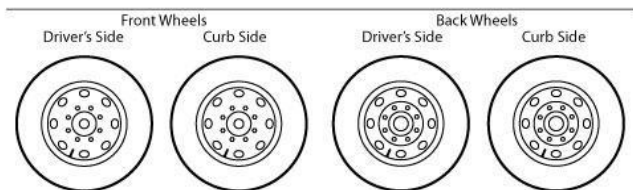
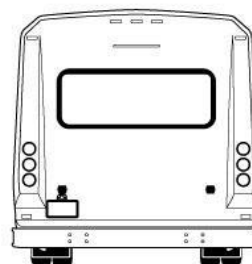
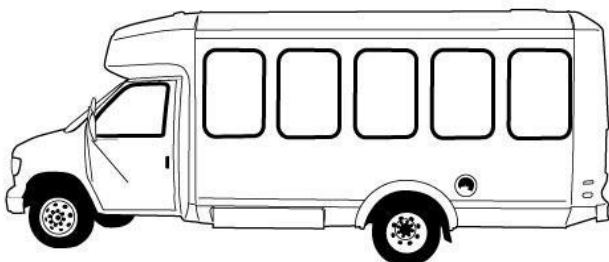
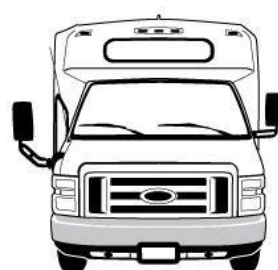
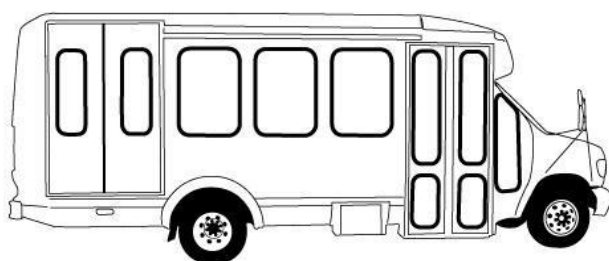


# WESTERN CAROLINA COMMUNITY ACTION/ APPLE COUNTRY TRANSPORTATION PUBLIC TRANSPORTATION SYSTEM SAFETY PLAN (SSP)



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Updated 10 / 2012

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# EMERGENCY ACTION PLAN

(Ref: 1910.38)

**Enter revision date here**

## **INTRODUCTION:**

This document is a plan for Apple County Transportation, a Division of Western Carolina Community Action (hereinafter called WCCA/Apple Country Transportation) to prepare for workplace emergencies. By auditing the workplace, training employees, obtaining and maintaining the necessary equipment, and assigning responsibilities, human life and company resources will be preserved. This plan intends to ensure all employees a safe and healthful workplace. Those employees assigned specific duties under this plan will be provided the necessary training and equipment to ensure their safety. This plan applies to emergencies that could be reasonably expected in our workplace such as fire/smoke, tornadoes, bomb threats, leaks, etc.

WCCA/Apple Country Transit will conduct an annual review of the SSP and agency Drug and Alcohol policy on October of every year.

In January of each year, the WCCA HR department will conduct will conduct annual motor vehicle record review of all drivers. The HR Director or Transportation Director will sign off on these reviews.

## **EMERGENCY PLAN COORDINATORS:**

**Accountable Executive – Transportation Director**  
**Safety Officer – Facilities and Safety Director**

<b>Building/Department</b>	<b>Name/Title</b>	<b>Phone #</b>
Transportation	Transportation Director/Jeff Roper	828-698-8571
Facilities & Safety	Safety and Facilities Director/ Tim Camp	828-450-0441
Facilities & Safety	Safety and Facilities Coordinator*/Tony Youngblood	828-243-5485

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

## **PLAN OUTLINE/DESCRIPTION:**

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

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

- FIRE: 828-697-3024
- POLICE: 828-697-3025
- AMBULANCE: 828-697-4827
- TRANSPORTATION DIRECTOR: 828-698-8571
- SAFETY AND FACILITIES DIRECTOR: 828-450-0441
- SAFETY AND FACILITIES COORDINATOR: 828-243-5485

- II. **\*Alarm System Requirements:** Alarm system requirements for notifying employees during an emergency are as follows
- a. Provides warning for safe escape.
  - b. Can be perceived by all employees.
  - c. Alarm is distinctive and recognizable.
  - d. Employees have been trained on the alarm system
  - e. Emergency phone numbers are posted.
  - f. Emergency alarms have priority over all other communications.
  - g. Alarm system is properly maintained.
- III. **Sounding the Alarm:** The signal for immediate evacuation of the facility will be a fire and security alarm. The alternate means of notification will be verbal commands and 2-way radio.
- IV. **Evacuation Plans:** Emergency evacuation escape route plans (see Appendix A1 emergency escape plan) are posted in key areas of the facility. All employees shall be trained on primary and secondary evacuation routes.
- V. **Employee Accountability:** In the event of an evacuation, all occupants shall promptly exit the building via the nearest exit. Go to your designated assembly point and report to your supervisor. Each supervisor (or designee) will account for each assigned employee via a head count. All supervisors shall report their head count to the Transportation Director, Transportation Program Asst. Manager, and Transportation Support Specialist. Who will be located at the empty lot behind building and accessible via cell phone or radio.
- 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.

Task	Building/Department	Name/Title/Phone#
Fire Extinguisher/Hoses	Transportation	Transportation Director/828-698-8571
Evacuation Assistant	Transportation	Transportation Director/828-698-8571
Emergency Shut-down	Transportation	Transportation Director/828-698-8571

- VII. **Hazardous Weather:** A hazardous weather alert consists of severe storm alerts/warnings from media, alert notifications, and government agencies. When a hazardous weather alert is made, all employees shall immediately report to the nearest shelter and or designated refuge spots. Closest tornado refuge area (see Appendix A). Stay in this area until the all-clear sign which is a severe weather warning is over.
- VIII. **Training:** The personnel listed below have been trained to assist in the safe and orderly emergency evacuation of employees: Transportation Director and Facilities and Safety Director
- Employee training should be provided when:
    - i. Annually
    - ii. When new employees are hired

- I. Subjects addressed include:

- i. Emergency escape procedures/routes
- ii. Fire extinguisher locations and proper use
- iii. Head count procedures
- iv. Means of reporting fires/emergencies (use of alarm systems)
- v. Names/titles of Coordinators
- vi. Availability of the plan to employees
- vii. Hazardous weather procedures
- viii. Special duties as assigned to Coordinators and those listed above.

*Written records shall be maintained by the Transportation Director and Facilities and Safety Director of all Emergency Action Plan training.*

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

# **FIRE PREVENTION PLAN**

**Enter revision date here**

## **I. POLICY**

Established \_\_\_\_\_  
(Date)  
\_\_\_\_\_  
(Executive Officer)

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

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

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

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

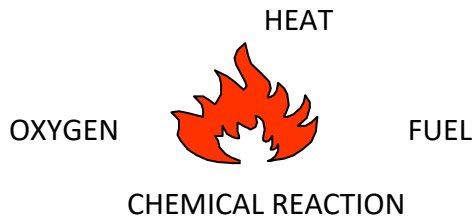
This Plan will be reviewed annually and updated as needed to maintain compliance with applicable regulations and standards and remain up-to-date with best practices in fire protection. Workplace inspection reports and fire incident reports will be maintained and used to provide corrections and improvements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

This Plan will be available for employees to view at all times during normal working hours.

