do

1.2b. - MISSION STATEMENT

MISSION STATEMENT

The mission of the Cumberland County Community Transportation Program is to provide safe, dependable, accessible, and affordable transportation to all residents of Cumberland County.

The Cumberland County Community Transportation Program will always strive to continue for tomorrow what is today: a key to independence.

1.2c. - ORGANIZATIONAL STRUCTURE

The Cumberland County Community Transportation Program provides public transportation options to its customers within the County of Cumberland, North Carolina. The final decisions and program documents are presented to the TAB which is a locally formed advisory group based on the guidelines and requirements of NCDOT/PTD. The Cumberland County Board of Commissioners and the TAB is obligated to ensure that the policies and plans it approves and administers do not intentionally or unintentionally discriminate against any person. The Cumberland County Board of Commissioners and the TAB/Governing Board are presented with the Plans to approve prior to each submission to NCDOT. The Plans/program documents include an acknowledgment page for Board approval. A copy of the official Board resolution or meeting minutes will also be provided as evidence that the Plan has been adopted.

Board or Committee Name	Appointed	Elected	# of Members
Transit Advisory Board	<input checked="" type="checkbox"/>	<input type="checkbox"/>	16
County Board of Commissioners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	7
	<input type="checkbox"/>	<input type="checkbox"/>	

1.2d. - SERVICE AREA

The Cumberland County Community Transportation Program serves all of Cumberland County including the municipalities within its borders. Presently, Cumberland County has a population close to 319,431 and encompasses approximately 661 square miles. Cumberland County is a rural county located near the center of North Carolina. The area is known as the "Sandhills." Fayetteville's growth was set back by a devastating fire in 1831. One of the principal factors that boosted the slow recovery of the area was the opening of Camp Bragg as an artillery and temporary training facility in 1918. The base was closed in 1921 and later reopened as a permanent army post and renamed Fort Bragg. Cumberland County has progressed from its beginnings as a riverfront distribution center to a highly commercialized area offering a variety of services to its citizens. The ridership of CTP is comprised of the elderly, disabled, low income, and rural general public residents of our county. All destinations are located within the County of Cumberland.

1.2e. - SERVICE DESIGN

- DEMAND RESPONSE
- PROVIDE 95% ON-TIME SERVICES
- PROMOTE THE CUMBERLAND COUNTY COMMUNITY TRANSPORTATION PROGRAM SERVICES
 - ENHANCE QUALITY OF LIFE FOR CUMBERLAND COUNTY RESIDENTS

1.2f. - FUNDING SOURCES

Type of Service	Days of week	Times	Fare (if applicable)
5310 (Transportation for Elderly Persons and Persons with Disabilities)	Monday thru Friday	05:00 AM – 08:00 PM	\$2.50 PER TRIP
EDTAP	Monday thru Friday	05:00 AM – 08:00 PM	NO FARE
EMPLOYMENT	Monday thru Friday	05:00 AM – 08:00 PM	\$2.50 PER TRIP
RGP	Monday thru Friday	05:00 AM – 08:00 PM	\$2.50 PER TRIP
AAA MEDICAL	Monday thru Friday	05:00 AM – 08:00 PM	NO FARE
AAA GENERAL	Monday thru Friday	05:00 AM – 08:00 PM	NO FARE

1.2g. - VEHICLES AND FACILITIES

The Cumberland Community Transportation Program provides demand response transportation services to all eligible Cumberland County residents. Our services are provided by direct purchase of service from a transportation provider. Vehicles can be inspected at the facilities listed below.

427 Gillespie Street (Famiks Transport, Inc.)
Fayetteville, NC 28301

2500 Raeford Rd, Suite 200 (B & W Transporting, Inc.)
Fayetteville, NC 28301

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

The Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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, Cumberland Community Transportation Program'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 Cumberland Community Transportation Program'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 Cumberland Community Transportation Program. This process helped Cumberland Community Transportation Program management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis Cumberland Community Transportation Program 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. Cumberland Community Transportation Program 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 Cumberland Community Transportation Program. 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 Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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, Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program identified countermeasures to reduce vulnerabilities.

2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS

Cumberland Community Transportation Program is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. Cumberland Community

Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program.

2.4 Emergency Planning

2.4a. – INTERNAL CONTACT INFORMATION

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program SECURITY PLAN and to the preparedness of the system. Cumberland Community Transportation Program 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, Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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 Cumberland Community Transportation Program is committed to testing their emergency preparedness plans through disaster drills and exercises.

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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

Cumberland Community Transportation Program has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At Cumberland Community Transportation Program, 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.

Cumberland Community Transportation Program uses information provided from our Emergency Management Team which comes from the National Weather Service warnings, forecasts, and advisories available at www.weather.gov, and weather radios monitored at the Emergency Management Department. They provide our managers and dispatch site with real-time information on the following conditions:

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

Cumberland Community Transportation Program also maintains a dispatcher log, a narrative description of what occurs during each shift. This enables the other dispatcher with 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, Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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. Cumberland Community Transportation Program reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. Cumberland Community Transportation Program 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 Cumberland Community Transportation Program to:

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

Bus Stop Locations

Cumberland Community Transportation Program provides door to door transportation services. Bust stop locations are the sole responsibility of the FAST system which operates within the city limits.

3.2d. - OSHA REQUIREMENTS

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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 Relocation Site Information	
Address	300 Maiden Lane, Fayetteville, NC 28301
Phone Number	910-483-7727
Relocation Site Official	Cotina Jones (Interim Director)
Directions	Start out going north on Gillespie Street toward Otis F. Jones Pkwy. Enter next roundabout and take 2 nd exit onto Green Street. Turn left onto Maiden Lane. 300 Maiden Lane is on the right.
Secondary Location	103 Laketree Blvd, Spring Lake, NC 28390 910-321-6435 Site Official: Cotina Jones (Interim Director) Directions: To go 103 Laketree Blvd in Spring Lake, go north on Gillespie Street toward Otis F. Jones Pkwy. Enter next roundabout and take 2 nd exit onto Green Street. Turn left onto NC-24/ NC-210/ Rowan Street. Turn slight right onto ramp. Stay straight to go onto NC-24/ NC-87/ N Bragg Blvd. Turn left onto Laketree Blvd. 103 Laketree Blvd is on the left.

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 Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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. Cumberland Community Transportation Program 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, Cumberland Community Transportation Program vehicles are stored in a secured and well-lighted location.

3.2i. – VEHICLE READINESS

It is the policy of Cumberland Community Transportation Program 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 Cumberland Community Transportation Program safe transit operations. The driver of a Cumberland Community Transportation Program 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** - Cumberland Community Transportation Program does background checks on all employees to protect against hiring personnel with a history of aberrant behavior.

DRIVER/EMPLOYEE SELECTION

Driver/Employee Selection Element:

Fair hiring practices are used to select employees. Each potential employee will complete a written application. The Contracted Owner and/or supervisor shall interview each potential employee.

NOTE: The following positions have been identified as safety sensitive:

- Driver

INITIAL HIRE PROCEDURES AND MINIMUM QUALIFICATIONS FOR DRIVERS

Background

In an effort to ensure that the most competent and safe drivers are employed by the Cumberland County Community Transportation Program the following eligibility requirements must be met by each prospective/current employee seeking/holding a position as a driver of a transit vehicle.

QUALIFICATIONS

Advertising of Positions

All driver positions must be advertised.

Application

Each potential employee shall complete a written application.

Interviews

The owner of the contracted transportation company shall interview each potential employee.

Age

Drivers shall be at least twenty-one (21) years of age.

Knowledge of English

Drivers shall be able to read, write and speak the English language.

Driver Requirements

Drivers transporting people shall hold a valid NC Driver's License or Commercial Driver's License as appropriate. In order to be considered for employment all potential employees must provide a printout of the Bureau of Motor Vehicle (DMV) report issued within the past ten (10) days.

In no case will an individual be given a road test, placed in training or allowed to operate an agency vehicle without a DMV check that is in compliance with this policy and has been approved by the Transportation Coordinator/Accountable Executive.

The criteria include:

- Good driving record with no Driving While Intoxicated (DWI), Driving Under the Influence (DUI) or similar charges, reckless driving, railroad crossing violations or leaving the scene of an accident offenses.
- No positive drug or alcohol test results within the last two years.
- No moving violations or at-fault accidents within the last three years.
- No suspended or revoked licenses within the past five (5) years for moving violations or violations of criminal laws.
- Any combination of violations, unfavorable road observations or accidents that indicates a pattern of unsafe vehicle operation behavior, whether on or off the job.
- Minimum of three (3) years driving experience.
- Ability to perform simple math.
- Reasonable knowledge of the service area and ability to read basic maps.
- A road test given by the owner of the contracted transportation company is required.

Operating Skills

Drivers shall have experience in safely driving some type of motor vehicle (including private automobile) for no less than three (3) years, including experience throughout the four seasons.

Criminal Record Checks

An original criminal record check, issued within the past 10 days, shall be obtained as part of the application process. Persons with felony convictions of any sort are unacceptable. Other unacceptable convictions include crimes of violence, drug usage or sales, physical abuse, fraud or theft. A pattern of unlawful behavior shall also disqualify an applicant.

PROCEDURES FOR SELECTING A SAFE DRIVER

When hiring vehicle operators, be sure to have the driver candidates undergo the following:

- A pre-employment driving test (Ride Check)
- A pre-employment physical exam
- A background investigation
- Submission of driving record
- Pre-employment drug testing
- Basic training in driver skills
- Defensive driving skills training
- ADA Requirement Training
- Blood borne Pathogens Training
- Emergency Procedure Training
- Illegal Drug Use

3.2k. - DRUG AND ALCOHOL POLICIES

A critical element of Cumberland Community Transportation Program'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.

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

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

Cumberland Community Transportation Program 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 Cumberland Community Transportation Program safety plan 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 Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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, Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program provides ongoing/recurring training necessary to reinforce policies and procedures as well as to provide a mechanism to brief drivers on new policies, procedures and/or regulations.

