GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE INSPECTOR GENERAL

D.C. DEPARTMENT OF PUBLIC WORKS
FLEET MANAGEMENT
ADMINISTRATION

FINAL REPORT OF INSPECTION

CHARLES C. MADDOX, ESQ.
INSPECTOR GENERAL

Report No. 01-0001KA **APRIL 2001**

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Charles C. Maddox, Esq.
Inspector General

April 19, 2001

Ms. Leslie Hotaling, Acting Director
Department of Public Works
2000 14th Street, N.W., 6th Floor
Washington, D.C. 20009

Dear Ms. Hotaling:

Enclosed is our final *Report of Inspection of the Department of Public Works (DPW) Fleet Management Administration.* Comments from DPW on the 34 findings and 46 recommendations by the inspection team are included in the report. I want to express my appreciation for the thoroughness and clarity of your comments and their smooth integration into our draft.

Also enclosed are *Compliance Forms* on which to record and report to this Office any actions you have taken concerning each outstanding recommendation. These forms will assist you in tracking the completion of action(s) taken by your staff, and will assist this Office in its inspection follow-up activities. We track agency compliance with all agreed-upon recommendations made in our reports of inspection. We request that you and your administrators establish response dates on the forms and advise us of those dates so we can enter them on our copies of the *Compliance Forms.* We know that in some instances, things beyond your control such as budget decisions impact on trying to set specific deadlines. We request, however, that you assign *target dates* based on whatever knowledge and experience you have about a particular issue. Please ensure that the *Compliance Forms* are returned to the OIG by the response date, and that reports of "Agency Action Taken" reflect actual completion, in whole or in part, of a recommended action rather than "planned" action.

We appreciate the cooperation shown by you and your employees during the inspection. We hope to continue in a cooperative relationship during the upcoming follow-up period.

If you have questions or require assistance in the course of complying with our recommendations, please contact me or Alvin Wright, Jr., Assistant Inspector General for Inspections and Evaluations at (202) 727-5052.

Sincerely,

Charles C. Maddox, Esq.
Inspector General

CCM/aw/mlc

Enclosure

cc: See **Distribution**

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Department of Public Works
Fleet Management Administration

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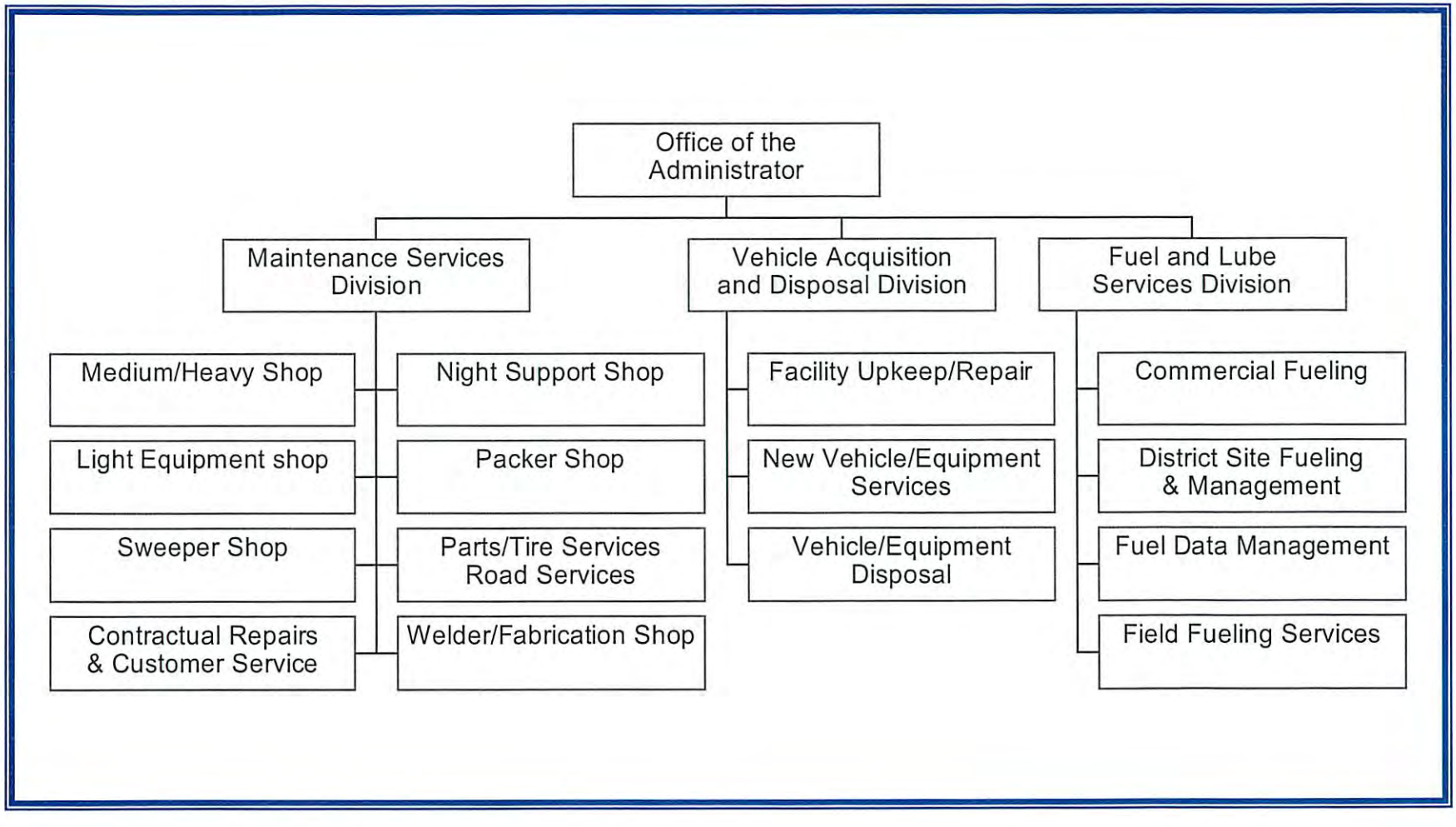
ACRONYMS

BOCA	Building Officials and Code Administrators International, Inc.
CFR	Code of Federal Regulations
DPW	Department of Public Works
FASTER	Fleet Administrative Solutions and Transportation Equipment Reports
FMA	Fleet Management Administration
MAR	Management Alert Report
OSH	Office of Occupational Safety and Health
PM	Preventive Maintenance
SWCD	Solid Waste Collection Division
SWMA	Solid Waste Management Administration

Fleet Management Administration



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Inspections and Evaluations (I&E) team of the Office of the Inspector General (OIG) conducted an inspection of the District of Columbia Department of Public Works (DPW), Fleet Management Administration (FMA) from October 2000 to February 2001. The team found significant deficiencies in all inspected areas.

FMA management was cooperative and responsive during the entire inspection process.

Federal health and safety regulations violated. The team found numerous violations of federal regulations regarding the health and safety of employees. For example, fire extinguishers were not readily accessible to some employees, emergency evacuation plans were inaccurate, and first aid products and equipment were not available for some employees to use in case of an emergency. (Pages 7, 8).

Untrained employees working as mechanics. The inspection team found that untrained employees were assigned to repair vehicles because of a shortage of trained mechanics. In addition, many trained mechanics stated that they have received little automotive training since coming to work for FMA. (Page 16).

Lack of vehicle replacement plan wastes thousands of dollars. The team found that thousands of dollars were spent in FY 2000 to repair old sweeper vehicles bought in 1993. These vehicles then were sold that same year at very low prices. For example, $33,000 was spent on repairing a sweeper that subsequently sold at an auction for only $600. (Page 22).

Serious deficiencies in vehicle disposal process. The team found that serious deficiencies in the paperwork and pricing of auctioned vehicles leave the disposal process vulnerable to fraud and abuse. (Page 36).

Preventive Maintenance (PM) program not enforced. The team found that FMA is not enforcing the requirement that District agencies bring in government vehicles for scheduled PM. This has caused some agencies to neglect PM requirements. The department is not tracking and imposing penalties on agencies whose vehicles are overdue for PM; as a result, many government vehicles are not serviced until a major breakdown occurs. (Page 21).

District FMA lags behind efficient operations in neighboring jurisdictions. The team found that FMA is years behind in implementing fleet management improvements that will improve service delivery and reduce costs. For example, FMA has only recently begun implementing a vehicle replacement program that uses long term planning to allocate funds to replace older vehicles with newer models rather than repairing them. An effective vehicle replacement program decreases the high repair costs associated with maintaining old vehicles because they are systematically replaced. By comparison, Arlington County began a similar program in 1977. (Page 45).