## **II. CLASSIFICATION**

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





The first component of the Fire 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 REACTION**. 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 the source of fuel: Class A, B, C, and D based on the type of fuel source. Table 1 below describes the classifications of fire that can be used in making hazard assessments.

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 illustrates the two steps in determining Fire Hazards. First is identifying the existing fire hazards in the workplace and second is acting to resolve them.

The inspection checklist, in Appendix A pg. 13, provides a guide for precise fire-safe practices that must be followed. The location of these major fire hazards is 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 that are considered hazardous shall be identified, as evident on the specific Material Safety Data Sheets (MSDS), and labeled on containers as soon as they arrive in the workplace. The identification system shall also include incorporation into the company's hazard communication program.

#### **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 the amount necessary to perform an operation for one working shift) of flammable liquids shall be stored in, and dispensed from, approved safety containers equipped with vapor-tight, self-closing caps, screens or covers.
- Flammable liquids shall be stored away from sources that can produce sparks.
- Flammable liquids shall only be used in areas having adequate and, if feasible, positive ventilation. If the liquid is highly hazardous, the liquid shall only be used in areas with a local exhaust ventilation.
- Flammable liquids shall never be transferred from one container to another by applying air pressure to the original container. Pressurizing such containers may cause them to rupture, creating a serious flammable liquid spill.

- When dangerous liquids are being handled, a warning sign will be posted near the operation, notifying other employees and giving warning that open flames are hazardous and are to be kept away.
- The storage and usage areas will include fire-resistive separations, automatic sprinklers, special ventilation, explosion-relief valves, separation of incompatible materials, and the separation of flammable materials from other materials.

## V. POTENTIAL IGNITION SOURCES

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

### Potential Ignition Sources

*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	Dangerous near flammable liquids and in areas where combustibles are stored or used.	Smoke only in permitted areas. Make sure matches are out. Use appropriate receptacles
Static electricity	Occurs where liquid flows from pipes.	Ground equipment. Use static eliminators. Humidify the atmosphere.
Hot surfaces	Exposure of combustibles to furnaces, electric lamps, or irons.	Provide ample clearances, insulation, and air circulation. Check heating apparatus prior to leaving it unattended.

## 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 them daily.
- Do not use gasoline or other flammable solvent or finish to clean floors.
- Use noncombustible oil-absorptive materials for sweeping floors.
- Dispose of materials in noncombustible containers that are emptied daily.
- Remove accumulation of combustible dust.
- Don't refuel gasoline-powered equipment in a confined space, especially in the presence of equipment such as furnaces or water heaters.
- Don't refuel gasoline-powered equipment while it is hot.
- Follow proper storage and handling procedures.
- Ensure combustible materials are present only in areas in quantities required for the work operation.
- Clean up any spill of flammable liquids immediately.
- Ensure that if a worker's clothing becomes contaminated with flammable liquids, these individuals change their clothing before continuing to work.
- Post "No Smoking" caution signs near the storage areas
- Report any hazardous condition, such as old wiring, worn insulation and broken electrical equipment to the supervisor.
- Keep motors clean and in good working order
- Don't overload electrical outlets
- Ensure all equipment is turned off at the end of the workday. Maintain the right type of fire extinguisher available for use.
- Use the safest cleaning solvents (nonflammable and nontoxic) when cleaning electrical equipment.
- Ensure that all passageways and fire doors are unobstructed. Stairwell doors shall never be propped open, and materials shall not be stored in stairwells.
- Periodically remove over spray residue from walls, floors, and ceilings of spray booths and ventilation ducts.
- Remove contaminated spray booth filters from the building as soon as replaced, or keep immersed in water until disposed.
- Don't allow material to block automatic sprinkler systems, or to be piled around fire extinguisher locations. To obtain the proper distribution of water, a minimum of 18 inches of clear space must be maintained below sprinkler deflectors. If there are no sprinklers, a 3-foot clearance between piled material and the ceiling must be maintained to permit use of hose streams. These distances must be doubled when stock is piled higher than 15 feet.
- Check daily for any discard lumber, broken pallets or pieces of material stored on site and remove properly
- Remove immediately any pile of material which falls into an aisle or clear space.
- Use weed killers that are not toxic and do not pose a fire hazard.

## **FIRE PROTECTION EQUIPMENT**

Every building will be equipped with 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 transmitted to the fire department. Any fire suppression or fire detection system will automatically actuate the building alarm system.

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

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

## **VII. TRAINING**

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

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

**Initial training and ongoing training shall include regularly scheduled fire drills. Training documentation shall be placed in (Appendix B1 training). Fire Extinguisher training will be conducted on an annual basis.**

## Appendix A

### FIRE PREVENTION CHECKLIST

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

- ELECTRICAL EQUIPMENT
  - No makeshift wiring
  - Fuse and control boxes clean and closed
  - Extension cords serviceable
  - Circuits properly fused or otherwise protected
  - Motors and tools free of dirt and grease
  - Equipment approved for use in hazardous areas (if required)
  - Lights clear of combustible materials
  - Safest cleaning solvents used
- FRICTION
  - Machinery properly lubricated
  - Machinery properly adjusted and/or aligned
- SPECIAL FIRE-HAZARD MATERIALS
  - Storage of special flammable isolated
  - Nonmetal stock free of tramp metal
- WELDING AND CUTTING
  - Area surveyed for fire safety
  - Combustible removed or covered
  - Permit issued
- OPEN FLAMES
  - Kept away from spray rooms and booths
  - Portable torches clear of flammable surfaces
  - No gas leaks
- PORTABLE HEATERS
  - Set up with ample horizontal and overhead clearances
  - Safely mounted on noncombustible surfaces
  - Secured against tipping or upset
  - Use of steel drums prohibited
  - Combustibles removed or covered
  - Not used as rubbish burners
- HOT SURFACES
  - Hot pipes clear of combustible materials
  - Ample containers available and serviceable
  - Soldering irons kept off combustible surfaces
  - 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
  - Flammable waste material containers emptied frequently
  - Piled material, dry, and well ventilated
  - 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
  - Personnel trained in use of equipment
  - Access to fire extinguishers clearly marked
  - Fire protection equipment turned on
  - Access to fire extinguishers unobstructed
  - Personnel exits unobstructed and maintained

## **APPENDIX B**

### **INSPECTION LOGS AND FIRE INCIDENT REPORTS**

Fire Inspection Records may be found in [Appendix C1 / inspection results 20 / inspection results 1052017 / Pye Barker](#)

**APPENDIX C**  
**IDENTIFIED FIRE HAZARDS AND RESPONSIBLE PERSONNEL**

**HAZARD IDENTIFICATION**

Type	Location	Control	Extinguisher Location	Responsible Personnel

**TRAINING RECORD**

[See Appendix B1 Training / folder = WCCA-Apple Training Calendar](#)

**APPENDIX E**

**FIRE EXTINGUISHER LOCATIONS**

Insert your map designating fire extinguisher locations behind this tab for your building.  
[Fire Extinguisher Locations](#) [See Appendix A1 for designated fire extinguisher locations and evacuation plan.](#)

**SAMPLE EVACUATION PLAN WITH FIRE EXTINGUISHERS IDENTIFIED**

[See Appendix A1](#)



# **PREVENTATIVE MAINTENANCE PLAN**

**Enter revision date here**

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

The **Transportation Director and Maintenance Coordinator** are responsible for ensuring that periodic maintenance is performed on the all vehicles in the agency fleet. **The maintenance coordinator will track service schedules in AssetWorks and excel spreadsheet to determine when vehicles are due for maintenance.**

All requests for service and maintenance must be given to the Coordinator. Repairs are posted on the Maintenance Repair form generated by the AssetWorks program. A copy of the form must be taken with the vehicle to the maintenance provider and a copy of the form is filed with the 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 Performed Maintenance**

- Wash vehicle interior and exterior
  - Determined by the amount of use, weather, and road conditions.