3.4 Security Awareness

3.4a. – TRANSIT WATCH

The Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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.

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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

Cumberland Community Transportation Program 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 Cumberland Community Transportation Program 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 Cumberland Community Transportation Program, 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.



This is our contractors key checkout and turn in process which includes a log book.

EXAMINATION TO DETERMINE PHYSICAL CONDITION OF DRIVER

Last Name	First	MI	Signature	
Street Address			DOB (month/day/year) Age	
City	State	Zip Code	Social Security Number	Date

HEALTH HISTORY

	Yes	No		Yes	No
Head or Spine Injury	<input type="checkbox"/>	<input type="checkbox"/>	Gonorrhea	<input type="checkbox"/>	<input type="checkbox"/>
Seizures or Fainting	<input type="checkbox"/>	<input type="checkbox"/>	Diabetes	<input type="checkbox"/>	<input type="checkbox"/>
Severe Injury or Illness	<input type="checkbox"/>	<input type="checkbox"/>	GI Ulcer	<input type="checkbox"/>	<input type="checkbox"/>
Cardiovascular Disease	<input type="checkbox"/>	<input type="checkbox"/>	Nervous Stomach	<input type="checkbox"/>	<input type="checkbox"/>
T.B.	<input type="checkbox"/>	<input type="checkbox"/>	Rheumatic Fever	<input type="checkbox"/>	<input type="checkbox"/>
Syphilis	<input type="checkbox"/>	<input type="checkbox"/>	Asthma	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Kidney Disease	<input type="checkbox"/>	<input type="checkbox"/>
Muscular Disease	<input type="checkbox"/>	<input type="checkbox"/>
Any Disease	<input type="checkbox"/>	<input type="checkbox"/>
Permanent Defect	<input type="checkbox"/>	<input type="checkbox"/>
Psychiatric Disorder	<input type="checkbox"/>	<input type="checkbox"/>
Other Nervous Disorder	<input type="checkbox"/>	<input type="checkbox"/>

If answer is YES, explain: _____

PHYSICAL EXAMINATION

General Appearance: ☐ Good ☐ Fair ☐ Poor

NOTE: Visual acuity of at least 20/40 required in each eye with field of vision of 70° horizontal meridian in each eye

Vision: _____

AUTHORIZATION AND CONSENT FOR RELEASE OF INFORMATION

This release and authorization acknowledges that _____. may now, or at any time while I am employed, contact personal references, conduct a verification of my education and licenses/certification, employment/work history, motor vehicle records, and achieve any criminal history record information pertaining to me which may be in the files of any Federal, State, or Local criminal justice agency, and to verify any other information deemed necessary to fulfill the job requirements.

I do hereby agree to release and discharge _____ and their associates to the full extent permitted by the law from any claims, damages, losses, liabilities, costs and expenses or any other charge or complaint filed with any agency arising from the retrieving and reporting of information.

Last Name: _____ **First:** _____ **Middle:** _____

All Other Names Used:

Date of Birth: ____/____/____ **Social Security #** _____ **Race:** ____ **Sex:** ____

Driver's License # _____ **State:** ____ **Exp. Date:** ____/____/____

Driver's Phone # _____

Previous Addresses for the past ten (10) years:

Signature

Date

PRE/POST-TRIP INSPECTION WORKSHEET

Date: _____

Vehicle: _____

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

UNDERHOOD

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

SAFETY EQUIPMENT

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

EXTERIOR

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

INTERIOR

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

ACCESSIBILITY EQUIPMENT

- ☐ Fully operable wheelchair lift
- ☐ Wheelchair lift ramp
- ☐ Proper number of belts/securement devices
- ☐ Belts/securement devices in good condition

Notes: _____

Operator Name & Signature: _____

Management Comments: _____

Management Signature: _____

MAINTENANCE REPAIR REQUEST FORM

VAN # _____ MILEAGE _____

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

Driver _____ Date in Garage _____

Date _____ Date out of Garage _____

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)

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)

EMPLOYEE TRAINING RECORD

NAME: _____

Training	Date	Driver Initial	Supervisor Initial
Orientation:			
Substance Abuse Policy			
Performance Evaluation Policy			
Employee Conduct Policy			
Trip logs			
Pre/Post-Trip Inspection logs			
Procedures Review			
Backing			
Railroad Crossing			
Brake Failure			
En Route			
Assisting Passengers			
Night Time Driving			
Elderly Passengers			
W/C Boarding			
W/C Lift and Securement			
Emergency Equipment Training			
Fire Extinguisher			
Bloodborne Pathogens Kit			
Emergency Triangle			
CPR/First Aid			
Webcutter			
Training:			
Defensive Driving			
American Disabilities Act			
Bloodborne Pathogens			
Emergency Procedures			
Illegal Drug Use			
First Aid			
CPR			
Ride Checks:			

Employee's Signature: _____

Director's Signature: _____

RIDE CHECK: DRIVER EVALUATION

Date of Evaluation: _____

Driver's Name: _____

Evaluator's Name/Position: _____

Passenger Reception

1. ☐ Confirms identity/destination of passenger
2. ☐ Present at entry door while boarding
3. ☐ Greets passenger in a friendly manner
4. ☐ Uses proper assistance techniques
5. ☐ Assists passengers to and from the vehicle door if needed
6. ☐ Stops proper distance from curb
7. ☐ Avoids use of AM/FM radio
8. ☐ Uses correct ADA language at all times

Vehicle Condition

1. ☐ Daily pre-trip inspection complete/documented
2. ☐ Web cutter and emergency triangles are available
3. ☐ Registration and insurance card in vehicle
4. ☐ Driver's license/logs with driver
5. ☐ Vehicle exterior clean
6. ☐ Vehicle interior clean
7. ☐ Dashboard/windshield area clear of all objects
8. ☐ Tie downs properly employed
9. ☐ Tie downs clean/ stowed in box
10. ☐ Seat belts in good working condition
11. ☐ Fire extinguisher is available, serviceable, properly mounted/tagged
12. ☐ First Aid/Bloodborne pathogen kit available in vehicle
13. ☐ Flash light working (if applicable)
14. ☐ Communications system operable
15. ☐ Child seat used/stowed properly
16. ☐ Daily defect report filled out
17. ☐ Lift operational check
18. ☐ Keeps logs up to date

Performance While Enroute

1. ☐ Driver uses correct posture when driving
2. ☐ Both hands on steering wheel
3. ☐ Appropriate uniform/footwear
4. ☐ Driver and passengers use seatbelts
5. ☐ Driver gets out of vehicle and looks before backing
6. ☐ Adjust mirrors before moving vehicle
7. ☐ Signals entry into traffic every time

8. ☐ Moves vehicle smoothly while slowing braking and stopping
9. ☐ Telegraphs use of brake or flashers when stopping
10. ☐ Squares corners when turning
11. ☐ Moves at appropriate speeds for current road conditions
12. ☐ Maintains following distance safety zone (4 seconds)
13. ☐ Uses proper caution at intersections
14. ☐ Anticipates stale green lights (slows down)
15. ☐ Seats passengers properly
16. ☐ Stops at all railroad crossings
17. ☐ Comes to a complete stop, leaving private property
18. ☐ Uses proper lane changing procedure
19. ☐ Stops behind line or plane at intersections
20. ☐ Observes proper communication procedures
21. ☐ Uses turn signals properly
22. ☐ Maintains order in vehicle
23. ☐ Maintains scheduled stops and pick-ups
24. ☐ Avoids unauthorized stops
25. ☐ Uses four second distance rule, adds seconds to following distance when driving conditions change (keep safety cushion)

Passenger Discharge

1. ☐ Uses parking brake when de-boarding passengers
2. ☐ Stops proper distance from curb
3. ☐ Assist passengers off vehicle (when needed or when passengers request help)
4. ☐ Renders adequate assistance to MOBILITY DEVICE passengers
5. ☐ Advises supervisor when leaving vehicle and upon return to vehicle
6. ☐ Makes sure passenger is safely inside of destination before leaving property
7. ☐ Follows passenger's instruction for assistance when needed

Comments _____

Course of Action (required/taken) _____

Driver's Signature

Date

Evaluator Signature

Date

Driver's Comments _____

RIDE CHECK
DRIVER PERFORMANCE EVALUATION EXPLANATION

PASSENGER RECEPTION

The Driver...

1. Asks the name of the passenger and the destination before boarding, unless the passenger is a subscription rider.
2. Is available at the door to assist the passenger on or off the vehicle (if needed).
3. Acts courteously, offers help by asking, "may I help" or "how may I help you?"
4. Follows guidance from the passenger, if help is needed.
5. Uses the passenger's instructions to assist in boarding and exiting the vehicle, if needed.
6. Stops the vehicle six (6) inches or four (4) feet from curb to keep passengers from falling off the vehicle as they load and unload. (This depends on the stopping or parking situation.)
7. Uses AM or FM radio only when passengers are not aboard, then only for the news and weather forecast.
8. Uses correct language under ADA guidelines.

VEHICLE CONDITION

The Driver...

1. Performs a pre-trip inspection and completely fills out the pre-trip inspection form before starting the first run of the day.
2. Ensure registration and insurance cards are current and available.
3. Has driver license in possession and current route logs on person at all times.
4. Vehicle is clean on exterior.
5. Vehicle is kept clean inside at all times.
6. Nothing is on the dashboard, rear view mirror, or sun visors that could create a hazardous situation.
7. Safely attaches tie down straps into floor tracks, and use the four-point tie down on MOBILITY DEVICES.
8. Removes tie downs from floor after each use. Stores tie down straps in their proper place.
9. Seat belts/tie down straps are not tangled, missing or broken.
10. Checks fire extinguisher for serviceability and expiration date.
11. Checks the first aid and Bloodborne Pathogen Kits regularly and re-supplies when needed.
12. Ensures web cutter and emergency triangles are available.
13. Checks batteries daily to make sure flashlight is usable.
14. Tests the two-way radio and/or other communication device for operability.
15. Child seats are placed in vehicle properly.
16. Fills out daily defect report correctly.
17. Keeps logs up to date as trip is completed for each passenger.