INTRODUCTION

INTRODUCTION

Background

The inspection of the Department of Public Works (DPW) was directed by the Inspector General (IG) in May 2000. Three of the four major components will be inspected separately and reported on in three separate reports. FMA was the second component inspected.

The mission of FMA is to help improve the District's economic competitiveness and quality of life by providing District agencies with vehicles and mobile equipment to meet their service delivery needs, and by maintaining vehicles and equipment in good working order. FMA is divided into six divisions, four of which were evaluated. The inspection team evaluated: (1) Maintenance Services, (2) Vehicle Acquisition and Disposal Services, (3) Fuel and Lube Services, and (4) the Office of the Administrator. The Administrative Support Services and Information Systems Support divisions were not evaluated. FMA's core services consist of:

- Repair and maintenance of government vehicles and equipment;
- Purchase and disposal of government vehicles and equipment; and
- Management of District Government fueling sites.

The current FMA administrator (A/FMA) has been with the agency since 1993. FMA operates 7 days a week, and has 101 employees.

Scope and Methodology

Prior to the start of the inspection, the OIG Inspections and Evaluations (I&E) team met with A/FMA. He stated that there were indications of problems concerning inadequate staffing, a need for increased productivity, and a need for additional service hours in the Maintenance Services Division.

The inspection of FMA began on October 17, 2000 and concluded on February 16, 2000. It evaluated the effectiveness of the processes in the operational areas inspected as measured against standards set by DPW and FMA management, and as required by federal and District laws and regulations and industry best standards. Also evaluated were the sufficiency of internal controls

and resources and the sufficiency of tools and equipment used by FMA employees to achieve the productivity and quality of work desired by FMA and DPW management.

The team conducted 60 interviews, reviewed numerous documents, directly observed key work processes and inspected selected work areas and facilities. A list of the 34 findings and 46 recommendations are at Appendix 1.

Compliance and Follow-up

The OIG inspection process includes follow-up with inspected agencies on findings and recommendations. A compliance form for each finding with recommendations will be sent to D/DPW along with this Report of Inspection. The Inspections and Evaluations Division Compliance Officer will coordinate with DPW on verifying compliance with recommendations over an established time period. In some instances, follow-up inspection activities and additional reports may be required.

EMPLOYEE SURVEY

EMPLOYEE SURVEY

The inspection team administered an anonymous and confidential survey to all FMA employees. Employee responses to the survey questions and their written comments were used to obtain their opinions and to determine attitudes regarding selected issues. A sample survey is provided at Appendix 2. Seventy-five percent of FMA employees responded to the survey and the results are displayed on the following page. The chart on the next page shows what the survey results indicate are "Favorable" or "Unfavorable" opinions in the six major survey categories.

In four of the six categories surveyed, Organization and Management, Work Environment/Job Satisfaction, Policies and Procedures, and Work Standards and Performance Evaluations, employees were almost evenly divided in expressing favorable and unfavorable opinions. In the area of Duties and Responsibilities, while a majority expressed satisfaction, a significant number, 32% expressed dissatisfaction.

The survey figures have been rounded to the next higher number for ease of reading. Some employees did not respond to some items under the major categories, so percentages of the favorable and unfavorable responses do not always total 100%.

DEPARTMENT OF PUBLIC WORKS
FLEET MANAGEMENT ADMINISTRATION
EMPLOYEE SURVEY

Summary – 77 of 101 Employees

CATEGORY	FAVORABLE	NO OPINION	UNFAVORABLE
Organization and Management	49.2%	5%	45.9%
Work Environment/Job Satisfaction	51.3%	3.2%	45.5%
Equal Employment Opportunity and Sexual Harassment	77.3%	4.5%	18.1%
Policies and Procedures	44.6%	14.7%	40.7%
Duties and Responsibilities	67.6%	0%	32.4%
Work Standards and Performance Evaluations	46.7%	5.2%	48.1%

Findings and Recommendations:

MAINTENANCE SERVICES DIVISION

MAINTENANCE SERVICES DIVISION

Maintenance Services Division is responsible for providing services that ensure that the District's vehicle fleet is in good working order. This includes maintenance and repairs, as well as developing and managing a preventive maintenance program for all fleet vehicles and equipment, providing customer service, ordering and receiving parts and handling emergency roadside service calls.

1. Portable fire extinguishers are not readily accessible to employees as required by federal law.

29 CFR § 1910.157(c)(4) (1999) states that "**the employer shall assure that portable fire extinguishers are maintained in a fully charged and operable condition and kept in their designated places at all times except during use.**"

The inspection team observed that throughout the maintenance shops at 1833 West Virginia Avenue, N.E., fire extinguishers were not being kept in their designated locations or were out of sight behind debris and equipment. The inspection team also noticed an area on the lower level of the maintenance facility that contained a number of discharged fire extinguishers that had not been properly disposed of. This could create a dangerous situation in the event of an emergency if employees mistakenly attempt to put out a fire with a discharged fire extinguisher.

The OIG addressed the issue in a December 13, 2000 Management Alert Report (MAR) to D/DPW (Appendix 3). D/DPW's response to OIG included an illustration showing that the fire extinguishers had been relocated to their designated positions (Appendix 4). During an inspection team follow-up observation on January 8, 2000, the majority of the fire extinguishers were in their proper locations. D/DPW further noted in the MAR response that a purchase order was submitted to the DPW Procurement Office to have the discharged fire extinguishers serviced.

Recommendation:

That A/FMA and the Safety Officer ensure that all fire extinguishers are fully charged and are kept in their designated locations.

Agree ____X____ Disagree _____

2. **First aid products and equipment are not available for emergencies in violation of federal law.**

29 CFR § 1910.151(c) (1999) states that:

> **where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities for quick drenching or flushing of the eyes and body shall be provided within the work area for immediate emergency use.**

During several observations of the Maintenance Services facility located at 1833 West Virginia Avenue, N.E. in October 2000, the inspection team observed several broken eyewash fountains and empty Eyesaline [1] solution containers where employees can wash away harmful substances that may splash or explode on them while servicing vehicles.

D/DPW was informed of this problem in a December 13, 2000 MAR (Appendix 3). In her response to the MAR, D/DPW stated that:

> **repair request has been made, efforts are underway to repair the fountains, and portable fountains have been installed in the shops." The response further stated that "FMA has placed Eyesaline solution at all locations at the 1833 West Virginia Avenue, N.E. facility (Appendix 4).**

The inspection team conducted a follow-up observation on January 8, 2001 and observed that the majority of the empty Eyesaline solution containers had been replaced and additional Eyesaline solution containers had been installed throughout the facility. The team also noted that new eyewash fountains had been installed but were not operational.

[1] Eyesaline is a buffered, isotonic, saline solution that can reduce the likelihood of additional damage to an injured eye.

Recommendations:

a. That D/DPW and A/FMA repair all broken emergency eyewash fountains immediately.

Agree ____X____ Disagree _____

b. That A/FMA and the Safety Officer ensure that Eyesaline solution containers are replaced as needed at the 1833 West Virginia Avenue, N.E. facility.

Agree ____X____ Disagree _____

3. **Maintenance Services lacks appropriate exhaust systems for the Welder, Packer, and Sweeper Shops in violation of federal law regarding ventilation of work areas.**

Federal law requires specific protection for welders due to their exposure to contaminants created by burning metal. 29 CFR § 1926.353 (2) (1999) states that:

> **General mechanical ventilation shall be of sufficient capacity and so arranged as to produce the number of air changes necessary to maintain welding fumes and smoke within safe limits, as defined in subpart D of this part.**

The Welding Shop lacks an overhead mechanical exhaust system and fumes and smoke from burning metal accumulate. As often as possible, welders leave the bay doors open to allow fresh air into the facility. Welders stated that when the weather is very cold and retaining heat becomes a problem, they leave the doors partially open at all times. They must occasionally, however, open the doors entirely so that the large amount of fumes and smoke can escape.

In establishing general ventilation requirements, 29 CFR § 1926.57(c) (1999) states that:

> **Exhaust fans, jets, ducts, hoods, separators, and all necessary appurtenances, including refuse receptacles, shall**

be so designed, constructed, maintained and operated as to ensure the required protection by maintaining a volume and velocity of exhaust air sufficient to gather dusts, fumes, vapors, or gases from said equipment or process, and to convey them to suitable points of safe disposal, thereby preventing their dispersion in harmful quantities into the atmosphere where employees work.