- (A buildup of 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 Preformed Maintenance**

- 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

#### **Preformed Maintenance done Every Year**

- Replace/Service:
  - Flush radiator
  - Replace coolant
  - Service air conditioner

#### **Preformed Maintenance done Every Two (2) Years**

- Replace
  - Replace all hoses; more often if necessary.
  - Replace battery
- Preformed Maintenance that is Mileage Specific
  - \* In dusty areas, the air filter should be replaced every 10,000 miles.
  - \*\* PVC valve and brake pad replacements and engine tune-ups may need to be performed more often than suggested in this schedule.

Mileage Count	Service Name	Maintenance Schedules
5,000	A	Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
10,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses.
15,000	B	Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
20,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, Check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake and brake hoses, inspect CV joints (if equipped) and front suspension components.
25,000	A	Change oil, oil filter, lubricate outer tie rod ends, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, check transfer case fluid level, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components.
30,000	B	Change oil, oil filter, flush and replace engine coolant regardless of mileage, lubricate outer tie rod ends, lubricate front suspension ball joints, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
35,000	A	Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses. Inspect CV (if equipped) and front suspension components.
40,000	A	Change oil, oil filter, flush and replace engine coolant, lubricate out tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
45,000	B	Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required.
50,000	A	Change oil, oil filter, flush and replace engine coolant, replace ignition cables, replace ignition cables, replace engine air cleaner filter, replace spark plugs, lubricate steering linkage, rotate tires, check transfer case fluid level, check transmission fluid level, and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace as necessary, inspect auto tension drive belt and replace if required.
55,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped).
60,000	C	Change oil, oil filter, lubricate steering linkage, rotate tires, lubricate outer tie rod ends, lubricate front suspension ball joints, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, Inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required, inspect and replace auto tension drive belt if required.

65,000	A	Change engine oil, oil filter, flush and replace engine coolant, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect CV joints (if equipped) and front-end suspension components.
70,000	A	Change oil, and filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
75,000	B	Change oil, oil filter, drain and refill transfer case fluid, lubricate front suspension ball joints, lubricate outer tie rod ends, replace ignition cables, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace if necessary, inspect auto tension drive belt and replace if required, inspect front wheel bearings, clean and repack if required, inspect auto tension drive belt and replace if required.
80,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
85,000	A	Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components. Drain and fill automatic transmission fluid, change filter, and adjust bands, flush and replace engine coolant, flush and replace power steering fluid.
90,000	D	Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
95,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses.
100,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
105,000	E	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, Check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake and brake hoses, inspect CV joints (if equipped) and front suspension components.
110,000	A	Change oil, oil filter, lubricate outer tie rod ends, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, check transfer case fluid level, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components.
115,000	A	Change oil, oil filter, flush and replace engine coolant regardless of mileage, lubricate outer tie rod ends, lubricate front suspension ball joints, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearing, clean and repack if required.
120,000	F	Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses. Inspect CV (if equipped) and front suspension components.
125,000	A	Change oil, oil filter, flush and replace engine coolant, lubricate out tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.

130,000	A	Change oil, oil filter, lubricate outer tie rod ends, lubricate front suspension ball joints, rotate tires, check transmission fluid level, check coolant level, hoses, and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required.
135,000	B	Change oil, oil filter, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
140,000	A	Change oil, oil filter, flush and replace engine coolant, replace ignition cables, replace ignition cables, replace engine air cleaner filter, replace spark plugs, lubricate steering linkage, rotate tires, check transfer case fluid level, check transmission fluid level, and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace as necessary, inspect auto tension drive belt and replace if required.
145,000	A	Change oil, oil filter, lubricate steering linkage, rotate tires, lubricate outer tie rod ends, lubricate front suspension ball joints, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, inspect CV joints (if equipped) and front suspension components, inspect front wheel bearings, clean and repack if required, inspect and replace auto tension drive belt if required.
150,000	B	Change engine oil, oil filter, flush and replace engine coolant, lubricate outer tie rod ends, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect CV joints (if equipped) and front end suspension components.
155,000	A	Change oil, and filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components.
160,000	A	Change oil, oil filter, Drain and refill transfer case fluid, lubricate front suspension ball joints, lubricate outer tie rod ends, replace ignition cables, replace engine air cleaner filter, replace spark plugs, rotate tires, check transmission fluid level and fill plug condition, check coolant level, hoses and clamps, inspect exhaust system, brake hoses and brake linings, inspect the CV joints (if equipped) and front suspension components, inspect PCV valve, replace if necessary, inspect auto tension drive belt and replace if required, inspect front wheel bearings, clean and repack if required, inspect auto tension drive belt and replace if required.
165,000	B	Change oil, oil filter, lubricate outer tie rod ends, lubricate steering linkage, rotate tires, check transmission fluid level, check coolant level, hoses and clamps, inspect exhaust system and brake hoses, inspect CV joints (if equipped) and front suspension components. Drain and fill automatic transmission fluid, change filter, and adjust bands, flush and replace engine coolant, flush and replace power steering fluid.
170,000	A	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 vehicle will need to remain started while you conduct the inspection, best practices encourage placing chocks behind the wheels prior to starting the motor.

- First, engage the parking brake.
- Second, start the vehicle.
- Next, check the oil pressure, fuel and alternator gauges.

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

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

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

#### **Vehicle Exterior**

- Turn on all exterior lights. With the vehicle in park and the emergency brake still on, begin the exterior check from the front of the vehicle.
- During the exterior inspection, be sure to note and report any evidence of fresh damage to the vehicle. Reporting such damage now may save you a lengthy and difficult

explanation or report later. Space is provided for you on the Daily Vehicle Inspection Checklist to note and describe any exterior damage.

- Check the 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 Kit
- 
- Look around the inside of your vehicle to make sure it is clean. Clear out trash, debris or loose items. Trash or debris left in the vehicle can be tossed about by careless passengers and can cause slips, falls and fires. A clean vehicle presents a professional image.
  - Check any special accessibility equipment if your vehicle is so equipped.
  - Examine tie downs for signs of damage or excessive wear. Make sure they can be properly secured to the floor.
  - Check all lifts and ramps by operating them through one complete cycle. Make sure they are functioning properly. (You may have to move the vehicle to ensure proper clearance while performing this part of the inspection.)
  - Make sure all doors and emergency exits are functional and unobstructed.

## **PRE/POST-TRIP INSPECTION WORKSHEET**

Date: \_\_\_\_\_ Vehicle: \_\_\_\_\_

Mileage: \_\_\_\_\_ Maintenance Due Date: \_\_\_\_\_

Wheelchair Lift Cycles: \_\_\_\_\_

### **EXTERIOR**

- Tires
- Turn signals
- Headlights
- Tail/brake 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

### **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

### **ACCESSIBILITY EQUIPMENT**

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

Notes: \_\_\_\_\_

Operator Name & Signature: \_\_\_\_\_

Management Comments: \_\_\_\_\_

Management Signature: \_\_\_\_\_

## MAINTENANCE REPAIR REQUEST FORM

VAN # \_\_\_\_\_ MILEAGE \_\_\_\_\_

– Air Conditioner: \_\_\_\_\_

– Belts & Hoses: \_\_\_\_\_

– Brakes: \_\_\_\_\_

– Battery: \_\_\_\_\_

– Oil Change (Last Oil Change Mileage): \_\_\_\_\_

– Lights: \_\_\_\_\_

– Wheelchair Lift: \_\_\_\_\_

– Radiator: \_\_\_\_\_

– Transmission: \_\_\_\_\_

– Tires: \_\_\_\_\_

– Other: \_\_\_\_\_

Driver \_\_\_\_\_ Date in Garage \_\_\_\_\_

Date \_\_\_\_\_ Date out of Garage \_\_\_\_\_

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# 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 WCCA/Apple Country Transportation vehicles to prevent the possibility of malfunctions.