PERFORMANCE ENROUTE

The Driver...

1. Does not slouch in the seat while driving. Arms are not on or out of the window frame.
2. Both hands are on the steering wheel at the 9 and 3 or the 10 and 2 position. Gets the big picture.
3. Clothing should be appropriate for job.
4. Uses seat belt correctly and requires correct use of seat belt for all passengers.
5. Gets out and looks behind vehicle, for obstacles, before backing.
6. Adjusts mirrors before leaving base (for safety and visibility). Keeps eyes moving.

7. Uses signals for all maneuvers in traffic. Leaves an out.
8. Does not jerk the vehicle when stopping and starting. Uses the brakes without stomping or slamming (stops vehicle smoothly).
9. Presses the brakes slightly to warn tailgaters to slow down or uses flashers when coming to a quick stop.
10. Does not whip around corners. Slows down to 2 to 5 miles per hour when turning corners. Positions vehicle for proper safe turns. (Squares the corner.)
11. Does not travel too slow or too fast for conditions on the road or for the posted speed limit.
12. Does not enter intersection without proper caution, uses the four second rule. Keeps safety cushion under control.
13. Slows down when green light has been green for sometime at a distance.
14. Checks mirrors, looks over shoulder, signals, moves into passing lane, signals and returns to proper lane. Leaves (*himself/herself*) an out.
15. Signals at proper distance for an intended turn. Cancels signal when maneuver is completed.
16. Does not allow profanity or misbehavior in the vehicle.
17. Keeps on schedule safely but does not jeopardize safety for schedule.
18. Only transports passenger on route schedule. No unauthorized passengers or stops.
19. Maintains a safe distance when following some one in all weather conditions.
20. Stops at railroad crossings.

PASSENGER DISCHARGE:

The Driver...

1. Uses parking brake when loading or unloading passengers.
2. Stops the vehicle 6 inches to 4 feet from curb to discharge passengers. Assists passenger off vehicle.
3. Assists all passengers as required.
4. Advises dispatcher of absence from vehicle and advises dispatcher of return to vehicle.
5. Does not leave elderly and disabled passengers unattended. Makes sure they are in the hands of caretakers or inside their homes/destinations before driver leaves the property (case by case judgments).

CONTINUITY OF OPERATIONS PLAN

June 20, 2022

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 Cumberland Community Transportation Program to perform its essential functions as part of a COOP capability.

Recommended changes to this document may be addressed, at any time, to the Cumberland Community Transportation Program, Ifetayo Farrakhan, Accountable Executive 910-678-7624, 130 Gillespie Street, Fayetteville, NC 28301


Ifetayo Farrakhan, Accountable Executive

Introduction

The Cumberland Community Transportation Program COOP Plan

Purpose

This continuity of operations (COOP) plan for the Cumberland Community Transportation Program, 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	Planning & Inspection	Building Inspections
2	Planning & Inspection	Permit Issuance
3	Planning & Inspection	Damage Assessment
4	Planning & Inspection	Review of Diagrams
5	Planning & Inspection	FAMPO
6	Planning & Inspection	Community Transportation
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

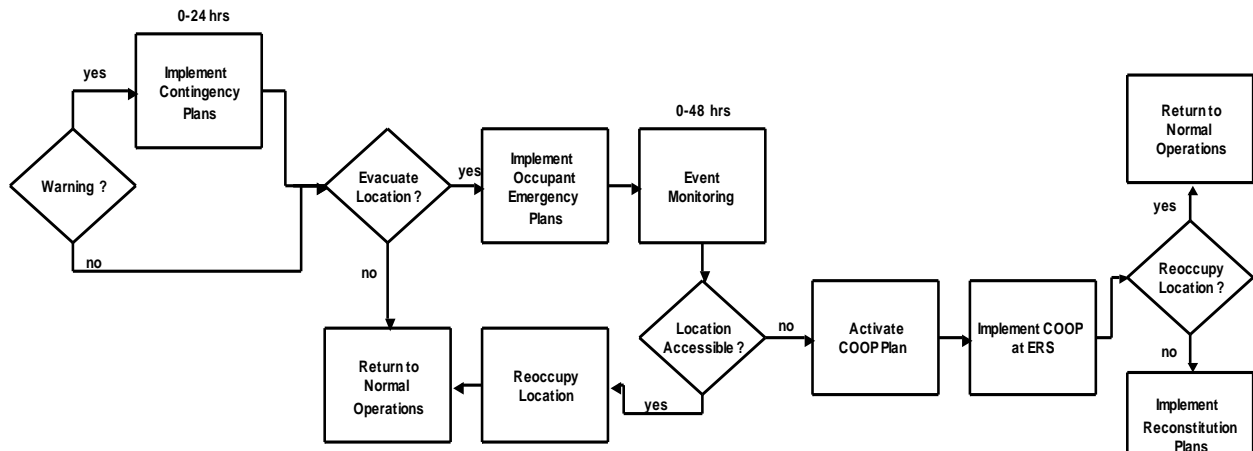
The extent to which orderly alert and notification is possible depends on the amount of warning received, whether personnel are on duty at Community locations or off duty at home or elsewhere, and, possibly, the extent of risk for Community personnel or locations.

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.

- Rawls Howard, Planning & Inspections Director 910-678-7618
- David Moon, Planning & Inspections Deputy Director 910-678-7606
- Gene Booth, Director Emergency Services 910-678-7641
- Community Emergency Telephone Contacts 910-483-7727 or 910-321-6435
- FEMA Regional Office Contact Information
- Eastern Branch Office 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 be available via announcements released to and made by local radio and TV stations.

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

Leadership

Orders of Succession

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

- Deloma Graham - Successor #1
- Rawls Howard - Successor #2

Delegation of Authority

The Community and its Accountable Executive/Chief Municipal Officer are charged with maintaining a comprehensive State -wide program of Cumberland Community Transportation Program COOP Plan. This is carried out through execution of the following tasks:

- The Cumberland County Planning and Inspections Department provides services to County departments including planning, inspections, reviews of projects, and Transportation Services. The Planning and Inspections Department has identified successors for the positions of Director and Deputy Director. Planning and Inspections Department Director and Deputy Director are responsible for ensuring Orders of Succession are up-to-date. When changes occur, Director and Deputy Director immediately distributes the changes as they occur to Building Inspections, Permit Issuance, Damage Assessment, Review of Diagrams, FAMPO and Community Transportation, to include County Management authorities, potential successors, affected staff, and others, by paper and electronic distribution.

Delegations of authority from the position of Accountable Executive/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:

- Rawls Howard, Planning & Inspections Director
- David Moon, Planning & Inspections Deputy Director

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	<i>Gene Booth</i>	<i>Direction and Control</i>	<i>1</i>
	Emergency Services		
Office B	<i>Rawls Howard</i>	<i>Direction and Control</i>	<i>2</i>
	<i>Planning & Inspections Director</i>		

Execution

Departure of ERG Advance Team:

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

- The Senior COOP Official notifies the Relocation Site Support Official that the ERG has departed.
- ERG members depart with their flyaway kits.
- The Senior COOP Official notifies other Community offices outside the affected area and clients, as appropriate, that the activation of the COOP Plan is in progress.

Departure of Non-ERG Agency Personnel:

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

Transition of Responsibilities to the Deployed ERG:

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

Phase II: Alternate Facility Operations

Alternative facilities (i.e., ERSs) must be capable of supporting operations in a threat-free environment in the event that essential functions and supporting staff are relocated to the site. A relocation site must have sufficient space and equipment to sustain operations for a period of up to 30-days. An ERS must also have the appropriate physical security and access controls.

The Senior COOP Official, or designated alternate, conducts semiannual reviews of the space allocations with each ERS Support Official to ensure the adequacy of space and other resources.

Mission Critical Systems

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

Vital Files, Records, and Databases

System Name	Current Location	Other Locations
Munis	IT Department	
TripMaker	IT Department	NCDOT ITRE
Internet	IT Department	

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

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

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

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Pre-positioned at Alternate Facility	Hand Carried to Alternate Facility	Backed up at Third Location
Munis	Electronic	Maiden Lane		Laketree Blvd
TripMaker	Electronic	Maiden Lane		Laketree Blvd

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 or telework.

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.

Training and Exercises Program

Required training to meet the Planning and Inspections Department security and educational training guidelines are scheduled to fulfill and maintain the established criteria. A record of the training is held in the Planning and Inspections Department. Coordination with our Emergency Services Department for additional training and exercises programs are an established criteria.

Human Resources

Each department should continuously address the ergonomics and environmental functionality of their work areas to include floor layout, operating equipment, obstacles, entrances, and exits. The goal is to ensure ease of access both in and out of each work area in the department for employees and visitors during regular office hours and during emergency evacuations.

Plans should be developed for employees with disabilities and special needs accommodations to identify potential hazards or obstacles that would hinder their safe exit from the building during a declared emergency. When possible, all equipment needed to operate the department should be made available at an alternative work location.

Accommodations for employees with special needs should be noted in the COOP annex and Disaster Response Plans. Every attempt shall be made to ensure that the alternative work location addresses the ergonomic issues and special needs as described in the current work location above.

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 activities necessary to monitor the dynamic elements of the Community COOP Plan and the frequency of their occurrence.

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

Annex A: Authorities and References

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

Federal Guidance

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

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

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

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

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

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

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

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

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

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

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

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

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

Federal Preparedness Circular No. 67–Acquisition of Alternate Facilities for Continuity of Operations (COOP). FPC 67 provides guidance to Federal executive branch departments and agencies for acquiring alternative facilities to support their COOP. FPC 67 requires agencies to designate alternative operating facilities as part of their COOP plans and prepare their personnel for the possibility of sudden relocation

of essential functions or COOP contingency staff to these facilities should an emergency necessitate that action.