Employees in the Packer Shop also have problems with the build-up of fumes and smoke due to a lack of ventilation. As with employees in the Welding Shop, the mechanics stated that they also leave the bay doors open as often as possible. In cold weather, the mechanics stated that they try to run the engines of diesel-burning packers (trash trucks) inside the building as little as possible to prevent exhaust accumulation within the building. Mechanics stated that they drive the vehicles in and out of the bays every time they need to engage the engine in order to troubleshoot a problem -- wasting valuable work time.

Employees in the Sweeper shop also have problems with accumulated fumes, smoke and heat due to a lack of ventilation. Unlike the Packer and Welder shops, the Sweeper shop is connected to the facility's exhaust system, but the shop has only four usable exhaust conduits. Other exhaust conduits in the shop have improper tubing for use by mechanics. Unlike the other shops, the Sweeper shop does not have direct access to exit bay doors and cannot be ventilated by leaving the doors open.

Recommendation:

That D/DPW and A/FMA coordinate immediately with the District of Columbia Office of Occupational Safety and Health (OSH) to develop and implement a method of mechanical ventilation that will meet federal ventilation standards for employees in all facilities.

Agree ____X____ Disagree _____

DPW Comments: ***While we agree, the finding should be corrected to reflect the fact that the Sweeper Shop has a newly installed exhaust fan that was put in just before the audit.***

OIG Response: **We do not believe the finding should be corrected. Although an exhaust fan was installed in the Sweeper Shop prior to the OIG inspection, some employees informed the inspection team that it had not been working properly. If the exhaust fan is not working properly, there is no other operating ventilation system for the Sweeper Shop. The facility's central exhaust system was installed in the Sweeper Shop but the tubing in place is not properly fitted.**

4. **Hazardous conditions put Maintenance Services in violation of Building Officials and Code Administrators International, Inc. (BOCA)[2] regulations.**

BOCA National Building Code Chapter 5 § ES-303.1 states:

> **The interior of a structure and its equipment shall be maintained in good repair, structurally sound and in a sanitary condition so as not to pose a threat to the health, safety or welfare of the occupants or visitors, and to protect the occupants from the environment.**

The BOCA National Building Code Chapter 5 § ES-302.1 states:

> **The exterior of a structure shall be maintained in a good repair; structurally sound and sanitary so as not to pose a threat to the health, safety or welfare of the occupants and so as to protect the occupants from the adverse effects of the environment.**

The inspection team found several safety violations at the 1833 West Virginia Avenue, N.E. facility and the off-site maintenance facility located at the Oak Hill Youth Center in Laurel, Maryland.

The inspection team found three panels of the ceiling in the Packer Shop at the 1833 West Virginia Avenue, N.E. facility that are in danger of falling. The panels are positioned over work and storage areas in the Packer Shop, creating a hazard for anyone working in those areas. Employees stated the panels have been falling out of place for almost two years.

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[2] Outlines national standards for safety in new and existing buildings.

The FMA facility located in Laurel, Maryland services a fleet of 53 vehicles located at the Oak Hill Youth Center. During a walk-through of the facility, the inspection team found that the roof of the building is in poor condition and contains several holes. There are large sheets of plastic draped above the desk in the shop to protect the desk and equipment from leaks during inclement weather. The team found several areas where electrical wires were hanging from the ceiling. If this wiring were to get wet due to leaks in the ceiling, a fire could result.

The inspection team also observed that the bricks on the front of the building are separating and are in danger of falling. Additionally, the team noted several housekeeping and storage issues, such as tools and other storage equipment cluttered throughout the facility that impede free and safe movement. The conditions as noted above pose a hazard for the employee currently working in the building.

D/DPW was informed of these issues in a December 13, 2000 MAR (Appendix 3). D/DPW's response stated that the employee at the Laurel, Maryland maintenance facility had been permanently relocated to another facility in December 2000 (Appendix 4).

D/DPW also stated that the loose tiles in the Packer Shop had been removed and that DPW is in the process of "**...finalizing the architectural drawings and plans to renovate the Packer Shop, which would include the appropriate ceiling work.**"

5. The large number of nonworking lights in the Maintenance Services garage decreases employee visibility and diminishes productivity.

On November 15, 2000, the inspection team counted the number of working and nonworking overhead lights on the main floor of the 1833 West Virginia Avenue garage facility. Thirty-seven (37) of the 95 overhead lights in the Medium-Heavy shop were either flickering or burned out. Twelve (12) of 44 lights in the Sweeper shop were either flickering or burned out.

The Maintenance Services Night Support shift works in this area Monday through Friday from 2:00 pm to 10:30 pm. During the late hours, the garage

receives no natural light and mechanics depend on electric lighting for illumination. Mechanics stated that the lack of working lights makes it difficult for them to see under the hoods and bodies of the vehicles being worked on. They also stated that they must use movable, temporary lighting for a wider range of tasks because of the insufficient overhead lighting.

The inspection team addressed the lighting issue with the FMA Safety Officer. She has assured the team that the proper replacement bulbs for the various types of overhead lights in the different shops will be ordered in sufficient quantity to maintain a stock of replacement bulbs for immediate replacement of overhead lights when they burn out.

Recommendations:

a. That A/FMA and division management ensure that replacement bulbs for overhead light fixtures are ordered and installed, and that bulbs are replaced as soon as they burn out.

Agree ____X____ Disagree _____

b. That A/FMA coordinate with OSH to ensure that lighting within the facility meets the minimum illumination intensity mandated by 29 CFR § 1926.56(a) (1999).

Agree ____X____ Disagree _____

6. <u>Maintenance Services is not enforcing the policy against servicing solid waste collection vehicles (packers) containing trash</u>.

An August 6, 1997 memorandum to D/DPW from A/FMA states that "**...trash compactors must be free and cleaned of all debris before they are brought to our shops for service.**"

On November 3, 2000, A/FMA sent a memorandum (Appendix 5) to the Administrator of the Solid Waste Management Administration (SWMA) regarding debris in packers and stating that he is:

again directing supervisors and mechanics to not accept any equipment for repair that contains trash. Furthermore, if any supervisor requires a mechanic to work on a packer with trash in it, they will receive appropriate disciplinary action.

A/FMA further added that **"...if equipment breaks down and has to be towed, it must be taken to the transfer station and dumped by SWMA employees."**

This memorandum was posted throughout the Packer Shop; however, the inspection team observed packers containing trash being serviced by mechanics in the Packer Shop (See Photos Page 32). Not only is it unsanitary for employees to work on packers containing trash, it is also very dangerous. Packers carry rodents and potentially hazardous items disposed of by District residents. Mechanics servicing these packers are not trained in the safe handling of solid waste materials.

On November 14, 2000, a Maintenance Services supervisor instructed a tow operator to report to the Fort Totten Transfer Station to dump trash from an inoperative packer before towing it to the Packer Shop. This created a hazardous situation because tow operators are neither trained in solid waste disposal nor issued the same protective equipment as Solid Waste Collection Division (SWCD)[3] employees.

On December 15, 2000, a fire occurred in the Packer Shop as a result of truck batteries exploding in the rear of a packer and igniting adjacent debris. An employee was removed from the facility by ambulance due to inhalation of fumes from the fire.

Recommendations:

a. That D/DPW and A/FMA ensure that supervisors enforce the written policy that mechanics are not to service packers containing trash.

Agree ____X____ Disagree _____

[3] The SWCD is responsible for collecting solid waste from residential premises (three dwelling units or less) within the District of Columbia.

b. That A/FMA and the SWMA Administration coordinate on drafting and promulgating procedures for the dumping of packers prior to their being brought in to Maintenance Services for service.

Agree ____X____ Disagree _____

7. **The Parts Department is in violation of federal law and the fire prevention code regarding access to exits and means of egress.**

29 CFR § 1910.37 (f)(1) (1999) states that "**exits shall be so located and exit access shall be so arranged that exits are readily accessible at all times.**"

In addition, the Building Officials and Code Administrators International, Inc. (BOCA)[4] National Fire Prevention Code Chapter 6 § F-608.1 states that "**all means of egress doors shall be readily openable from the side from which egress is to be made without a key, special knowledge or effort.**"

The inspection team observed padlocks on two exit doors and a locked gate device on one exit door in the Parts Department. In the event of a fire or other emergency, employees cannot exit through these doors because they are routinely kept padlocked. The keys to the padlocks are kept in an office occupied by supervisory personnel. That office is often locked as well.

D/DPW was informed of this issue in the December 13, 2000 MAR (Appendix 3). The agency responded that they would "**...comply and ensure that the two (2) exit doors are accessible to all employees during working hours and remove the padlocks.**"

The response also stated that they would request that the District of Columbia Fire Prevention Office inspect all FMA facilities and make

[4] The National Fire Prevention Fire Code outlines national standards for fire safety in new and existing buildings.

recommendations (Appendix 4). Parts Department employees, however, informed the inspection team on January 8, 2000, that the doors are still kept padlocked during hours of operation.