[Four Seasons Ford, Grants Lift Service, Coast to Coast,] will maintain all WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation 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 Apple Country Transportation 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)

### **Wheelchair lift 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**

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

#### **DAILY INSPECTION**

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

#### **MANAGEMENT REVIEWS**

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

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# DRUG AND ALCOHOL POLICY



**Enter revision date here**

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## **DRUG AND ALCOHOL TESTING POLICY**

### **WCCA/Apple Country Transportation**

Adopted as of [MONTH DD, YEAR]

#### **A. PURPOSE**

- 1) The **WCCA/Apple Country Transportation** provides public transit and paratransit services for the residents of **Henderson County, North Carolina**. 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, **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** and are not provided under the authority of the above named Federal regulations are underlined. Tests conducted under the sole authority of **WCCA/Apple Country Transportation** 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.

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

### **C. DEFINITIONS**

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

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

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

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

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*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

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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 measure and 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 measure and can be accurately established.

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

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

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

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

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

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

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

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

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

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

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

*Safety-sensitive functions:* Employee duties identified as:

- (1) The operation of a transit revenue service vehicle even when the vehicle is not in revenue service.
  - (2) The operation of a non-revenue service vehicle by an employee when the operation of such a vehicle requires the driver to hold a Commercial Drivers License (CDL).
  - (3) Maintaining a revenue service vehicle or equipment used in revenue service.
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- (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.
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- (12) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
- (13) Fail to remain readily available following an accident.
- (14) As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

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

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

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

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

#### **D. EDUCATION AND TRAINING**

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

#### **E. PROHIBITED SUBSTANCES**

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

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

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

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

## **F. PROHIBITED CONDUCT**

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

- 2) Each covered employee is prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. The covered employee will subsequently be relieved of his/her on-call responsibilities and subject to discipline for not fulfilling his/her on-call responsibilities.
  - 3) The Transit Department shall not permit any covered employee to perform or continue to perform safety-sensitive functions if it has actual knowledge that the employee is using alcohol
  - 4) Each covered employee is prohibited from reporting to work or remaining on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.04 or greater regardless of when the alcohol was consumed.
    - a. An employee with a breath alcohol concentration which measures 0.02-0.039 is not considered to have violated the USDOT-FTA drug and alcohol regulations, provided the employee hasn't consumed the alcohol within four (4) hours of performing a safety-sensitive duty. However, if a safety-sensitive employee has a breath alcohol concentration of 0.02-0.039, USDOT-FTA regulations require the employee to be removed from the performance of safety-sensitive duties until:
      - i. The employee's alcohol concentration measures less than 0.02; or
      - ii. The start of the employee's next regularly scheduled duty period, but not less than eight hours following administration of the test.
  - 5) No covered employee shall consume alcohol for eight (8) hours following involvement in an accident or until he/she submits to the post-accident drug/alcohol test, whichever occurs first.
  - 6) No covered employee shall consume alcohol within four (4) hours prior to the performance of safety-sensitive job functions.
  - 7) WCCA/Apple Country Transportation, 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.
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- 8) Consistent with the Drug-free Workplace Act of 1988, all WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation management of any criminal drug statute conviction for a violation occurring in the workplace within five days after such conviction. Failure to comply with this provision shall result in disciplinary action as defined in Section Q of this policy.

#### **H. TESTING REQUIREMENTS**

- 1) Analytical urine drug testing and breath testing for alcohol will be conducted as required by 49 CFR Part 40 as amended. All employees covered under FTA authority shall be subject to testing prior to performing safety-sensitive duty, for reasonable suspicion, following an accident, and random as defined in Section K, L, M, and N of this policy, and return to duty/follow-up.
- 2) A drug test can be performed any time a covered employee is on duty. A reasonable suspicion, random, or follow-up alcohol test can only be performed just before, during, or after the performance of a safety-sensitive job function. Under WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation. 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
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Service (HHS). All testing will be conducted consistent with the procedures set forth in 49 CFR Part 40, as amended. The procedures will be performed in a private, confidential manner and every effort will be made to protect the employee, the integrity of the drug testing procedure, and the validity of the test result.

- 2) The drugs that will be tested for include marijuana, cocaine, opioids, amphetamines, and phencyclidine. After the identity of the donor is checked using picture identification, a urine specimen will be collected using the split specimen collection method described in 49 CFR Part 40, as amended. Each specimen will be accompanied by a DOT Custody and Control Form and identified using a unique identification number that attributes the specimen to the correct individual. The specimen analysis will be conducted at a HHS certified laboratory. An initial drug screen and validity test will be conducted on the primary urine specimen. For those specimens that are not negative, a confirmatory Gas Chromatography/Mass Spectrometry (GC/MS) or Liquid Chromatography/Mass Spectrometry (LC/MS) test will be performed. The test will be considered positive if the amounts of the drug(s) and/or its metabolites identified by the GC/MS or LC/MS test are above the minimum thresholds established in 49 CFR Part 40, as amended.
  - 3) The test results from the HHS certified laboratory will be reported to a Medical Review Officer. A Medical Review Officer (MRO) is a licensed physician with detailed knowledge of substance abuse disorders and drug testing. The MRO will review the test results to ensure the scientific validity of the test and to determine whether there is a legitimate medical explanation for a confirmed positive, substitute, or adulterated test result. The MRO will attempt to contact the employee to notify the employee of the non-negative laboratory result, and provide the employee with an opportunity to explain the confirmed laboratory test result. The MRO will subsequently review the employee's medical history/medical records as appropriate to determine whether there is a legitimate medical explanation for a non-negative laboratory result. If no legitimate medical explanation is found, the test will be verified positive or refusal to test and reported to **WCCA/Apple Country Transportation**. If a legitimate explanation is found, the MRO will report the test result as negative.
  - 4) If the test is invalid without a medical explanation, a retest will be conducted under direct observation. Employees do not have access to a test of their split specimen following an invalid result.
  - 5) Any covered employee who questions the results of a required drug test may request that the split sample be tested. The split sample test must be
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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. **WCCA/Apple Country Transportation** will ensure that the cost for the split specimen analysis is covered in order for a timely analysis of the sample, however **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** that there was not an adequate medical explanation for the result;
      - ii. The MRO reports to **WCCA/Apple Country Transportation** that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed;
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- 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
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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) **WCCA/Apple Country Transportation** 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
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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, **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** 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. **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** proof of having successfully completed a referral, evaluation and treatment plan as described in section 655.62 of subpart G.
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## **L. REASONABLE SUSPICION TESTING**

- 1) All **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** authority, a non-DOT reasonable suspicion alcohol test may be performed any time the covered employee is on duty. A reasonable suspicion drug test can be performed any time the covered employee is on duty.
  - 2) **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation**
  - 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
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command, the employee shall be referred for assessment and treatment consistent with Section Q of this policy. WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation. Since the employee self-referred to management, testing under this circumstance would not be considered a violation of this policy or a positive test result under Federal authority. However, self-referral does not exempt the covered employee from testing under Federal authority as specified in Sections L through N of this policy or the associated consequences as specified in Section Q.