State Guidance

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

N.C. General Statutes 166A

N.C. Executive Order 72.

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

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

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

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

North Carolina Hazardous Materials Right-To-Know Law

Annex B: Alternate Location/Facility Information

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

Emergency Relocation Site Information	
Address	300 Maiden Lane, Fayetteville, NC 28301
Phone Number	910-483-7727
Relocation Site Official	Cotina Jones (Interim Director)
Directions	Start out going north on Gillespie Street toward Otis F. Jones Pkwy. Enter next roundabout and take 2 nd exit onto Green Street. Turn left onto Maiden Lane. 300 Maiden Lane is on the right.
Secondary Location	103 Laketree Blvd, Spring Lake, NC 28390 910-321-6435 Site Official: Cotina Jones (Interim Director) Directions: To go 103 Laketree Blvd in Spring Lake, go north on Gillespie Street toward Otis F. Jones Pkwy. Enter next roundabout and take 2 nd exit onto Green Street. Turn left onto NC-24/ NC-210/ Rowan Street. Turn slight right onto ramp. Stay straight to go onto NC-24/ NC-87/ N Bragg Blvd. Turn left onto Laketree Blvd. 103 Laketree Blvd is on the left.

EMERGENCY PLAN COORDINATORS:

Building/Department	Name/Title	Phone #
CTP/Planning & Inspections	Ifetayo Farrakhan, Accountable Executive	910-678-7624
Emergency Services	Gene Booth, Director	910-678-7641

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

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 Level 1	Major accident on highway.	Gene Booth, ES Director	Alert System/Everbridge
		Description of Trigger: Disruption of up to 12 hours, with little effect on services or impact to essential functions or critical systems	No COOP activation only announcement by alert system Everbridge
Local Emergency Level 2	Computer virus, small fire, or moderate flooding	Gene Booth, ES Director	Alert System/Everbridge
		Disruption of up to 12 to 72 hours, with minor impact on essential functions.	Limited COOP activation, depending on department requirements.
Local Emergency Level 3	Power outage, heightened Homeland Security Advisory System Threat Level.	Gene Booth, ES Director	Alert System/Everbridge
		Disruption to 1 or 2 essential functions or to a vital system for no more than three days.	May require partial COOP activation to move certain personnel to an alternate facility or location in the primary facility for less than 1 week.
Local Emergency Level 4	Snow/ice storm, hurricane, civil disturbance, major communication or power outages.	Gene Booth, ES Director	Alert System/Everbridge
		Disruption to 1 or 2 essential functions or to all departments potentially lasting for more than 3 days but less than 2 weeks.	May require partial COOP plan activation. Orders of succession for some key personnel may be required; or movement of some personnel to an alternate location in the primary facility for more than 1 week. Personnel not supporting essential functions may be instructed not to report to work or be re-assigned to other duties.
Local Emergency Level 5	Explosion or contamination of primary facilities; major fire, flooding, earthquake, etc.	Gene Booth, ES Director	Alert System/Everbridge
		Disruption to department with the potential for lasting two weeks or more.	COOP Plan Activation. Orders of succession initiated. May require movement of some or all essential personnel to an alternate facility for more than 2 weeks. In addition, personnel not supporting essential functions may be instructed not to report to work or be re-assigned to other duties.

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 Board of _____ Cumberland _____ County 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.

Ifetayo Farrakhan, Transit Director
Accountable Executive, Safety Officer

Date:

I hereby certify this Plan for
Cumberland County Community Transportation Program

CHAIR BOARD SIGNATURE
Authorized Representative

Date:

SIGNATURE AND CERTIFICATION PAGE

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Accountable Executive, Safety Officer

Date:

I hereby certify this Plan for
Cumberland County Community Transportation Program

CHAIR BOARD SIGNATURE
Authorized Representative

Date:



PLANNING AND INSPECTIONS DEPARTMENT

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022 **AGENDA SESSION**

TO: BOARD OF COUNTY COMMISSIONERS

FROM: RAWLS HOWARD, DIRECTOR OF PLANNING AND INSPECTIONS

DATE: 5/25/2022

**SUBJECT: RECONSIDERATION OF COMMUNITY TRANSPORTATION
PROGRAM CONTRACTOR BID FOR SERVICES**

Requested by: AMY H. CANNON, COUNTY MANAGER

Presenter(s): HANK GRAHAM, FAMPO EXECUTIVE DIRECTOR

BACKGROUND

At the May 16, 2022 Regular Meeting, the Board of Commissioners approved the bid tab for Community Transportation Program contractor services. The approval included 3 of 4 providers that submitted as part of the RFP response.

Since the Board's decision, the fourth vendor, Squared, LLC has provided clarification of their proposed rate of service. This vendor's original submittal was \$58 per trip. However, the vendor assumed the trip rate was for roundtrip costs as opposed to one-way. One way trips were specified and explained in the RFP. However, this vendor was not clear on the request. They have provided staff with an updated one-way trip rate of \$33.

Staff believes this new rate proposal of \$33 per trip is in conformance with the other three vendor's rates. If the Board of County Commissioners approve the bid proposal of this vendor, this will increase the total number of vendors providing transportation services in the County from 3 to 4 vendors for the FY23 budget year.

RECOMMENDATION / PROPOSED ACTION

Staff recommend that the proposed actions below be placed on the June 20, 2022 Board of Commissioners agenda as a consent item:

- Approval of the fourth vendor, Squared LLC at a rate of \$33 per trip.
- Authorize the Chairman to sign the contracts when pre-audited by Finance and approved for legal sufficiency.



OFFICE OF THE COUNTY ATTORNEY

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: COUNTY ATTORNEY AND COUNTY MANAGER

DATE: 6/3/2022

**SUBJECT: REPORT ON THE ANNEXATION OF SPRING LAKE TO THE
CUMBERLAND COUNTY RECREATION SERVICE DISTRICT**

Requested by: TOWN OF SPRING LAKE

Presenter(s): COUNTY ATTORNEY

BACKGROUND

This report is given as information for a public hearing to be held June 20, 2022, to consider this matter. It was also required by statute be filed with the Clerk on June 3, 2022. No action is needed.

The Local Government Commission has advised the county manager that it is directing the Town of Spring Lake to seek that its territory be annexed into the county's recreation service district. Extension of a county service district is a statutory process that requires the board of county commissioners to make certain findings, mail notice to every property owner in the area to be annexed and conduct a public hearing on the matter. The Town of Spring Lake has confirmed to the county attorney that it did mail notice to all property owners in the town of the public hearing to be conducted by the board of commissioners on June 20, 2022, to receive comments on the proposal to extend the county recreation service district to include the Town of Spring Lake. The county's advertisement for that public hearing is to be published in the *Fayetteville Observer* June 10, 2022.

In researching the board's minutes related to the recreation service district, the county attorney found there was not a single source of minutes containing the agreements from the towns within the county included in the county recreation service district. For that reason, the county attorney sought appropriate resolutions from each town ratifying all actions taken by their respective governing boards to be recorded in the minutes of the board of commissioners. Fayetteville and Spring Lake were the only towns not included in the creation of the

county recreation service district when it was formed June 30, 1975. The Town of Hope Mills now conducts its own recreation program, levies a separate recreation tax, and is no longer in the district.

The county has not directly provided any recreation services since the county and City of Fayetteville entered into an interlocal agreement January 5, 2004, to consolidate the county's recreation department into the city's recreation department with the city to manage and provide all recreation services within the county recreation service district. The county is obligated to allocate all the proceeds from the county recreation service district tax to the city for this purpose. Because the Town of Spring Lake has an existing recreation department with employees and facilities, it is necessary for the town to enter into a separate interlocal agreement with the City of Fayetteville with respect to the town's employees and recreation assets.

After the public hearing June 20, 2022, if the board wishes to annex the Town of Spring Lake into the county recreation service district, it may do so by adopting the resolution set out below. The resolution language will be changed if each of the towns does not submit the resolution requested by the county attorney. Only the Exhibit of the GIS map is attached at this time because all the other documents have not been received.

Cumberland County Board of Commissioners
Resolution Annexing the Territory of the Town of Spring Lake
Into the Cumberland County Recreation Service District

Whereas, the Cumberland County Recreation Service District was created June 30, 1975, as a county wide district to include all municipalities within the county except the City of Fayetteville and the Town of Spring Lake; and

Whereas, the City of Fayetteville and the county entered into an interlocal agreement January 5, 2004, to consolidate the county's recreation department into the city's recreation department with the city to manage and provide all recreation services within the county recreation service district, and the county to allocate all the proceeds from the county recreation service district tax to the city for this purpose; and

Whereas, the Town of Hope Mills has withdrawn from the county recreation service district, in accordance with the resolution attached hereto; and

Whereas, the Town of Spring Lake now wishes to be annexed into the county recreation service district, in accordance with the resolution attached hereto; and

Whereas, each of the other towns in the county recreation service district has ratified all actions taken by their respective governing boards and the board of commissioners regarding the county recreation service district, in accordance with the resolutions attached hereto.

Be it hereby resolved; the Cumberland County Board of Commissioners finds the following:

(1) The eastern boundaries of the Town of Spring Lake (the "Town") and its boundaries with the unincorporated areas lying within its corporate limits are contiguous to the Cumberland County Recreation Service District (the "District") with at least one eighth of the town's aggregate external boundary coincident with the existing boundary of the District, as shown on the attached GIS map which shows the corporate limits of the Town and the tax districts designated as Manchester and Westarea being within the District.

(2) The Town's governing board has determined the Town requires the services of the District and has requested the board of commissioners to annex its territory to the District, in accordance with the resolution of the Town attached hereto.

(3) The board of commissioners concurs with the determination of the Town's governing board

and agrees to annex the Town to the District.

(4) The Town caused notice of the public hearing advertised by the county for June 20, 2022, to be mailed to all property owners in the Town, in accordance with the resolution attached hereto. The publisher's order confirmation for the county's advertisement of the public hearing is attached hereto. The publisher's affidavit will be included in the agenda of the August 1, 2022, meeting.