Recommendation:

That D/DPW and A/FMA comply immediately with the requirements of 29 CFR § 1910.37 (f)(1) (1999) and BOCA National Fire Prevention Code § F-608.1.

Agree ____X____ Disagree _____

8. <u>Maintenance Services employees who are not trained mechanics repair and maintain vehicles</u>.

The inspection team found that in several instances, employees hired as welders, parts attendants, and tire repairmen are working in positions where they are routinely required to repair and maintain fleet vehicles. Most often, employees are detailed to supplement short-staffed areas. In some instances, fleet managers use details and reassignments to train employees for mechanical positions that have greater promotion potential. In other instances, managers detail employees to work in technical/mechanical areas outside of their field of expertise in an effort to accommodate seasonal or workload peaks. In either case, there is no established training program; there are no designated trainers, and there is no documented, standardized testing process (e.g., tested ability to perform a repair procedure) that these employees must undergo before receiving work orders to repair and maintain fleet vehicles. These deficiencies raise questions about the quality of repairs to District vehicles.

Recommendations:

a. That A/FMA and division management implement a developmental training program for all Maintenance Services employees who perform mechanical duties.

Agree ____X____ Disagree _____

b. That D/DPW and A/FMA hire additional staff for short-staffed mechanical and front-line areas so as to reduce the need for details and reassignments of employees to positions outside of their fields of expertise.

Agree _____ Disagree X

DPW Comments: ***Hiring for additional positions is a function of budget authority. Currently, the majority of the details and/or reassignments are related to our recently instituted drug testing policy or health issues. However, while most mechanics develop a certain level of expertise in their area of concentration, it does not lessen their ability to work on the broad range of vehicular equipment serviced by our operation. We are planning to hire 13 new maintenance mechanics during FY 2001.***

OIG Response: **Although we agree with the Agency's plan to hire 13 new mechanics, the intent of our recommendation is that employees who are not trained mechanics should not be assigned or detailed to perform mechanical duties.**

9. <u>Mechanics state that they lack many of the general and specialized tools needed to repair fleet vehicles</u>.

Maintenance Services mechanics informed the inspection team that they lack many of the tools needed to efficiently perform their assigned duties. Each mechanic has his or her own toolbox, but many toolboxes are incomplete due to a shortage of tools. Many mechanics are forced to either purchase their own tools or borrow tools from other mechanics. The inspection team observed a Snap-On[5] mobile truck making routine stops by the garage so that the mechanics could purchase tools with their own money to repair government equipment.

The FMA Labor-Management team has formed a tool committee to explore purchasing new toolboxes for Maintenance Services mechanics. As of November 2000, the tool committee had created a list of the tools required and sent the list to

[5] Snap-On is the name of a manufacturer and distributor of automotive tools.

a vendor for pricing. During an interview in January 2001, A/FMA assured the inspection team that tool purchase and distribution will be completed soon.

Recommendation:

That D/DPW, A/FMA and division management expedite the purchase and distribution of tools to mechanics.

Agree ___X___ Disagree _____

10. The Preventive Maintenance Program is not being conducted in accordance with FMA policies and procedures.

The FMA Manual, Procedures 7-1-6 and 7-1-7 outline the policies and procedures governing the activities and reporting requirements of the Preventive Maintenance (PM) Program for District Government vehicles. According to FMA's own documentation, the PM Program will provide a PM Notification Letter to the user department Fleet Coordinators[6] two weeks in advance of the PM date. In addition the program will:

> **fax or email a reminder to the user department Fleet Coordinator 24-48 hours prior to the scheduled PM date; send each user department Fleet Coordinator a Monthly Activity Report on FSD performance statistics; have a Vehicle Inspector review the Vehicle Operator Checklist and the contents of the Vehicle Master File prior to each PM to look for repeat, past, or potential problems; return vehicles to FSD for Class A or Class B PM inspections within 24 hours; return vehicles in for Class C PM inspections or vehicles found to have unsafe conditions within 24-72 hours; and give a ten percent reduction in the normal cost of the PM service for timely delivery of vehicles for PM service.**

Through interviews and documentation reviews, the inspection team found that the preventive maintenance program is not fully operational and is not in compliance with internal policies and procedures regarding notification of Fleet

[6] Each District Government department or agency with vehicles serviced by FMA has a contact person who acts as a liaison between FMA and the department or agency. This person is called the user department Fleet Coordinator.

Coordinators, vehicle turn-around times, fee adjustments and PM inspection compliance. For example, the inspection team observed that since FMA has only two Vehicle Inspectors, they are not able to check the operator checklist and master file prior to each PM. The team also interviewed the FMA administrator and reviewed sample billing documentation from a city agency and determined that the 10% fee reduction program is not in place.

Recommendation:

That A/FMA and division management conduct the Preventive Maintenance Program as outlined in their policies and procedures.

Agree ____X____ Disagree _____

DPW Comments: ***Prior to November 2000, there was no comprehensive Preventive Maintenance Program to support the District Government Fleet vehicles/equipment. As of March 19, 2001, the implementation of a new Preventive Maintenance Program that follows the guidelines set forth in the internal Policies and Procedures Manual that bring the Fleet Management Administration in full compliance of the program. FMA requires additional support from the city to bring our clients under the Mayor's Order 2000-75 to perform PM services. Some agencies are having this service performed by outside vendors and under the lease agreement program purchases for maintenance repair. Fleet Management Administration have developed a support program with staffing capacity available to perform tasks to turn around PM service in an 8-hour period. All PM's will be on schedule in the Faster CS System within 6-to-8 month cycle time.***

OIG Response: **Action planned and taken by SWMA should adequately address the conditions noted.**

11. <u>A review of information from FMA databases indicate that many of the District's mechanical sweepers, trash packers, and heavy-duty trucks are not receiving regularly scheduled preventive maintenance</u>.

FMA uses the FASTER maintenance management software program to coordinate and track the maintenance process, including preventive maintenance. The inspection team reviewed a 5% sample of Sweeper shop and Medium-Heavy shop work orders for September 2000 and a 5% sample of Packer shop work orders for September 15-30, 2000 to see if the PM schedule for these vehicles was being adhered to (Appendix 6). Seventeen (17) of the 20 Sweeper Shop work orders reviewed, 22 of 28 Medium-Heavy Shop work orders reviewed, and 9 of the 24 Packer Shop work orders reviewed did not list updated PM information. The date listed for the next scheduled PM service for the vehicles had passed. Further review of the Sweeper Shop work orders revealed that even those work orders that contained a specific PM request in addition to a repair request did not indicate that the PM had been done as requested.

Recommendations:

a. That D/DPW and A/FMA create, promulgate, and enforce policies that emphasize the responsibilities of both operators and mechanics in ensuring that vehicles are properly maintained and brought to the garage for scheduled PM. These policies should be disseminated to all District agencies.

Agree ____X____ Disagree _____

b. That D/DPW, A/FMA and division management review and update PM servicing and scheduling for all District vehicles that FMA is responsible for.

Agree ____X____ Disagree _____

12. Maintenance Services' lack of a vehicle PM compliance process has allowed some District agencies to neglect PM requirements.

The Customer Services Department within the Maintenance Services Division is responsible for notifying agencies of scheduled PM inspections and for updating PM information in the FASTER database. The notification process for PM is as follows:

1. A monthly update of vehicles due for PM services is generated from the FASTER database.
2. A Maintenance Services customer service representative calls or faxes agency Fleet Coordinators to inform them of vehicles due for maintenance services for that month.
3. If for some reason the selected vehicles do not come to the garage for PM during the month scheduled, the customer service representative will call the agency contact again the next month.

Although the FMA Manual Procedure 7-1-7 states that "all vehicles will be scheduled at least semiannually (for a preventive maintenance inspection)," some agencies are not bringing their vehicles in for a PM inspection. The inspection team observed several instances where vehicles brought in for maintenance were listed in the FASTER computer system as overdue for a PM inspection by seven months or more. In one instance, the computer database had no record of a PM inspection for a vehicle for the past two years. In addition, a review of work orders for the Sweeper, Packer, and Medium-Heavy shops indicate a high number of past-due PM inspection dates (Appendix 6). This may be attributed to mechanics failing to update the computer to reflect PM services that have been completed. Nevertheless, the failure to input correct information into the management system makes it difficult to know if and when PM services are being provided.