#### **M. POST-ACCIDENT TESTING**

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

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

As soon as practicable following an accident, as defined in this policy, the transit supervisor investigating the accident will notify the transit employee operating the transit vehicle and all other covered employees whose performance could

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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 WCCA/Apple Country Transportation is unable to perform an FTA drug and alcohol test (i.e., employee is unconscious, employee is detained by law enforcement agency), WCCA/Apple Country Transportation 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.
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- 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 **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** 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**

**WCCA/Apple Country Transportation** 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

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returning to work. Following the initial assessment, the SAP will recommend a course of rehabilitation unique to the individual. The SAP will recommend the return-to-duty test only when the employee has successfully completed the treatment requirement and is known to be drug and alcohol-free and there are no undue concerns for public safety. The SAP will determine whether the employee returning to duty will require a return-to-duty drug test, alcohol test, or both.

#### **P. FOLLOW-UP TESTING**

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

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

#### **Q. RESULT OF DRUG/ALCOHOL TEST**

- 1) Any covered employee that has a verified positive drug or alcohol test, or test refusal, will be removed from his/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.
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- 3) Refusal to submit to a drug/alcohol test shall be considered equivalent to a positive test result and a direct act of insubordination and shall result in termination and referral to a list of USDOT qualified SAPs. A test refusal is defined as any of the following circumstances:
- a. Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by the employer.
  - b. Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has not refused to test.
  - c. Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
  - d. In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
  - e. Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
  - f. Fail or decline to take a second test as directed by the collector or the employer for drug testing.
  - g. Fail to undergo a medical evaluation as required by the MRO or the employer's Designated Employer Representative (DER).
  - h. Fail to cooperate with any part of the testing process.
  - i. Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
  - j. Possess or wear a prosthetic or other device used to tamper with the collection process.
  - k. Admit to the adulteration or substitution of a specimen to the collector or MRO.
  - l. Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
  - m. Fail to remain readily available following an accident.
  - n. As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.
- 4) An alcohol test result of  $\geq 0.02$  to  $\leq 0.039$  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:
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- 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 WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation.
  - 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**

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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**

WCCA/Apple Country Transportation 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 **WCCA/Apple Country Transportation** 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.
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- 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 **WCCA/Apple Country Transportation** 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 **[LOCAL GOVERNING BOARD]** on **[MONTH DD, YEAR]**.

**[APPLICABLE SIGNATURES]**

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## Attachment A

<u>Job Title</u>	<u>Job Duties</u>	<u>Testing Authority</u>
Executive Director	Oversees the total non-profit	State of NC
Transportation Director	Assists the Director in program oversight, direct supervision of Program Assistant Manager, Transportation Service Specialist, Maintenance Coordinator and Office Assistant.	FTA
Operators	Perform duties of driving vehicles And assisting passengers	FTA

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## **Attachment B Contacts**

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

### **WCCA/Apple Country Transportation Drug and Alcohol Program Manager**

Name: Felicia Sanchez

Title: Assistant Program Manager

Address: 526 7<sup>th</sup> avenue East Hendersonville, NC 28739

Telephone Number: 828-698-8571

### **Medical Review Officer**

Name: Dr. Kirk Roberts

Title: Medical Review Officer

Address: 2600 Grand BLVD Ste 500 Kansas City, MO 64108

Telephone Number: 855-355-7058

### **Substance Abuse Professional #1**

Name: Misty Peterson, M.A., LCMHC

Title: Substance Abuse Professional

Address: 417 Biltmore Ave. Suite 3-C Asheville, NC 28801

Telephone Number: 828-252-5725

### **Substance Abuse Professional #2**

Name: An Truong, M.A., LCMHC, LCAS, NCC

Title: Substance Abuse Professional

Address: 417 Biltmore Ave. Suite 3-C Asheville, NC 28801

Telephone Number: 828-252-5725

### **HHS Certified Laboratory Primary Specimen**

Name: Alere

Address: 450 Southlake Blvd. Richmond, VA 23236

Telephone Number: 800-877-7484

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## **5. SAFETY AND SECURITY PLAN**

**Your revision date here**

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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, [WCCA/Apple Country Transportation] has developed this Safety, Security and Emergency Preparedness Plan (SECURITY PLAN). This SECURITY PLAN outlines the process used by [WCCA/Apple Country Transportation] 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, [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation], 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 [WCCA/Apple Country Transportation]'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.

### **Identifying and Reporting Threats**

The safety of employees is a top priority and having a process in place for employees to identify and report suspicious people, activities, packages, devices, substances or vehicles is an integral part of keeping employees safe. Therefore, whenever an employee experiences a threat or potential threat they are to immediately contact a supervisor for to discuss the safest course of action. If an employee is driving and experiences one of the above situations, they will pull off of the road in a safe spot and contact a supervisor using the two-way radio or their personal phone to discuss the safest course of action. If a bomb threat is received via telephone call stating that a bomb has been placed on a bus, dispatch would immediately notify the bus driver to evacuate anyone on the bus immediately and call 911. If they are in a building, employee's will follow the protocol of the Emergency Action Plan and follow the safety protocol of that plan based on the threat. Employee's may also contact law enforcement, fire department, call 911, record threats on incident reports and pre and post sheets or meet with supervisors. If the threat is an unsafe drop off or pick up location an onsite visit by a supervisor and driver would take place to assess options for the safety of driver, customer and the general public. WCCA/Apple Country Transportation will also adhere to the annual training standards for community and human services transportation.

## **MISSION DEFINITION**

### **1.1 Introduction – Establishing the parameters of the plan**

#### **1.1a. - AUTHORITY**

The authority for implementing the SECURITY PLAN resides with the WCCA/Apple Country Transportation [].

#### **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 WCCA/Apple Country Transportation'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 [WCCA/Apple Country Transportation] SECURITY PLAN is to optimize -- within the constraints of time, cost, and operational effectiveness -- the level of protection afforded to [WCCA/Apple Country Transportation]'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 [WCCA/Apple Country Transportation]'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 [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] takes steps to be more aware, to better protect passengers, employees, facilities and equipment, and stands ready to support community needs in response to a critical incident. To this end, our SECURITY PLAN has five objectives:

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

#### **1.1e. - DEFINITION**

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

### **1.2 System Overview – Who We Are and What We Do**

#### **1.2a. - ORGANIZATIONAL DESCRIPTION**

Apple Country Transportation, part of Western Carolina Community Action Inc., is contracted with Henderson County to provide Public Transportation through Apple Country Transportation.

Also through our Grant programs, we are able to serve the public, to those who qualify, with transportation to medical appointments, grocery shopping, work, and with other needs. Please see our programs below to see what you may be eligible for.

#### **1.2b. - MISSION STATEMENT**

In a culture of respect, Western Carolina Community Action assists low income and underserved people of Western North Carolina to achieve their potential through advocacy of quality service such as public and human services transportation.