(5) The county attorney reports that the annexation of the territory of the Town meets the standards of N.C.G.S. § 153A-303. Extension of service districts and the board of commissioners accepts that report.

(6) The county attorney reports that the report required by N.C.G.S. § 153A-303 was available for public inspection in the Office of the Clerk to the Board for at least two weeks prior to the public hearing on this matter.

After consideration of the comments received at the public hearing and based on the foregoing findings, the board of commissioners further resolves:

(7) The territory of the Town shall be annexed into the District effective July 1, 2022, with recreation services to be provided by the City of Fayetteville in accordance with the interlocal agreement between the city and the county dated January 5, 2004, all further amendments and operational agreements associated with that agreement, and in accordance of any agreement between the Town and the City of Fayetteville.

Adopted June 20, 2022.

RECOMMENDATION / PROPOSED ACTION

For information only.

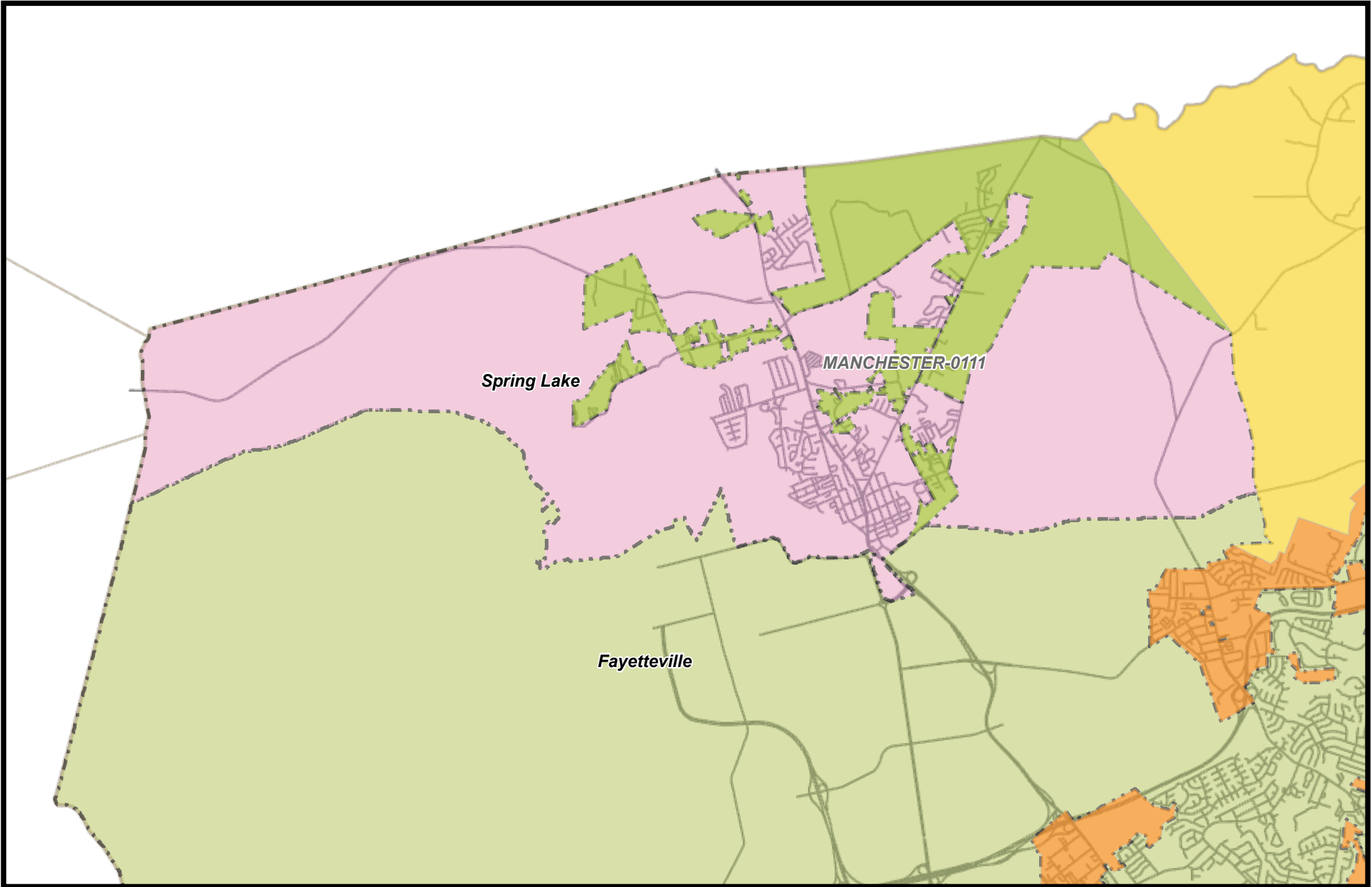
ATTACHMENTS:

Description

GIS MAP OF SPRING LAKE

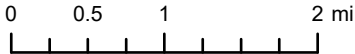
Type

Backup Material



THE COUNTY OF CUMBERLAND AND ITS GIS DEPARTMENT DISCLAIMS ACCOUNTABILITY FOR THIS PRODUCT AND MAKES NO WARRANTY EXPRESSED OR IMPLIED CONCERNING THE ACCURACY THEREOF. RESPONSIBILITY FOR INTERPRETATION OF THIS PRODUCT LIES WITH THE USER.

Current Time: 6/3/2022 11:57 AM



Tax Districts	WESTAREA	Spring Lake
MANCHESTER	City Limits	Streets
WESTAREA10	Fayetteville	Streets



OFFICE OF THE COUNTY MANAGER

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022 AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: TYE VAUGHT, MANAGEMENT ANALYST

DATE: 6/7/2022

SUBJECT: ARP COMMITTEE FUNDING RECOMMENDATIONS

Requested by: ARP COMMITTEE

Presenter(s): ARP STAFF COMMITTEE

BACKGROUND

The American Rescue Plan Committee met on June 6, 2022. The committee recommended the following three items be placed on the June 9, 2022, agenda for consideration:

- Small Business Priority Funding Recommendations
- Recruitment and Retention Recommendations
- Resolution to waive the City of Fayetteville's annexation requirement to construct a sanitary sewer project in the Shaw Heights area

RECOMMENDATION / PROPOSED ACTION

Staff requests that these recommendations be forwarded to the June 20, 2022 Board of Commissioners Meeting as a Consent Agenda item.

ATTACHMENTS:

Description	Type
Small Business Priority Application Funding Recommendations	Backup Material
Recruitment and Retention Recommendations	Backup Material
Recruitment and Retention Recommendations Presentation	Backup Material

Resolution to waive the City of Fayetteville's annexation requirement to construct a sanitary sewer project in the Shaw Heights area

Backup Material

Amy H. Cannon
County Manager

Brian Haney
Assistant County Manager



Tracy Jackson
Assistant County Manager

Sally S. Shutt
Assistant County Manager

Office of the County Manager

TO: BOARD OF COUNTY COMMISSIONERS
FROM: TYE VAUGHT, MANAGEMENT ANALYST
DATE: 6/7/2022
SUBJECT: SMALL BUSINESS PRIORITY APPLICATION FUNDING RECOMMENDATIONS

The American Rescue Plan Committee met on June 6, 2022. The committee recommended the following items to be placed on the June 9, 2022, agenda for consideration to receive Coronavirus State and Local Fiscal Recovery Funds. Each application has been reviewed and has submitted appropriate documents or records that show that the business possesses a reasonable capacity to use the recommended award in a fiscally responsible way to perform a public purpose. The recommendations total **\$217,572** and are contingent on the successful execution of a contract with the County. As part of the ARP Committee's recommendations, staff was directed to conduct site visits to confirm each business's operating address and ensure that North Carolina Secretary of State filings were current for corporations and Limited Liability Companies.

Angela Manuel DBA Angie's Beauty Salon (Sole Proprietor)

Requested Funding: \$10,000

Recommended Funding: \$10,000

LMI FTE positions retained: 1

LMI FTE positions created: 1

Angie's Beauty Salon is a salon that has operated in Cumberland County for over 30 years. This business also specializes in the creation of hair prostheses and custom wigs. In March of 2020, Governor Cooper mandated that indoor facilities like hair salons would temporarily close to slow the spread of the COVID-19 virus. The mandate profoundly affected the business owner who is considered LMI. Currently, the salon has space for three beauticians.

Custom Concepts Body Works LLC

Requested Funding: \$49,960

Recommended Funding: \$35,000

LMI FTE positions retained: 1

LMI FTE positions created: 5

Custom Concepts Body Works LLC has operated in Cumberland County since late 2020. The owner has over 30 years of experience in the automotive industry and created the business to restore vehicles involved in collisions and full classic vehicle restoration. Due to the pandemic and struggling to maintain staff, the owner has seen a drastic decrease in new business mainly due to the lack of capacity to take on new orders as he has had to do much of the work himself. The owner is active in the community and has organized back-to-school drives to give back to the community that continues to support him.

Shawon Bryant DBA Cadillac Lawn Care (Sole Proprietor)

Requested Funding: \$50,000

Recommended Funding: \$27,072

LMI FTE positions retained: 2

LMI FTE positions created: 3

Cadillac Lawn Care has operated in Cumberland County since early 2016. The business specializes in the installation and maintenance of lawns. The business relies heavily on its commercial and residential customers for sustainability. It experienced a decrease in demand during the pandemic.

Caring Hearts Behavioral Services LLC

Requested Funding: \$50,000

Recommended Funding: \$50,000

LMI FTE positions retained: 19

LMI FTE positions created: 2

Caring Hearts Behavioral Services LLC has operated in Cumberland County since early 2019. The business specializes in providing quality Applied Behavioral Analysis (ABA) services. The business works with children on the autism spectrum, children with developmental disabilities, and children with behavioral disorders. Due to the COVID-19 pandemic, the business has struggled with employees and clients missing work and appointments due to COVID-19 infections. The business has also been unable to compensate employees out of work due to a COVID-19-related absences.