FMA policies further state that "repeated failure to comply with PM inspection schedules may result in a restriction on vehicle use and/or the refusal of fuel." The department is not tracking vehicles overdue for PM inspection and is not imposing any penalties on those in deliberate noncompliance. As a result, many agency vehicles are not sent to the garage for regular preventive maintenance and are not seen by mechanics until a major breakdown occurs.

Recommendations:

a. That D/DPW and A/FMA immediately begin enforcing division policies and procedures regarding agency compliance with the FMA preventive maintenance program.

Agree ____X____ Disagree _____

b. That A/FMA provide additional training for mechanics and line personnel on the proper use of the FASTER system and the importance of data accuracy in maintenance management.

Agree ____X____ Disagree _____

13. Thousands of dollars were spent in FY 2000 to repair old sweepers that were later sold at auction for a few hundred dollars.

Thousands of dollars of Sweeper Shop funds were spent during FY 2000 to fix 10 old sweepers that were bought in 1993 and later auctioned off in October and November 2000. An analysis of work orders from the Sweeper Shop determined that 228 (36%) of the 626 work orders for mechanical work during FY 2000 were for repairs for these 10 sweepers. During the year, these 10 sweepers were returned to the shop for repairs from 14 to 33 times each.

In addition, those same ten sweepers were responsible for $160,536 (47%)of the $336,425 spent for parts and labor within the Sweeper Shop during the year (Appendix 7). One sweeper alone accounted for $33,597 in repair costs during the year and was later sold for $600. In contrast, new FMA sweepers cost $84,810 each.

The inspection team found that expenses associated with these repairs are due in part to the costs of repairing the main unit and brooms in the mechanical sweepers, but are also attributed to the age and the lack of an operational PM program for sweepers within the fleet.

Recommendations:

a. That D/DPW, A/FMA, A/SWMA, and the Vehicle Acquisition and Disposal Officer establish and implement a policy that outlines recommended limits for vehicle repair based on vehicle value that will determine when street cleaning vehicles will be disposed of immediately instead of incurring additional repair costs.

Agree ___X___ Disagree _____

b. That A/FMA establish a decision-making system where cumulative repair costs and repair history have a more significant role in both the acquisition and disposal processes.

Agree ___X___ Disagree _____

14. <u>The Parts Department does not have an experienced and knowledgeable staff. Mechanics believe service delivery is negatively impacted</u>.

The Parts Department is the hub of all activity in the maintenance facility at 1833 West Virginia Avenue, N.E. Employees in the Parts Department should be knowledgeable about the acquisition and issuance of parts for vehicles that are serviced by FMA.

FMA mechanics stated that the lack of an experienced and knowledgeable staff hinders their work productivity. The mechanics stated that because the majority of the Parts Department employees do not have a background in parts, they often say that parts are not in stock and must be ordered. According to mechanics, however, the parts are sometimes in stock but inexperienced employees cannot identify them. The mechanics also complained about delays in fixing vehicles because of incorrectly ordered parts.

The inspection team interviewed several of the employees in the Parts Department and none had received any formal training on automotive components, parts procurement, or inventory management to prepare them for working there. At least one employee had worked in the parts department of a private repair shop,

but worked mainly with parts for cars and light-duty trucks from a single manufacturer. In summary, the department lacks a formalized training program, does not have any ASE[7] certified parts specialists, and the most experienced workers have been detailed to other areas.

Recommendations:

a. That A/FMA permanently reassign experienced personnel to the Parts Department.

Agree _____ Disagree ____X____

DPW Comments: ***The Tool and Parts Attendants permanently assigned to this area have been certified through the D.C. Office of Personnel as being competent to carry out the responsibilities of said unit. While we agree that some employees have more years of experience than others, that does not in itself make the individual with the least experience ineligible for the job. Currently, the experience in the Parts Department ranges from approximately three years to 23 years.***

OIG Response: **Action taken by FMA should adequately address the conditions noted.**

b. That A/FMA ensure that experienced Parts Department personnel are detailed to other areas only in emergencies.

Agree ____X____ Disagree _____

c. That D/DPW and A/FMA consider hiring an experienced Parts Manager for the FMA Parts Department.

Agree ____X____ Disagree _____

[7] ASE certification is provided by the National Institute for Automotive Service Excellence. This certification is used as an industry standard for knowledge and competence among automotive professionals.

d. That A/FMA and division management identify training that can provide the Parts Department staff with the knowledge needed to effectively run an automotive parts department.[8]

Agree ___X___ Disagree _____

DPW Comments: ***While we agree with the recommendation, it is based on the fact that we believe that increasing parts staff skills will enable them to carry out their responsibilities more effectively.***

OIG Response: **Action planned and taken by FMA should adequately address the conditions noted.**

15. <u>Night Support shift mechanics' inability to secure parts after 8:30 p.m. decreases their productivity</u>.

When the inspection of FMA began in October 2000, the hours of operation for the Parts Department were 7:00 a.m. to 10:30 p.m. Mechanics on the Night Support shift[9] were able to secure automotive parts during their entire shift. In November 2000, however, the hours of operation for the Parts Department changed to 7:00 a.m. to 8:30 pm. Consequently, Night Support shift mechanics cannot obtain parts for two hours and their productivity is reduced.

Recommendation:

That D/DPW and A/FMA ensure that there is adequate coverage in the Parts Department during the entire Night Support shift.

Agree ___X___ Disagree _____

[8] The inspection team suggests the ASE website, www.asecert.org as an initial source of information on testing and training for Parts Specialists.

[9] Night Support shift mechanics work Monday-Friday from 2 p.m. – 10:30 p.m.

16. <u>Fleet customers are charged for parts and services not provided by the Night Support shift</u>.

The inspection team observed piles of unused parts in the distribution area of the Parts Department. Parts Department employees stated that the unused parts were charged to vehicles being repaired or serviced by Night Support mechanics. Parts Department employees stated that the Night Support foreman returns unused parts to the Parts Department without documenting the work order numbers so that proper reimbursement can be made to the appropriate District agency. Therefore, the cost of the parts are still charged against agency vehicles even when they are not used.

Recommendation:

That A/FMA and division management ensure that the Night Support foreman records all work order numbers so that parts can be removed from work orders and that charges for unused parts are removed at the end of each shift.

Agree ___X___ Disagree _____

DPW Comments: ***While we agree that the incident cited in the findings did occur, it does not represent the standard practice. Additionally, the Parts Department will be staffed until 10:00 p.m.***

OIG Response: **Action planned and taken by FMA should adequately address the conditions noted.**

17. <u>FMA policy restricting admittance to the Parts Department is being violated</u>.

FMA Manual Procedure: 6-2 states:

> **[2]. The following authorized employees may enter the Parts Area:**
>
> - **Fleet Services Administrator**
> - **Maintenance Services Officer**

- **Parts Manager**
- **Parts Clerk**

Limiting access to the Parts Department is important because Parts Department employees are held accountable for all parts. If parts are removed from the inventory without informing the Parts Department employee, parts will not be charged to work orders properly and the inventory will be not be accurate. Unauthorized access also increases the risk of theft. The inspection team observed, however, unauthorized employees, including mechanics and maintenance shop supervisors, entering the Parts Department at the 1833 West Virginia Avenue, N.E. facility to retrieve parts. Parts employees stated that mechanics sometimes enter the parts area because they do not know the proper names for parts they seek and have to identify them visually.

Recommendation:

That A/FMA ensure that FMA employees comply with Fleet Services Division Manual Procedure 6-2 and restrict entry to the Parts Department to authorized employees.

Agree ____X____ Disagree _____

18. <u>The Quality Assurance Unit is severely understaffed and cannot fulfill its assigned responsibilities</u>.

The Quality Assurance Unit's purpose is to ensure that the highest caliber of work is performed on equipment and that sufficient equipment is available on a daily basis to provide efficient and effective city services. Its mission includes reviewing work performed by Maintenance Services mechanics and contractors.

The two full-time employees (one of whom is on extended sick leave) and one supervisor assigned to the Quality Assurance Unit are not sufficient for the unit to perform its assigned duties. The inspection team found that:

Quality control inspections of automobile repairs are not being conducted.

FMA Manual Procedure 7-1-2 (Quality Control) states that:

> **[3] All work will be examined by an Inspector who will check the work done, operate the equipment in the shop, and/or conduct a road test.**

It further states that:

> **[5] A follow-up sampling of repair work done will be accomplished for a percentage of the repair orders (between 10% and 25%)**

Fleet supervisors informed the inspection team that due to the severe shortage in inspector staffing, inspectors no longer visually inspect completed work and/or test-drive vehicles to test the quality of repairs being performed by FMA mechanics. Supervisors are now tasked to review the work completed by mechanics as part of their supervisory duties. The one available inspector does work order sampling (paperwork reviews) on an infrequent, haphazard basis, as he often must perform other functions. For example, the inspection team observed the inspector working as the customer service clerk during several visits.