#### **1.2c. - ORGANIZATIONAL STRUCTURE**

1. WCCA CEO
2. Transportation Director
3. Facilities and Safety Director
4. Assistant Program Manager
5. Transportation Support Specialist
6. Maintenance Coordinator
7. Drivers

#### **1.2d. - SERVICE AREA**



*[Describe service area and population served, including geographic boundaries and unique features] Service area includes the county of Henderson. We serve all age groups]*

**1.2e. - SERVICE DESIGN**

- |                      |   |
|----------------------|---|
| 1. Fixed Route       | 4. Title III-congregate meal site, shopping and medical transport |
| 2. Medical Transport | 5. Work first   |
| 3. Paratransit       | 6. Contract work  |

**1.2f. - FUNDING SOURCES**

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| 1. 5311 Administrative-Operating     | 5. Henderson County Non-Profit Agency |
| 2. 5311 Capitol                      | 6. Contracts                          |
| 3. 5310 Operating                    |                                       |
| 4. Home & Community Care Block Grant |                                       |

**1.2g. - VEHICLES AND FACILITIES**

*Apple Country uses 6 LTV vehicles owned by the county to provide the public transit service. All other services use high top transit vans (15) 5 of which are ADA lift vehicles. All operations are out of one building using three offices and a driver's lounge.*

## **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 [WCCA/Apple Country Transportation] as part of the larger community and the response within the community to environmental hazards, criminal or terrorist acts, or natural disaster.

The [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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?

***An Agency "CRITICAL ASSET IDENTIFICATION AND ANALYSIS" is found in the section of this document entitled **SECURITY PLAN SUPPORTING DOCUMENTS** at Appendix E1 Critical Analysis and Assessment.***

## **2.2 Hazard and Threat Assessment**

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

#### **Overview**

In security terms, WCCA/Apple Country Transportation []'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, passenger facilities, administrative offices, computer systems and communications equipment

Assets are critical when their loss either endangers human life or impacts the WCCA/Apple Country Transportation []'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 WCCA/Apple Country Transportation []. This process helped WCCA/Apple Country Transportation [] management to prioritize the allocation of limited resources for protecting the most vital elements of its operation. In this asset analysis WCCA/Apple Country Transportation [] 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. WCCA/Apple Country Transportation [] 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 WCCA/Apple Country Transportation []. 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 [WCCA/Apple Country Transportation] 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

[WCCA/Apple Country Transportation] 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

***A completed "PRIORITIZED VULNERABILITY REPORT" is found in the section of this document entitled SECURITY PLAN SUPPORTING DOCUMENTS at Appendix E1 Critical Analysis and Assessments.***

#### **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, [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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 WCCA/Apple Country Transportation [] identified countermeasures to reduce vulnerabilities.

## **2.2c. - IDENTIFIED POTENTIAL TRANSIT SYSTEM THREATS**

[WCCA/Apple Country Transportation] is committed to focusing on organizational emergency planning activities and preparing its transit staff to react to any potential threatening event. [WCCA/Apple Country Transportation] 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 WCCA/Apple Country Transportation [] has done such a Threat and Vulnerability Assessment for the following potential threats:

***Completed "THREAT AND VULNERABILITY ANALYSIS" forms and "THREAT AND VULNERABILITY ASSESSMENT" forms for each of the below listed threats are found in the section of this document entitled SECURITY PLAN SUPPORTING DOCUMENTS at Appendix E1 Critical Analysis and Assessments.***

### **ACCIDENTS AND INCIDENTS**

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

## ACTS OF NATURE

- **Floods**

Are caused by heavy rain, storm surge, rapid snowmelt, ice jams, dam breaks or levee failures and can result in loss of life damage to facilities, danger to vehicles on roadways and loss of power and communications. Such events could require use of transit system assets for evacuation purposes.

- **Winter weather**

Snow and ice storms can cause power failures, make roads dangerous or impassable, cause sidewalk hazards, and affect the ability to deliver transit service.

- **Tornado/hurricane**

High winds have the potential to cause flying debris, down trees and/or power lines, make roadways impassable or dangerous, damage facilities or vehicles and threaten the safety of passengers and employees. Such events could require use of transit system assets for evacuation purposes.

- **Thunderstorms**

May trigger flash flooding, be accompanied by strong winds, hail or lightning, can possibly cause power or communication system outages, damage facilities and equipment and make roads dangerous or impassable.

- **Wildfire**

Whether natural or human-caused, are particularly dangerous in drought conditions, can reduce visibility, impair air quality, and have the potential to damage facilities, equipment and make roadways impassable. Such an event could require use of transit system assets for evacuation purposes.

- **Earthquake**

Has the potential to cause extensive damage to buildings, water systems, power systems, communications systems, roads, bridges and other transportation infrastructure. Such events often overwhelm first responder resources. In coastal areas, tsunamis, or tidal waves, are a hazard following major earthquakes and underwater tectonic activity. A transit system's assets could be used for evacuation purposes after damage assessment.

- **Landslide/Avalanche**

Has the potential to close roadways, damage vehicles and facilities and injure employees and passengers.

- **Dust storm**

Usually arrives suddenly in the form of an advancing wall of dust and debris which may be miles long and several thousand feet high, and usually last only a few minutes. Blinding, choking dust can quickly reduce visibility, causing accidents. While dust storms may last only a few minutes, they tend to strike with little warning.

## CRITICAL INFRASTRUCTURE

- **Power outages**

Whether short or long in duration, can impact overall ability to operate transit services and limit functional nature of transit equipment and facilities.

- **Computer crashes/cyber attacks**

Cause loss of critical data and negatively impact the ability to schedule and dispatch services.

- **Communication system failure**  
Can have serious effects on the ability to deliver service and keep employees out of harm's way.
- **Supply chain interruption**  
Transit service is dependent upon a continuous supply of fuel, lubricants, tires, spare parts, tools, etc. Interruption of material supplies due to weather conditions, roadway closures, acts of terrorism, acts of war, or loss of supplier facilities can limit your ability to maintain service.
- **Vehicle fires**  
Cause transit employee and passenger injuries and death and damage or loss of transit equipment and have the potential for lawsuits.
- **Facility loss**  
Loss of administrative, maintenance, or operations facilities— whether caused by structural collapse, presence of toxic materials, violation of municipal codes, or significant events on neighboring properties – can hamper the ability to sustain service.
- **Structural Fire**  
Whether natural or human-caused, can threaten employees and customers and damage facilities and equipment. Such an event could require use of transit vehicles for temporary shelter, or for evacuation purposes.
- **Staff shortage**  
Caused by labor disputes, poor human resource management, or regional employee shortages. Can have immediate impacts on ability to deliver service, and longer-term impacts on facility and equipment resources.
- **Employee malfeasance**  
Illegal and illicit behavior by agency employees, particularly when in uniform or on duty, can seriously damage intangible assets such as organizational image and employee morale.

#### **HAZARDOUS MATERIALS.**

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

Include accidental release of natural gas and petroleum, rupture of pipelines, and fire and explosion involving alternative fuel use. Dangers include risk of human life, damage to facilities and vehicles, and events that may require use of transit system assets for evacuation purposes.

#### **CRIMINAL ACTIVITY**

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

#### **TERRORISM**

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

### **2.3 Communicating about Risk: Transit Threat Alert System**

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

### **2.4 Emergency Planning**

#### **2.4a. – INTERNAL CONTACT INFORMATION**

WCCA/Apple Country Transportation 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**

WCCA/Apple Country Transportation 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.

***Completed Internal and External "CONTACT LISTS" are found in the section of this document entitled SECURITY PLAN SUPPORTING DOCUMENTS at Appendix F1 Contact List.***

#### **2.4c – EMERGENCY RESPONSE TEAM ROSTER**

WCCA/Apple Country Transportation 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.

***A Completed "EMERGENCY RESPONSE TEAM ROSTER"***  
***Transportation Director***  
***Henderson County Senior Planner***  
***CEO WCCA***  
***Morrow Insurance Company***

#### **2.4d – PHONE TREES**

WCCA/Apple Country Transportation 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**

WCCA/Apple Country Transportation 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**

WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation SECURITY PLAN and to the preparedness of the system. WCCA/Apple Country Transportation 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, WCCA/Apple Country Transportation has defined its internal processes for identifying safety and security events, mitigating consequences and managing or assisting in incident response.