Kut-N-Kalypso Inc.

Requested Funding: \$50,000

Recommended Funding: \$38,000

LMI FTE positions retained: 1

LMI FTE positions created: 1

Kut-N-Kalypso Inc. has operated the Barber Kings barbershop in Cumberland County since late 2018. The business is a full-service barbershop specializing in haircuts and hair restoration services and producing products. In March of 2020, Governor Cooper mandated that indoor facilities like barbershops would temporarily close to slow the spread of the COVID-19 virus. Due to the decrease in customers and revenues, the business moved to another more affordable location.

Cora Sheffield DBA The Camille Spa & Wax Studio (Sole Proprietor)

Requested Funding: \$50,000

Recommended Funding: \$33,500

LMI FTE positions retained: 1

LMI FTE positions created: 2

The Camille Spa & Wax Studio has operated in Cumberland County since late 2019. The business is a Day Spa that offers esthetician services such as facials, hair removal, eyebrow services (shaping, lift, extensions, and tinting), and makeup application. In March of 2020, Governor Cooper mandated that indoor facilities like spas would temporarily close to slow the spread of the COVID-19 virus. Due to this closure, the spa could not maintain staffing resulting in the owner being the only remaining employee.

West Cutz LLC

Requested Funding: \$25,000

Recommended Funding: \$15,000

LMI FTE positions retained: 1

LMI FTE positions created: 1

West Cutz LLC has operated in Cumberland County since early 2019. The business is a barbershop, and in March of 2020, Governor Cooper mandated that indoor facilities like barbershops would temporarily close to slow the spread of the COVID-19 virus.

Chanda Williams DBA Wigz N Stuff (Sole Proprietor)

Requested Funding: \$33,000

Recommended Funding: \$9,000

LMI FTE positions retained: 1

LMI FTE positions created: 1

Wigz N Stuff has operated in Cumberland County since late 2019. The business produces custom hair prostheses for customers suffering from the effects of alopecia, chemotherapy, and other medical issues.



TO: BOARD OF COUNTY COMMISSIONERS

**FROM: BRIAN HANEY, ASSISTANT COUNTY MANAGER
INTERIM HUMAN RESOURCES DIRECTOR**

DATE: JUNE 7, 2022

**SUBJECT: RECOMMENDATION TO USE ARP FUNDS TO PROVIDE
RETENTION INCENTIVES FOR COUNTY EMPLOYEES**

Brian Haney, Assistant County Manager for General Government and Stewardship, and Interim Human Resources Director, gave a presentation to the Cumberland County Board of Commissioners' ARP Committee on Monday, June 6, 2022, to discuss his concerns related issues the County's departments are experiencing in the areas of employee recruitment and retention. A copy of the memorandum and PowerPoint presentation that were given to the ARP Committee are attached along with this memorandum for the Board's review.

Given the County's high turnover rate (25% at the end of May) and vacancy rate (22%), County management is concerned that if these numbers continue to increase, it could create an environment where departments are unable to effectively carry out their basic functions. This is already the case in some departments.

The Board's adopted FY 2023 budget includes a 4% cost of living adjustment for all County employees and additional increases to the starting pay of certain law enforcement personnel. The budget also provides funding for a compensation study that will examine the County's classification and compensation system, compare the salaries of Cumberland County's positions with comparable jurisdictions, and provide recommendations to address salary compression, inequity, and competitive pay within the ranges. However, it will take time to complete the study, and implementation will likely have to be phased in over time due to the anticipated cost.

In addition to these initiatives, Human Resources is also looking into other non-monetary initiatives such as teleworking arrangements, flexible work schedules, an internship program, bringing retirees back to assist on a part-time basis, and organizing a County-wide job fair in July.

In order to stem the tide of employee turnover and vacancies until the recommendations from the compensation study and other strategies can be implemented, staff recommends using a portion of the County's American Rescue Plan allocation to provide retention incentives for County employees. Other jurisdictions, such as Wake County, have announced plans to use a portion of

To: Board of County Commissioners

Subject: Recommendation to use ARP funds to provide retention incentives

Date: June 7, 2022

Page 2

their ARP allocations to provide these incentives in order to retain their employees, and staff believe this is something that could help retain employees while additional long-term solutions are developed.

The ARP Committee has directed staff to bring a recommended framework for retention incentives back before them on June 20, 2022, at 5 p.m., at which point the Committee may elect to move the recommendation forward to the full Board of Commissioners for consideration at your 7 p.m. meeting on June 20. The reason for this expedited timeline is so that, if the Board is in favor of the recommendation, it can be acted on prior to the Board's July recess and communicated to County employees in the hopes of encouraging more employees to remain with the County while long-term solutions are identified.

Please feel free to reach out if if you have any questions on this matter.

Recommendation to use ARP Funds to Provide Retention Incentives for County Employees



Presented by:

Brian Haney, Assistant County Manager

Interim Human Resources Director

Concerning Trends for Cumberland County

- **County-wide Vacancy Rate (as of May 31): 22.23%**
- Jail: 42.32% (113/267)
- Health – WIC: 30.43% (14/46)
- Animal Services: 28.57% (16/56)
- Social Services: 26.41% (187/708)
- ITS: 22.45% (11/49)
- Sheriff's Office: 16.57% (55/332)
- Library: 10.06% (16/159)

Concerning Trends for Cumberland County

- **Turnover Rate:** 25% near the end of May (27.35% when annualized)
- **Average Tenure of Employees:** 4 years
- **Departments are...**
 - Experiencing difficulty recruiting qualified candidates and paying enough to bring them on
 - Seeing equity issues with tenured employees when they do bring new employees above minimum
 - Seeking to either raise salaries or reduce minimum qualifications

Concerning Trends for Cumberland County

- COVID-19 and “Great Recession” have disrupted the traditional work environment
- Minimum salaries are not competitive with comparable jurisdictions
- Most employees are brought in at or near the minimum, regardless of experience
- No mechanism exists to move employees through pay range
- Hiring above the minimum creates significant inequities and compression issues with existing employees

What are we doing about it?

Recommended FY 2023 Budget includes:

- 4% COLA for employees
- 2% increase in pay grades
- Funding for Compensation Study

Other Strategies

- Remote Work
- Flexible Schedules
- Internship Program
- County-wide Job Fair
- Recruiting Retirees

Retention Incentives

Wake County, NC - \$20M in ARP funds for Retention Incentives

- Less than \$60,000: \$4,000
 - \$1,500 in March, \$1,500 in Aug., \$1,000 in Dec.
- From \$60,000 to \$99,999: \$3,750
 - \$1,500 in March, \$1,250 in Aug., \$1,000 in Dec.
- \$100,000 and up: \$3,000
 - \$1,500 in March, \$500 in Aug., \$1,000 in Dec.

\$1,000 in December for employees hired after Feb. 1

All employees receive 40 hours in retention leave effective Aug. 1

Recommendation

- Provide Retention Incentives split over three payments
 - July/August 2022
 - December/January 2022
 - June 2023
- Provide Incentive for employees hired after implementation
- Use unallocated ARP funds: \$9,528,690

Potential Cost

- \$10,252,000 if all positions were filled
- \$8,000,000 for 78% of employees (based on 22% vacancy)
- Considerations to reduce costs:
 - Exclude employees earning above a certain annual salary
 - Provide tiered incentive based on salary ranges
 - Provide prorated incentives to part-time employees



CUMBERLAND COUNTY

NORTH CAROLINA

Resolution of the Cumberland County Board of Commissioners Requesting
the City of Fayetteville to Waive Its Voluntary Annexation Requirement
for the Provision of Public Sewer to Shaw Heights

Whereas, Shaw Heights is an unincorporated area of Cumberland County lying within the corporate limits of the City of Fayetteville and adjoining the boundary of Fort Bragg Military Reservation at Murchison Road; and

Whereas, Shaw Heights contains numerous dwellings or abandoned dwellings with failed or failing septic tank wastewater disposal systems; and

Whereas, the Board of Commissioners wishes to provide a sanitary sewer system within Shaw Heights to remediate the environmental issues caused by failing septic tank wastewater disposal systems and revitalize the communities within Shaw Heights; and

Whereas, the county can only undertake this project within Shaw Heights if it is to be connected to the existing public sewer system of the City of Fayetteville; and

Whereas, the City of Fayetteville has a policy requiring the extension of sewer only into areas which have petitioned for voluntary annexation into the city; and

Whereas, the Board of County Commissioners wishes to move this project forward in order to use federal funds under the American Rescue Plan Act of 2021 ("Fiscal Recovery Funds"), for which the project must be designed and under contract by December 31, 2024.

Be it hereby resolved, the Board of Commissioners requests the mayor and council of the City of Fayetteville to quickly waive application of the city's voluntary annexation policy to Shaw Heights so the county can undertake the project to provide sanitary sewer in Shaw Heights in sufficient time to fund the project with Fiscal Recovery Funds.

Adopted June 9, 2022.

Cumberland County Board of Commissioners
By:

Glenn B. Adams, Chair

Attest:

Candice H. White, Clerk to the Board



BOARD OF COMMISSIONERS' OFFICE

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM:

DATE: 6/9/2022

SUBJECT: CHAIRMAN'S COMMUNITY ALIGNMENT MEETINGS

Requested by:

Presenter(s):

BACKGROUND

Information will be provided on the meetings convened by Chairman Glenn Adams with stakeholder groups in the County to discuss each organization's projects and the potential for collaboration and alignment.

RECOMMENDATION / PROPOSED ACTION

For information purposes.



MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: VICKI EVANS, FINANCE DIRECTOR

DATE: 5/30/2022

SUBJECT: FINANCIAL REPORT

Requested by: AMY CANNON, COUNTY MANAGER

Presenter(s): N/A

BACKGROUND

The attached financial report shows results of the general fund for fiscal year 2022, April year-to-date. Additional detail has been provided on a separate page explaining percentages that may appear inconsistent with year-to-date budget expectations.