Quality Assurance checks of contractor repairs are not being conducted.

FMA Manual Procedure 7-1-3 states that:

> **Vendor's work is inspected upon completion by the Contract and Vendor Coordinator, and returned for rework if the work is not accomplished correctly.**

Although the Quality Assurance unit is responsible for checking contractor repairs, it lacks the staff to monitor such repairs and ensure that the services provided are satisfactory and conform to contract specifications. Therefore, the possibility exists that the District is not receiving high-quality contractor repair and maintenance services.

The Quality Assurance Officer provided the inspection team with a draft implementation plan based on using four staff members from the Maintenance Services repair shops to supplement his staff and perform quality assurance vehicle evaluations. He informed the team that he needs at least three more quality assurance inspectors to implement a fully operational quality assurance program.

Recommendations:

a. That D/DPW and the A/FMA hire qualified inspectors for the Quality Assurance Unit to ensure that quality control inspections of repair work done in the Maintenance Services facility and by contractors are conducted.

Agree ___X___ Disagree _____

b. That A/FMA ensure that if additional staff members from within the Maintenance Services Division are assigned or detailed to perform inspector duties, that the details or reassignments are handled in accordance with District Personnel Manual regulations, Chapter 8, Subparts 9 and 10. The inspector assignment should be open to internal competition if there is a possibility of a higher pay grade.

Agree ___X___ Disagree _____

DPW Comments: ***While we agree with the need to hire additional staff to support the Quality Assurance Unit, budgetary constraints has an impact on meeting these needs. Therefore, we have had supervisors and leaders trained by the Department of Motor Vehicles, Vehicle Inspection Unit, in order that we might meet our quality assurance/inspections needs when necessary.***

OIG Response: **Action planned and taken by FMA should adequately address the conditions noted.**

19. FMA's Quality Assurance Unit lacks the space and equipment needed to perform its duties.

The Quality Assurance Unit has been allocated few resources with which to conduct its mission. The two inspectors in the unit share a wooden desk with one chair, one computer, and no file space in an open area within the Customer Services Department.

The inspectors stated that the unit's effectiveness has been further compromised by its inability to access equipment stored in the FMA Parts Department that could assist in diagnosing repair problems and evaluating repair quality. One inspector stated that he had been denied use of new equipment over a dozen times by the Parts Department manager because the manager stated that the inspector needed to be trained in the use of the equipment. A training session did not occur for several months and the equipment remained unused during that period. The inspector also stated that he has used personal funds to purchase needed diagnostic equipment that was unavailable through FMA.

Recommendations:

a. That A/FMA and division management designate better space and resources for the Quality Assurance Unit.

Agree ____X____ Disagree _____

b. That A/FMA and division management immediately implement the policies, procedures, and training necessary to ensure that quality assurance employees have access to, and the training to use, purchased equipment.

Agree ____X____ Disagree _____

20. <u>A lack of formal training for mechanics decreases their ability to provide efficient, effective service for vehicles with newer technology and design features</u>.

During interviews with the inspection team, many mechanics stated that they have received little automotive training while working for FMA. Many have worked for FMA for 20 years or more and automotive techniques they learned in school have long been replaced. Most staff members expressed the desire to receive additional automotive training aimed at improving their ability to troubleshoot and make repairs in areas where there have been significant advances in automotive design (e.g., hydraulics and computerized diagnostic systems). Mechanics stated that too often, the sole learning process for determining how to

troubleshoot and repair a new system or problem comes from one mechanic figuring out how to fix the problem and passing the information on to others.

Maintenance Services Division mechanics stated that the National Institute for Automotive Service Excellence (ASE) provides training; however, FMA provides few incentives for them to attend ASE certification courses or obtain ASE certification in new automotive technology. The mechanics state that the additional training must be accomplished on their own time, does not result in additional compensation, and certification has not historically factored into the selection for promotions or other job opportunities.

In contrast, Arlington County's Equipment Division administrators informed the inspection team that all of their mechanics are ASE certified. The division provides several incentives for mechanics to become certified, including on-site training, course reimbursement and testing fee reimbursement. In addition, ASE certification is now a requirement for all mechanics newly employed by the county.

Recommendations:

a. That D/DPW and A/FMA design and implement a training program for mechanics that is comparable to that provided by other local jurisdictions or one that is recommended by professional associations.

Agree _____ Disagree X

DPW Comments: ***Fleet has provided a substantial amount of training as supported by data available in employee's folder and notices of training availability. This training includes: General Motors – Welding, Specialized Electronic Training, Base Brake Hardware and Hydraulics; Controlled Substance and Alcohol Testing Program; First on the Scene Awareness; Intro to Electronic Service Information; Automatic Transaxle Mechanic Service; Suspension, Alignment and Wheel Balance; Underbody Alignments; Ford Motors – Fleet Electrical System; Leach Training – Service Operator's Training; Conference for Competitive Bidding; Activity Based Costing (ABC) and Managed Competition. Moving forward, we need to review the training costs associated with the***

programs available in surrounding jurisdictions and other organizations to ensure that any commitment we make, we will have the financial resources to offer the training.

OIG Response: **We do not agree with the Agency's response. Although it is noted that FMA has provided a substantial amount of training to its employees, the OIG recommendation addresses the implementation of a "training program" similar to that of other local jurisdictions or one that is recommended by professional associations. FMA mechanics informed the inspection team that training provided to them is not consistent and often is not applicable to the type of work they perform.**

b. That the D/DPW and A/FMA coordinate with Maintenance Services mechanics and union representatives to develop a training and incentive program for ASE certification of mechanics and parts attendants within FMA. The FMA program should, at a minimum, ensure that all Maintenance Services foremen and supervisors are ASE certified.

Agree ____X____ Disagree _____

21. <u>Vendors are not providing Maintenance Services Division mechanics with adequate training on the mechanical systems and repair of new types of vehicles as required by contract agreements</u>.

The contract specifications for many newly purchased vehicles include language that the vendor will provide training for employees on the use and maintenance of the vehicles. In some cases, training for mechanics is provided, but in most instances the training that the vendor provides primarily targets vehicle operators. Some of the most recently purchased vehicles are completely new to the District and have mechanical systems different from those of older fleet vehicles (e.g. Tennant sweepers and Tennant vacuums), while others are newer versions of in-stock equipment (e.g. new Elgin 3-wheel sweepers).

Mechanics state that when the vehicles arrive, the vendor trainers usually are not mechanics. Quite often, the vendor trainers are knowledgeable on how to use

the vehicles and perform basic preventive maintenance, but have less knowledge about how to repair the mechanical, electrical, and hydraulic problems encountered by FMA mechanics. Some mechanics state that they have more knowledge about mechanical systems than the trainers do.

Once the vehicle warranty expires (usually in one year), Maintenance Services mechanics are expected to repair and maintain the vehicles. Without prior training on the vehicle's capabilities and mechanical systems, the mechanics must refer to the factory manuals provided and to each other for information. The mechanics stated that trial and error is a commonly used problem-solving method. The mechanic troubleshoots the vehicle problem and then tries different things to fix the problem until one that seems to work is found. This process increases the time that the vehicle must remain in the shop for repair and may also increase the need for repeat repairs.

Recommendations:

a. That D/DPW and A/FMA enforce contract requirements and ensure that vendors are providing the necessary mechanical training as required by contract specifications.

Agree ____X____ Disagree _____

DPW Comments: ***Training by vendors is currently enforced, and it is divided into two parts: operators training and mechanics training.***

OIG Response: **Action planned and taken by FMA should adequately address the conditions noted.**

b. That D/DPW and A/FMA ensure that the Vehicle Acquisition and Disposal Officer includes language reflecting the need for specialized mechanical training, as well as operator training in all future contract specifications for new or modified equipment purchases.