### ***Local Emergency Planning Monthly Meetings***

### **2.5b. – COORDINATION WITH FIRST RESPONDERS**

#### **Law Enforcement**

WCCA/Apple Country Transportation 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**

**WCCA/Apple Country Transportation** [WCCA/Apple Country] works with the local fire departments on a regular basis to support improved security and emergency/incident preparedness and response. This includes the following activities:

- Maintaining regular communications with fire services
- Establishing the level of service (e.g., equipment and personnel) to be delivered in response to various types of emergencies
- Specifying in advance the level of notification, command and control, and degree of responsibility that will apply on site
- Establishing appropriate methods of communication, and developing procedures for continuous coordination and transfer of command
- Providing training for fire department personnel to familiarize them with transit vehicles and equipment, including wheelchair lifts and access/egress procedures
- Conducting periodic drills in cooperation with the fire department
- Scheduling a meeting at least annually to ensure transit issues (e.g., evacuation of transit vehicles, considerations for persons with disabilities) are understood by fire officials
- Identifying any special tools and equipment the firefighters might need to address transit emergencies (particularly items that they would not normally possess) by inviting firefighters to visit the agency annually, and walking them through transit vehicles and facilities
- Reviewing current fire-related plans and policies
- Ensuring fire annunciation and evacuation procedures are part of the standard procedures and training for operators

#### **Emergency Medical Services**

**WCCA/Apple Country Transportation** 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

## **2.6 Exercises and Drills**

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

WCCA/Apple Country Transportation 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**

WCCA/Apple Country Transportation 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.

## **"FTA TOP 20 SECURITY PROGRAM ACTION ITEMS FOR TRANSIT AGENCIES: SELF-ASSESSMENT CHECKLIST"**

### **3.2 Risk Reduction**

The WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation 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
- WCCA/Apple Country Transit will use a google document to record all ADA and Title VI complaints. This document may be found in Appendix T1.

#### **3.2b. - EMERGENCY OPERATIONS POLICIES**

##### **Checking Weather and Other Hazardous Conditions**

WCCA/Apple Country Transportation has in place Operations Policies that address responding to emergencies. Particular attention is given to the following issues:

At WCCA/Apple Country Transportation 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.

**WCCA/Apple Country Transportation** uses National Weather Service warnings, forecasts, and advisories available at [www.weather.gov](http://www.weather.gov), and weather radios monitored at dispatch site to track real-time information on the following conditions:

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

#### **Aborting or Changing Route Due to a Hazard**

To the extent possible, **WCCA/Apple Country Transportation** 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 **WCCA/Apple Country Transportation** 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**

**WCCA/Apple Country Transportation** 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. WCCA/Apple Country Transportation reviews our security measures periodically, as well as whenever facilities or other conditions change significantly. WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation to:

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

#### **Bus Stop Locations**

When a decision is made to establish a bus stop, WCCA/Apple Country Transportation and the Planning Department of Henderson County assesses bus stop locations to ensure that stops are located in the most secure areas possible. Guidelines for this assessment are:

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

#### **3.2d. - OSHA REQUIREMENTS**

WCCA/Apple Country Transportation 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**

WCCA/Apple Country Transportation has established plans for alternate facilities, equipment, personnel, and other resources necessary to maintain service during a crisis, or to resume service as quickly as possible following disaster.

<b><i>"ALTERNATE FACILITY CERTIFICATION CHECKLIST"</i></b>
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#### **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

### **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**

WCCA/Apple Country Transportation drivers complete a vehicle pre-trip inspection checklist when putting a vehicle into service. This pre-trip inspection includes:

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



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

### **Mechanic's Vehicle Checklist**

WCCA/Apple Country Transportation 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**

WCCA/Apple Country Transportation 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. WCCA/Apple Country Transportation 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, WCCA/Apple Country Transportation vehicles are stored in a secured and well-lighted location.

### **3.2i. – VEHICLE READINESS**

It is the policy of WCCA/Apple Country Transportation 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
<b><u>Seat Belt Cutter</u></b>	<b><u>Flashlight</u></b>

### **3.2j. – OPERATOR SELECTION**

Operator selection is critical to WCCA/Apple Country Transportation safe transit operations. The driver of a WCCA/Apple Country Transportation 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** - WCCA/Apple Country Transportation does background checks on all employees to protect against hiring personnel with a history of aberrant behavior.

### **3.2k. - DRUG AND ALCOHOL POLICIES**

A critical element of WCCA/Apple Country Transportation'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.

WCCA/Apple Country Transportation 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 WCCA/Apple

Country Transportation drug and alcohol program includes specific policies, procedures and responsibilities, or references the appropriate master document containing that information.

### **3.3 Training and Development**

WCCA will follow the minimal training standards for community and human service transportation system vehicle operators. WCCA will also maintain a training log for each employee documenting all successfully completed training. Minimal training standards and training log are available in Appendix B1.

#### **3.3a. – VEHICLE OPERATOR/DRIVER TRAINING**

##### **Driver Training**

Once qualified candidates are identified and hired, WCCA/Apple Country Transportation provides initial and ongoing refresher training critical to ensure proper operations and adherence to the transit providers' rules and regulations. WCCA/Apple Country Transportation 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.

WCCA/Apple Country Transportation 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 WCCA/Apple Country Transportation safety program to hazardous conditions. These hazardous conditions include but are not limited to:

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

- **Vehicle Orientation and Inspection** – Training focuses on the type of vehicle that will be used in service. Significant differences can exist among different bus models and among different manufacturers, and equipment may have characteristics that are unique to the service environment.
- **Behind-the-wheel Training** – Training includes all core driving maneuvers for the type of vehicle in service, including the difficulties in backing maneuvers that can lead to accidents,

stopping distance requirements, and equipment-specific functions such as door opening and closing procedures for passenger boarding and alighting.

- **Passenger Sensitivity and Assistance Training** – Training covers topics ranging from general customer service techniques to elderly and disabled sensitivity to technical skills in lift and securement. The following subjects are included in the training:
  - Understanding passenger needs
  - Understanding disabilities
  - Americans with Disabilities Act (ADA)
  - Communicating with passengers
  - Sensitivity to passenger needs
  - Mobility devices
  - Lifting and body mechanics
  - Providing assistance to passengers
  - Wheelchair management
  - Lift and ramp operations
  - Emergency procedures

### **Radio Usage**

To ensure the safety of our drivers and passengers and to enhance the performance of our operations, all **WCCA/Apple Country Transportation** 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**

[WCCA/Apple Country Transportation] 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, [WCCA/Apple Country Transportation] includes this as part of the training curriculum for agency personnel not directly involved in revenue service:

#### **Maintenance**

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

#### **Scheduling and Dispatching**

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

#### **Management and Supervision**

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

### **3.3c. – TRAINING DOCUMENTATION**

The [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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**

[WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] 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.