RECOMMENDATION / PROPOSED ACTION

No action needed. For information and discussion purposes.

ATTACHMENTS:

Description

Monthly Financial Report

Type

Backup Material

**County of Cumberland
General Fund Revenues**

REVENUES	FY20-21 AUDITED	FY21-22 ADOPTED BUDGET	FY21-22 REVISED BUDGET	YTD ACTUAL (unaudited) AS OF April 30, 2022	PERCENT OF BUDGET TO DATE	*
Ad Valorem Taxes						
Current Year	\$ 169,200,461	\$ 168,721,614	\$ 168,721,614	\$ 168,442,900	99.8%	(1)
Prior Years	1,629,364	828,000	828,000	1,302,579	157.3%	
Motor Vehicles	23,101,696	22,348,691	22,348,691	17,281,518	77.3%	(2)
Penalties and Interest	788,466	578,000	578,000	651,865	112.8%	
Other	926,779	894,959	894,959	982,377	109.8%	
Total Ad Valorem Taxes	195,646,766	193,371,264	193,371,264	188,661,239	97.6%	
Other Taxes						
Sales	55,084,708	53,023,227	53,023,227	34,378,541	64.8%	(3)
Real Estate Transfer	2,215,078	1,600,000	1,600,000	2,808,250	175.5%	
Other	847,834	873,000	873,000	326,284	37.4%	
Total Other Taxes	58,147,620	55,496,227	55,496,227	37,513,075	67.6%	
Unrestricted & Restricted Intergovernmental Revenues	70,904,229	65,581,449	77,869,764	40,887,393	52.5%	(4)
Charges for Services	14,618,559	13,422,090	13,434,090	9,708,566	72.3%	(5)
Other Sources (includes Transfers In)	1,658,932	1,184,882	1,361,489	1,154,386	84.8%	
Lease Land CFVMC	4,313,522	4,313,522	4,313,522	4,205,080	97.5%	
Total Other	5,972,454	5,498,404	5,675,011	5,359,466	94.4%	
Total Revenue	\$ 345,289,628	\$ 333,369,434	\$ 345,846,356	\$ 282,129,739	81.6%	
Fund Balance Appropriation		9,159,873	83,426,431	-	0.0%	
Total Funding Sources	\$ 345,289,628	\$ 342,529,307	\$ 429,272,787	\$ 282,129,739	65.7%	

County of Cumberland
General Fund Expenditures

DEPARTMENTS				YTD ACTUAL	PERCENT OF BUDGET TO DATE	**
	FY20-21 AUDITED	FY21-22 ADOPTED BUDGET	FY21-22 REVISED BUDGET	(unaudited) AS OF April 30, 2022		
Governing Body	\$ 612,166	\$ 682,250	\$ 682,250	\$ 534,295	78.3%	
Administration	1,678,886	1,992,345	2,062,103	1,216,533	59.0%	
Public Affairs/Education	755,572	916,658	846,900	660,103	77.9%	
Human Resources	948,963	1,071,556	1,071,556	642,586	60.0%	
Print, Mail, and Design	732,642	780,535	780,535	534,676	68.5%	
Court Facilities	111,108	144,920	144,920	100,881	69.6%	
Facilities Maintenance	1,209,766	1,158,465	1,109,032	717,156	64.7%	
Landscaping & Grounds	703,267	800,763	800,763	570,521	71.2%	
Carpentry	218,864	217,753	217,753	161,501	74.2%	
Facilities Management	1,471,010	1,556,056	1,556,056	1,170,298	75.2%	
Public Buildings Janitorial	878,654	965,301	965,301	736,726	76.3%	
Central Maintenance	704,021	675,219	747,510	539,853	72.2%	
Information Services	4,941,565	6,507,246	7,234,066	4,506,183	62.3%	
Board of Elections	1,924,356	1,556,013	1,556,013	617,588	39.7% (1)	
Finance	1,366,775	1,378,438	1,406,949	1,123,181	79.8%	
Legal	738,495	1,087,181	1,087,181	711,076	65.4%	
Register of Deeds	2,366,082	2,616,316	3,297,413	1,912,466	58.0%	
Tax	5,768,829	6,387,092	6,551,767	4,773,958	72.9%	
General Government Other	7,508,484	4,622,876	8,863,111	6,721,777	75.8%	
Sheriff	46,770,661	58,503,564	60,514,678	38,411,560	63.5%	
Emergency Services	3,979,703	4,190,026	4,327,668	3,207,035	74.1%	
Criminal Justice Pretrial	537,704	691,215	691,215	409,992	59.3%	
Youth Diversion	30,438	36,687	36,687	26,138	71.2%	
Animal Services	3,296,041	3,509,785	3,844,426	2,649,255	68.9%	
Public Safety Other (Medical Examiners, NC Detention Subsidy)	1,303,113	1,369,155	1,617,155	1,133,659	70.1%	
Health	23,030,559	25,020,602	31,884,439	18,504,964	58.0%	
Mental Health	5,429,603	5,694,167	5,694,167	5,306,027	93.2%	
Social Services	55,098,629	64,644,188	69,119,445	43,715,654	63.2%	
Veteran Services	437,822	547,167	547,167	403,543	73.8%	
Child Support	5,110,079	5,693,462	5,693,462	3,810,493	66.9%	
Spring Lake Resource Administration	28,155	39,074	39,074	24,598	63.0%	

County of Cumberland
General Fund Expenditures

DEPARTMENTS	FY20-21 AUDITED	FY21-22 ADOPTED BUDGET	FY21-22 REVISED BUDGET	YTD ACTUAL (unaudited) AS OF April 30, 2022	PERCENT OF BUDGET TO DATE	**
Library	9,538,367	10,495,183	10,925,139	8,050,474	73.7%	
Culture Recreation Other (Some of the Community Funding)	260,569	260,569	260,569	252,496	96.9%	
Planning	2,968,616	3,489,338	3,564,370	2,610,027	73.2%	
Engineering	409,892	607,937	610,207	482,341	79.0%	
Cooperative Extension	622,080	839,559	842,559	492,189	58.4%	
Location Services	204,386	275,533	202,162	133,855	66.2%	
Soil Conservation	208,202	2,288,939	2,669,781	132,632	5.0%	(2)
Public Utilities	91,456	96,900	96,900	77,117	79.6%	
Economic Physical Development Other	20,000	20,000	20,000	20,000	100.0%	
Industrial Park	17,535	4,332	4,332	3,889	89.8%	
Economic Incentive	632,132	767,447	767,447	613,541	79.9%	
Water and Sewer	179,456	250,000	268,570	53,477	19.9%	(3)
Education	94,876,432	98,053,453	98,053,453	80,532,773	82.1%	
Other Uses:						
Transfers Out	20,391,447	20,024,042	85,996,536	536,675	0.6%	(4)
TOTAL	\$ 310,112,582	\$ 342,529,307	\$ 429,272,787	\$ 239,545,765	55.8%	

Expenditures by Category	FY20-21 AUDITED	FY20-21 ADOPTED BUDGET	FY20-21 REVISED BUDGET	YTD ACTUAL (unaudited) AS OF April 30, 2022	PERCENT OF BUDGET TO DATE	
Personnel Expenditures	\$ 134,059,243	\$ 154,487,473	\$ 158,314,472	\$ 113,270,800	71.5%	
Operating Expenditures	153,904,502	164,954,413	180,419,282	125,429,755	69.5%	
Capital Outlay	1,757,391	3,063,379	4,542,497	308,535	6.8%	(5)
Transfers To Other Funds	20,391,446	20,024,042	85,996,536	536,675	0.6%	(4)
TOTAL	\$ 310,112,582	\$ 342,529,307	\$ 429,272,787	\$ 239,545,765	55.8%	

COUNTY OF CUMBERLAND

Fiscal Year 2022 - April Year-to-Date Actuals (Report Run Date: May 25, 2022)

Additional Detail

General Fund Revenues

*

- (1) **Current Year Ad Valorem 99.8%** of budget. 98.41% = Total collection rate as of April 30, 2022)
- (2) **Motor Vehicles 77.3%** - YTD Actual reflects 9 months of collections.
- (3) **Sales Tax 64.8%** - YTD actual reflects 7 months of collections. Collections for the fiscal year are first recorded in October.
- (4) **Unrestricted/Restricted Intergovernmental 52.5%** - There is typically a one to two month lag in receipt of this funding.
- (5) **Charges for Services 72.3%** - The largest component of charges for services is revenue from the Board of Ed for security at 22% of budget. 48% of that revenue has been billed/collected to date.

General Fund Expenditures

**

- (1) **Board of Elections 39.7%** - Municipal election expenses came in lower than anticipated as compared to budget.
- (2) **Soil Conservation 5.0%** - Approximately \$2.1M in USDA Grant funds were budgeted and are unexpended.
- (3) **Water and Sewer 19.9%** - Expenditures are in line with past fiscal year trends at this point in the fiscal year.
- (4) **Transfers Out 0.6%** - Transfers are often prepared toward the end of the fiscal year.
- (5) **Capital Outlay 6.8%** - Most of these capital items are typically purchased in the second and third quarters of the fiscal year.



RISK MANAGEMENT

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022 **AGENDA SESSION**

TO: BOARD OF COUNTY COMMISSIONERS

FROM: JULIE A. CRAWFORD, BENEFITS COORDINATOR

DATE: 5/31/2022

SUBJECT: HEALTH INSURANCE UPDATE

Requested by: AMY H. CANNON, COUNTY MANAGER

Presenter(s): N/A

BACKGROUND

As of July 1, 2019, retirees who are 65 and older became covered by a County funded fully insured plan through AmWINS. All other covered members remained insured by the County's self-funded plan through BCBS. The information provided below and within the graphs has been updated to include the monthly premium amount paid to fund the fully insured plan and the actual monthly claims amounts for all other covered members. Combining these amounts for FY20 and beyond is necessary to ensure a complete picture when comparing the claims results to prior years.