Agree ____X____ Disagree _____

DPW Comments: ***Language is already included in the contract specifications for mechanical and operator training. In addition, specifications include critical internal parts needed for preventive maintenance.***

OIG Response: **We agree with the Agency's response in part. The language included in the contract specifications does include training for mechanics and operators. However, our recommendation speaks to the need for "specialized mechanical training." Several mechanics informed the inspection team that the training that is provided to them by vendors is for operators and not for mechanics. Additionally, they stated that the trainers are often not mechanics and cannot answer technical repair and preventive maintenance questions.**

22. <u>Supervisors allow FMS employees to use the Maintenance Services Division facility to wash their privately owned vehicles (POVs).</u>

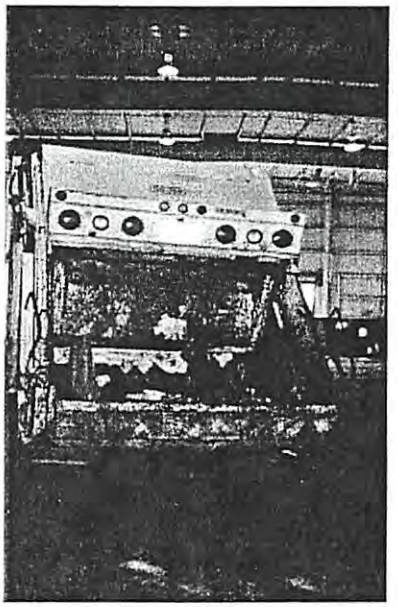
The inspection team observed an employee washing his POV in the wash bay at the 1833 West Virginia Avenue, NE facility. The employee stated that he was on his lunch break and was given permission to use the wash bay by a FMA manager. The manager stated that this was not an everyday occurrence but that he did give the employee permission to use the wash bay. According to some FMA employees, permission to wash POVs during non-work hours is given selectively.

Recommendation:

That A/FMA and division management develop and promulgate a written policy for the use of the car wash by employees during non-work hours.

Agree ____X____ Disagree _____

PACKER SHOP
1833 WEST VIRGINIA AVENUE, N. E.



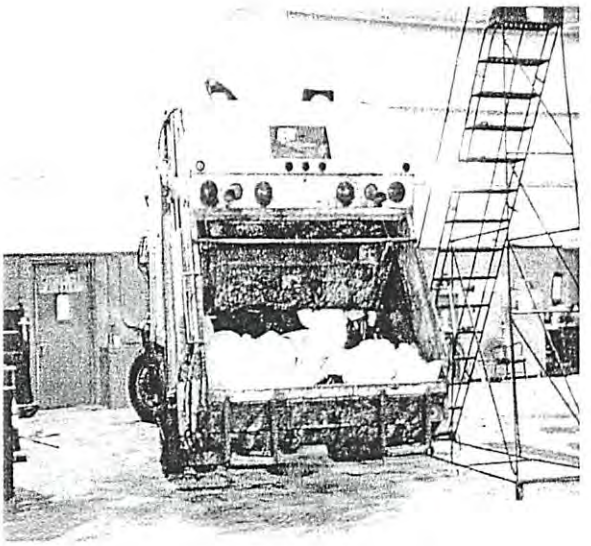


Photo: Trash-filled packers serviced by Maintenance Services.

Findings and Recommendations:

VEHICLE ACQUISITION AND DISPOSAL DIVISION

VEHICLE ACQUISITION AND DISPOSAL

Vehicle Acquisition and Disposal Services is responsible for helping customer agencies/offices design vehicles to meet their needs; creating technical vehicle and equipment specifications for bidding purposes; reviewing bids for compliance and making recommendations to purchase; delivering new vehicles to customers in a ready-to-work condition, and developing and using analytical tools for making decisions on disposals; establishing building and facility maintenance schedules, etc.

23. The FMA vehicle acquisition process has greatly improved and vehicle purchases more closely match the needs of users.

Employees and supervisors in SWMA and FMA stated that the vehicle acquisition process has greatly improved. There has been good progress made in responding to user needs and in making fiscally sound purchases. Committees consisting of staff from both FMA and SWMA meet and present their needs to the Vehicle Acquisition Officer before specifications for vehicle purchases are developed. Employee teams have also been sent to automotive factories to test potential purchases. As a result, vehicle purchases more closely conform to the needs of the users.

The inspection team also reviewed FY2000 Vehicle/Equipment purchases and found that nearly all of the vehicles purchased by FMA were purchased using GSA contracts. It is expected that the use of federal contracts will save the District money compared to the cost of vehicles not purchased through GSA.

24. The inspection team found serious deficiencies that could lead to fraud and abuse in the vehicle disposal process.

FMA forms used to account for vehicles that have been disposed of are incomplete and improperly filled out.

Before each auction, FMA sends a list of vehicles to be sold that month (the Property Disposal Action form) to the Office of Property Management. After the auction, these documents are FMA's primary record on the vehicles sold. A review of the disposal action forms for FY2000 found that the forms were completed improperly for every month examined. The deficiencies found included missing vehicle acquisition costs, auction sales prices in different places on the form, and

sale prices scratched through and new numbers added without the initials or name of the person making the changes (Appendix 8).

FMA sets no minimum sales price for vehicles available for auction. Some vehicles sell for exceptionally low prices.

The inspection team review of vehicle sales for FY 2000 found prices far below what one might expect. FMA sets no minimum prices for vehicles and sells them for whatever the customers who attend that month's auction bid on the vehicle. Although it is to be expected that some vehicles disposed of by FMA will require mechanical work, other vehicles disposed of due to age or mileage may still be in fair mechanical condition.[10] The following table shows some of the low sale prices in FY 2000:

Auction Date	Vehicle Type	Sale Price	Kelley Blue Book trade-in value[11]
November 1999	1993 Ford Taurus	$200	$1,220
Feb 2000	1986 Chevy sedan	$100	Undetermined[12]
May 2000	1986 Chevy pick-up[13]	$100	$675
July 2000	1989 Ford Tempo	$25[14]	$500
November 2000	1984 Dodge Ram Van	$5	$675
November 2000	1990 Dodge Ram Van	$25	$1,700

10 Kelley Blue Book defines "Fair" condition as a vehicle that "probably has some mechanical or cosmetic defects, but that is still in safe running condition. The paint, body, and or interior need work to be performed by a professional in order to be sold. The tires need to be replaced. There may be some repairable rust damage."

11 Kelley Blue Book values were determined based on a vehicle in "Fair" condition with 100,000 miles, and the following options: automatic transmission, a/c, power steering, and an AM/FM radio.

12 Chevy sells several types of sedan. Since the Property Disposal Action Form did not list the type of vehicle, it was impossible to determine a Blue Book value.

13 The Property Disposal Action list for May 2000 did not list the vehicle model, so it was assumed that the vehicle was the S10 short bed truck with 2-wheel drive and a 4-cyl engine (cheapest model available).

14 Two 1985 Ford Tempo vehicles sold at this same auction for $25 and $50 each.

Recommendation:

That D/DPW consider conducting an audit of the vehicle disposal process that will recommend improvements that will increase accountability and decrease opportunities for fraud and abuse.

Agree ____X____ Disagree _____

DPW Comments: ***While we agree, it must be noted that historically the Office of Procurement and Contracting, Property Disposal Division has in the past set guidelines for vehicle disposal and carried out said function. The recently enacted Mayor's Order (2000-75 dated May 11, 2000) authorizes Fleet Management Administration to carry out the vehicle disposal responsibility. We are currently transitioning that function to fleet and in so doing will address the issues raised by this audit.***

OIG Response: **Action planned and taken by FMA should adequately address the conditions noted.**

25. FMA lacks guidelines for making decisions about the repair and disposal of vehicles.

FMA has no guidelines for evaluating when the costs to repair a vehicle exceed sound fiscal judgment. FMA disposal request forms state that a vehicle or equipment may be disposed of due to age, excessive body damage, and/or extensive engine repair. District government agencies that are able to substantiate a need for a particular vehicle, however, may request that the vehicle be repaired and returned to service despite FMA's recommendation for disposal. As a result, older vehicles are continuously repaired and returned to service despite high repair costs. Consequently, funds available for replacement vehicles are decreased.

In addition, there are no guidelines for evaluating which vehicles should be considered for disposal. Mechanics and the Vehicle Acquisition and Disposal Officer (a mechanical engineer) often differ on which vehicles should be disposed of and made available for sale. Since there are no written guidelines as to what combination of age, mileage, and repair costs as compared to vehicle value make a vehicle eligible for disposal, some vehicles listed for salvage by mechanics are

later withdrawn from the auction list by the Disposal Officer who has decided that they have usable life remaining.

Recommendation:

That the A/FMA and the Vehicle Acquisition and Disposal Officer develop and promulgate procedures for the disposal process that provide specific guidance for vehicle disposal.

Agree ____X____ Disagree _____

Findings and Recommendations:

FUEL AND LUBE SERVICES DIVISION

FUEL AND LUBE SERVICES DIVISION

Fuel and Lube Services Division is responsible for managing all District Government fueling sites and mobile fuel trucks, the commercial fueling program, ordering and distributing lubricants, as well as managing all the data related to fuel use and cost. The branch is also responsible for ensuring that our fueling stations comply with United States Environmental Protection Agency and District of Columbia Department of Health regulations. FMA is in the process of switching to an automated fueling system.