[WCCA/Apple Country Transportation] employees will be on the lookout, for packages and devices as suspicious if they meet any of the following criteria:

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

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

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

### **Suspicious Vehicles**

[WCCA/Apple Country Transportation] 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

[WCCA/Apple Country Transportation] 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 [WCCA/Apple Country Transportation] to determine if a behavior is suspicious based on the following categories:

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

### 3.5 Safety Data Acquisition/Analysis Procedures

To [WCCA/Apple Country Transportation], understanding safety data is an important step toward allocating finite resources to implement safety program elements. Data on safety-related events such as

- passenger injuries or claims
- passenger complaints
- employee injuries
- accidents
- incidents
- EOL's
- turnarounds
- bus stops
- shelters



## SECURITY PLAN-KEY CONTROL

### WCCA Key Control Process

See Appendix O1 Emergency Procedures Guide (for picture of key lockbox)

Keys are kept in a secure cabinet and distributed to driver by Maintenance Coordinator.

# CONTINUITY OF OPERATIONS PLAN

*Enter revision date here*

## 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 **Western Carolina Community Action** to perform its essential functions as part of a COOP capability.

Recommended changes to this document may be addressed, at any time, to **the WCCA Director of Apple Country Transportation**.

**Insert** Chief Municipal Officer

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## Introduction

### Western Carolina Community Action

#### Purpose

This continuity of operations (COOP) plan for **Western Carolina Community Action**, 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.

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.

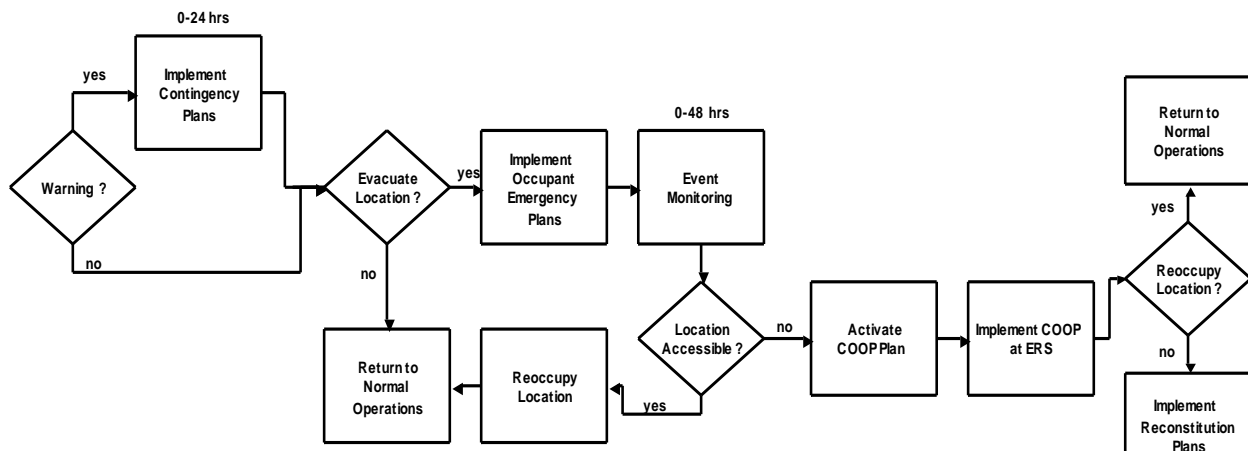
### **Decision Process**

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.

- |   |  |
|---|--|
| 1. <b>Transportation Director</b>           | 6. <b>Drivers</b>                                  |
| 2. <b>WCCA CEO</b>                          | 7. <b>Community Emergency Telephone Directory</b>  |
| 3. <b>Facilities and Safety Director</b>    | 8. <b>FEMA Regional Office Contact Information</b> |
| 4. <b>Assistant Program Manager</b>         |  |
| 5. <b>Transportation Support Specialist</b> |  |

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

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

#### Leadership: Orders of Succession

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

- |  |                                     |
|--|-------------------------------------|
| 1. <b>WCCA CEO</b>                       | 3. <b>Assistant Program Manager</b> |
| 2. <b>Facilities and Safety Director</b> | 4. <b>WCCA CFO</b>                  |

### Delegation of Authority

The Community and its Chief Municipal Officer are charged with maintaining a comprehensive State -wide program of **Safety and Security, continuing community service by relocation of the operation center**. This is carried out through execution of the following tasks:

- **The Chief Officer, working with other community and agency personnel, makes decisions on when, where and how to relocate operations according to the COOP plan.**

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

- **Director of Transportation**
- **Director of Safety and Facilities**

### 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
<b>Office A</b>	<b>Transportation Director</b>		<b>1</b>
	<b>Safety and Facilities Director</b>		<b>1</b>
<b>Office A</b>	<b>Assistant Director</b>		<b>1</b>
	<b>WCCA CEO</b>		<b>1</b>

### 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
Apple Country Transportation	526 7 <sup>th</sup> Avenue East	
WCCA	220 King Creek Boulevard	

One COOP Plan's 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
Pre-post trip	HC			
Maintenance invoices	HC & electronic			
Incident logs	HC			
Reporting files	electronic			
Financials	electronic			
Grants	electronic			
Audits & Reviews	HC & electronic			
Vehicle books	HC			
Asset Works	electronic			
training	HC & electronic			
Trip Log	Electronic			
Mileage log	Electronic			
Use of Funding Sources	electronic			

### **Phase III: Reconstitution**

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

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

### **COOP Planning Responsibilities**

#### *Chief Municipal Officer*

- Provides overall policy direction, guidance, and objectives for COOP planning.

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

*Emergency Management Director or Senior COOP Official*

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

*ERS Support Official*

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

*Department Director*

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

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

#### *Community Staff*

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

### **Logistics**

#### **Alternate Location**

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

#### **Interoperable Communications**

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

### **Test, Training, and Exercises**

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



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

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

## **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	220 King Creek Blvd - Hendersonville, NC 28792
Phone Number	828-693-1711
Relocation Site Official	Transportation Director
Directions	
Map	

### Annex C: Plan Activation and Notification

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

Emergency Level	Type of Events	COOP Plan Activation Authority	Notification Method
(Local Emergency)	(Fire, attack on your headquarters', etc.)	( <b>Transportation Director</b> )	(Telephone tree) <b>Director - all transit drivers</b> <b>Assistant Program Manager - all other drivers and Staff - EZ text system will also be used</b>
		(Describe Trigger (s) that activates plan) <b>Can't use building/building destroyed</b>	(Agency specific announcement) <b>Apple Country Transportation will relocate all transportation operations to the WCCA King Creek location</b>
		Transportation Director	(ACT Employee Contacts )

(Regional or National Emergency)	(Hurricane, flood or other localized disasters)	(Describe Trigger(s) that activates plan – automatically activated 4 hours after an emergency has been declared.) <b>building not safe, accessible or usable</b>	(Medial announcement addressing Federal government activities and directing Federal employees to report to alternate emergency work locations)
(National Security Emergency)	(Terrorist use of weapons of mass destruction)	( ) Transportation Director	( ACT Employee Contacts)
		(Describe Trigger(s) that activates plan – automatically activated when employees are unable to communicate with their supervisors within 4 hours after the President declares an emergency)	(Medial announcement addressing Federal government activities, if available. If unavailable, activation is automatic after 4 hours.)
(Other type of Emergency)	(Event)	(Name & Title)	(Telephone tree)
		(Describe Trigger(s) that activates plan)	

## 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 \_\_\_\_\_ 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.

\_\_\_\_\_, Transit Director Date:

I hereby certify this Plan for \_\_\_\_\_ Public Transportation System.

CHAIR BOARD SIGNATURE  
Authorized Representative

Date:



## Appendices

- Appendix A1 Emergency Escape Plan
- Appendix B1 Training
- Appendix C1 Fire
- Appendix E1 Critical Analysis and Assessment
- Appendix F1 Contact List
- Appendix O1 Emergency Procedures Guide
- Appendix T1 ADA Complaint Form