Total health insurance claims plus the fully insured premium amount for FY22 are up 17.86% for the month of April as compared to the same month in FY21. To provide some perspective, below is the ten-month average for the past five fiscal years. This average represents the average monthly year-to-date claims for each fiscal year and includes the fully insured premium for fiscal years 20, 21 and 22. Additionally, graphs are provided in the attachment to aid in the analysis.

Year to date claims and premium payment through April	\$21,538,465
Less year to date stop loss credits	(\$ 3,396,398)
Net year to date claims and premium payment through April	\$18,142,067

Average monthly claims and fully insured premium (before stop loss) per fiscal year through April:
FY18 \$1,490,701

FY19 \$1,807,663
FY20 \$1,582,734
FY21 \$1,648,647
FY22 \$2,153,846

RECOMMENDATION / PROPOSED ACTION

For information only – no action needed.

ATTACHMENTS:

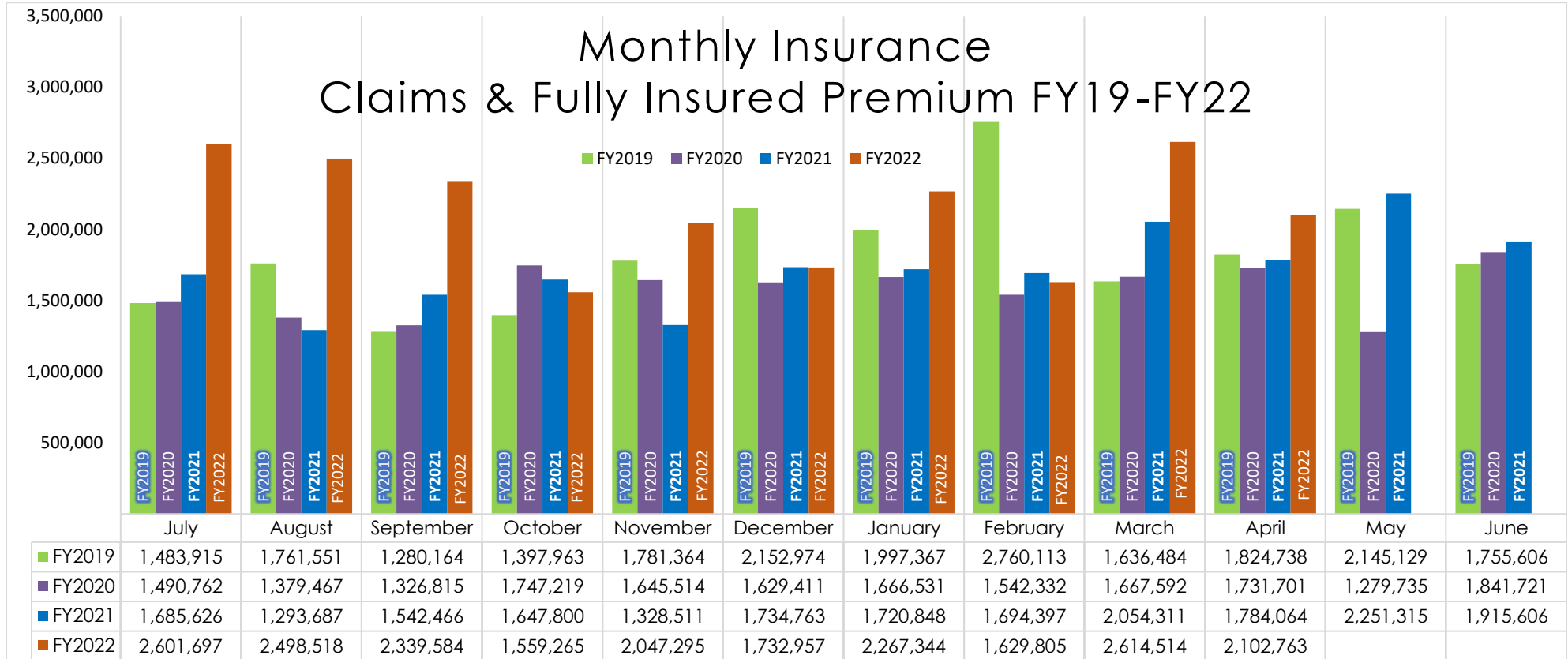
Description

Health Insurance Graphs

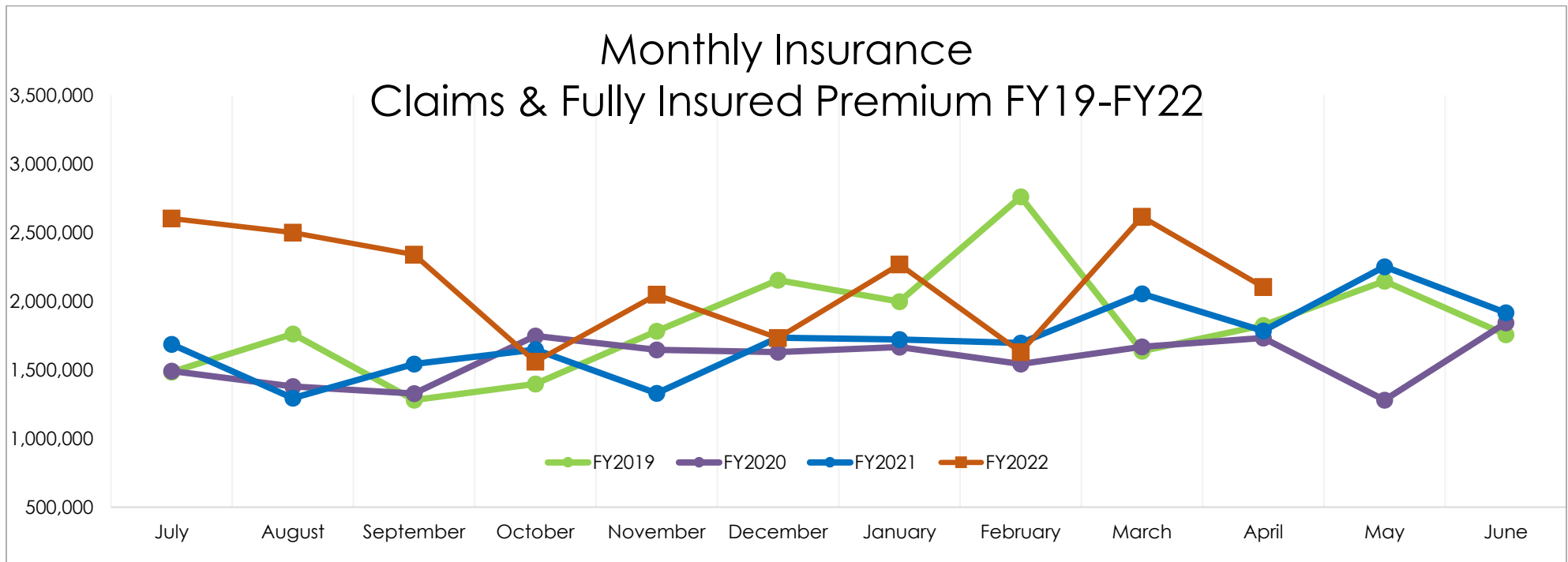
Type

Backup Material

Monthly Insurance Claims & Fully Insured Premium FY19-FY22



Monthly Insurance Claims & Fully Insured Premium FY19-FY22





ENGINEERING AND INFRASTRUCTURE DEPARTMENT

MEMORANDUM FOR THE AGENDA OF THE JUNE 9, 2022
AGENDA SESSION

TO: BOARD OF COUNTY COMMISSIONERS

FROM: JERMAINE WALKER, DIRECTOR OF ENGINEERING AND INFRASTRUCTURE

DATE: 6/2/2022

SUBJECT: PROJECT UPDATES

Requested by: BOARD OF COMMISSIONERS

Presenter(s): JERMAINE WALKER, DIRECTOR OF ENGINEERING AND INFRASTRUCTURE

BACKGROUND

Please find attached the monthly project report update for your review.

RECOMMENDATION / PROPOSED ACTION

No action is necessary. This is for information only.

ATTACHMENTS:

Description	Type
Project Updates	Backup Material

MONTHLY PROGRESS REPORT				
Project Location	Contract Amount	Project Status	Contract Start Date	Contract Duration
500 Executive Place - Cumberland County Emergency Services Center	\$16.8M	85% Complete. Still experiencing significant supply chain and labor shortages. Awaiting delivery of critical infrastructure items (UPS and Backup Generator). Secondary fiber network permitting still pending and will significantly impact "go live" date. Estimated completion date is December 30, 2022.	3/8/2021	360 days
DSS Elevators	\$1,000,000.00	Materials delivered on May 23, 2022. Deconflicted with DSS Roof Replacement project. Start date is June 6, 2022. Estimated completion is December 31, 2022.	N/A	N/A
Headquarters Library Parking Lot	\$37,200.00	Revised design based upon boring results. Will solicit on July 1, 2022.	5/13/2021	1/19/2022
Doorway for Register of Deeds	\$115,000.00	Project complete. Pending punchlist inspection.	N/A	N/A
DSS Camera Replacement and Security System Upgrades	\$219K	Project complete.	10/11/2021	270 days
Judge Maurice E. Braswell Courthouse Access Management and Security Camera System	\$452K	30% complete. Currently installing network lines. All work is after-hours.	10/11/2021	270 days
Judge Maurice E. Braswell Courthouse Bathroom Updates	\$200K	Intent is to do LL bathrooms first. Work starting on June 6, 2022. Scope of work includes touchless fixtures, new partitions, and floor covering.	N/A	N/A
DSS roof replacement	\$1.5M	Construction will start on June 6, 2022. Estimated completion is October 21, 2022.	N/A	N/A
Judge Maurice E. Braswell Courthouse roof replacement	\$400K	Construction started March 21, 2022. Estimated completion date is July 1, 2022.	N/A	N/A