26. The Fuel and Lube Services Division lacks policies and procedures for conducting day-to-day operations.

The Fleet Fuel Program Handbook, effective January 1999, is the primary source of documentation regarding the FMA Fuel and Lube Services Division. Although the handbook covers the broad areas of division responsibility (e.g., underground storage tank management and fuel service automation plans), the division supervisor does not have documentation governing the current day-to-day operations of her staff.

Recommendation:

That the A/FMA and division management create and promulgate policies and procedures for the day-to-day operations of Fuel and Lube Division staff.

Agree ____X____ Disagree _____

DPW Comments: ***We agree, however, a fully automated fueling operation should be operational by May 2001. Our site monitor and mobile operator procedures are developed.***

OIG Response: **Action planned and taken by FMA should adequately address the conditions noted.**

27. Employees of the Fuel and Lube Services Division are not trained to report significant incidents that may occur at District fuel stations.

The Fleet Fuel Program Handbook defines a significant incident as:

any extraordinary event that occurs at or around a district-owned fuel site, or during dispensing of fuel. Examples of significant incidents include:

1. **Damage to the grounds, roads, signs, equipment, vehicles, fuel pumps, dispensers, storage tanks, etc.;**
2. **Incidents of fuel waste or abuse;**
3. **Theft or vandalism;**
4. **Breeches of security;**
5. **Unsafe vehicle operation at the fuel site;**
6. **Leaking fuel dispensing equipment, or evidence of leaks from the underground storage tanks;**
7. **Other incidents determined to be "significant" by the witness or operator.**

A "Significant Incident Report Form" is provided in the Fleet Fuel Program Handbook (Appendix 9). According to the handbook, "significant incident reporting for the fleet fuel program will be done in a structured, unified manner."

Some of the Fuel and Lube Services Division employees interviewed by the inspection team stated that they are not aware of the reporting process for the Significant Incident Report Form. This poses a potential hazard in that significant incidents may not be reported or tracked and deficiencies will not be corrected.

Recommendation:

That A/FMA ensure that Fuel and Lube Services employees and users of FMA services are properly trained on the importance of completing and submitting the "Significant Incident Report Form."

Agree ____X____ Disagree _____

28. <u>FMA is not in compliance with the District of Columbia Office of Occupational Safety and Health (OSH) follow-up report regarding the lack of a ventilation system in the attendant's office at the 4900 Bates Road, N.E. fueling station</u>.

OSH conducted an inspection of the 4900 Bates Road, N.E. fueling station on February 25, 2000 (Appendix 10). The inspection team found that FMA is still deficient with the following two violations cited in the report:

1. The attendant's office lacks a ventilation system to exhaust vapors to the outside of the building, and
2. First-aid supplies were not provided.

While conducting employee interviews in the attendant's office, the inspection team noticed strong fumes entering the office. Employees interviewed stated that gasoline fumes are stronger on some days and the only source of ventilation is windows located across from the gasoline pumps. Employees also stated that there is no first aid kit available.

Recommendation:

That A/FMA and division management immediately correct the deficiencies noted in the OSH report and report the corrections to OSH.

Agree ____X____ Disagree _____

29. <u>FMA is not in compliance with District Personal Manual (DPM) and union agreements regarding lunch breaks and rest periods.</u>

Chapter 12, Subpart 2 § 2.2 (D)(1) of the District Personnel Manual states that:

> **except for officers or members of the Metropolitan Police force or the Fire Department of the District of Columbia, the regular basic workweek is established at not more than 40 hours per week, and is comprised of five 8-hour days.... A lunch break of 30 minutes is provided.**

FUEL AND LUBE SERVICES DIVISION

Article 34 § A of the Collective Bargaining Agreement between the American Federation of Government Employees Locals 631, 872, 1875, and 2553 (Union) and the District states that:

> **except as provided herein, the normal workday for full-time employees shall consist of eight (8) hours of work within a twenty-hour (24) hour period. The normal hours of work shall be consecutive except as interrupted by a lunch period.**

The Collective Bargaining Agreement further states in Article 34 § H that:

> **the Bureau will provide two fifteen (15) minute breaks on each shift, one for each four (4) hour period worked. The same principle shall apply for overtime worked beyond regular shift except that the employee need work one (1) or more hours to qualify for a fifteen (15) minute overtime rest period. Where possible, this initial overtime rest period shall be granted prior to the beginning of overtime work. Following the first four (4) hours of overtime work, the employee shall be given a fifteen (15) minute rest period for every four (4) hours of major portion thereof worked.**

Employees stated that they are often not able to take their scheduled lunch breaks and other rest periods because the Fuel and Lube Services division is a 24-hour operation and is severely understaffed. Employees stated that vehicles are constantly coming into the stations for fuel, and that employees are not able to close down the stations for lunch and other rest periods allowed to District government employees. Employees stated that they regularly work more than 40 hours per week.

Recommendation:

That A/FMA and division management comply with Chapter 12, Subpart 2 of the DPM and Article 34 §§ A and H of the union agreement and ensure that employees are afforded lunch breaks and rest breaks as required by regulation.

Agree ____X____ Disagree _____

Findings and Recommendations:

OFFICE OF THE ADMINISTRATOR

OFFICE OF THE ADMINISTRATOR

The Office of the Administrator is responsible for developing policy and standards, management oversight, long range planning and analysis, and budget reporting for the FMA.

30. FMA is not in compliance with federal law regarding emergency action plans.

29 CFR §1926.35(a) (1999) states that:

> **the emergency action plan shall be in writing and shall cover those designated actions employers and employees must take to ensure employee safety from fire and other emergencies.**

FMA management provided the inspection team with a draft emergency action plan titled "Safety in the Workplace" that had been updated on November 16, 2000. The plan contained incorrect information and evacuation procedures for the maintenance shops located at 1833 West Virginia Avenue, N.E. For example, the Packer Shop section stated that "...**building 1833 is fully sprinklered.**"

The packer shop, however, does not have a sprinkler system. The emergency evacuation plan also stated that employees should "...**go directly to the nearest exit or stairwell, walk to the ground floor and exit the building.**"

It further states that the "...**elevator will recall to the main lobby and stay there while the alarm is active.**"

This information is incorrect because there is no elevator in the 1833 West Virginia Avenue, N.E. facility and the Packer Shop is located on the ground floor of the facility. The illustrations of the emergency evacuation routes are not drawn accurately and do not show emergency exits and where they lead (Appendix 11). Incorrect and inconsistent information is repeated throughout the emergency action plan for all of the maintenance shops. The information in the plan is very misleading and is not in compliance with federal regulations.

Recommendation:

That D/DPW and A/FMA immediately comply with 29 CFR § 1926.35(a) (1999) and create an accurate written emergency action plan.

Agree ____X____ Disagree _____

31. <u>The District lags behind neighboring jurisdictions in implementing fleet management initiatives designed to improve service and reduce costs</u>.

Through interviews and documentation reviews, the inspection team determined that FMA lags behind neighboring jurisdictions in implementing initiatives that would improve service and reduce costs. For example, only now is FMA implementing a program that uses long-term planning to allocate funds for vehicle replacement. Under this program, a portion of the vehicle fleet will be renewed each year. Arlington County, however, began a similar replacement program in 1977. Meanwhile, the District has had to allocate a substantial amount of funds over the past two years to replace old street-cleaning and trash collection vehicles that were being used long past their effective use. An effective vehicle replacement program decreases the high costs associated with maintaining old vehicles because they are systematically replaced by using funds previously allocated over several years.

Recommendation:

That D/DPW and FMA management give higher priority to the implementation of the fleet vehicle replacement plan.

Agree ____X____ Disagree _____

32. <u>Employees are assigned to higher graded positions without competition or additional compensation in violation of District Personnel regulations and union agreements</u>.

Chapter 8, § 841.3 of the District of Columbia Personnel Manual states that "**[a]ll details to higher graded positions extending**

beyond two hundred forty (240) days shall be made by competition."

In addition, Article 27 § A of the Collective Bargaining Agreement between the union and the District of Columbia states that:

1. **Purpose: Detail work assignments will be used only for meeting temporary needs of Management's work program and on the job training. Details may be appropriately used to meet emergencies occasioned by abnormal workload or unanticipated absence.**
2. **Time Limitations: Details will not exceed four (4) months for on-the-job-training or will not exceed one hundred and twenty (120) days for meeting temporary needs of Management's work program.**
3. **Details in excess of two (2) pay periods shall be recorded and made a part of the employee's personnel folder.**
4. **Employees on detail for more than one hundred and twenty (120) days to a higher graded position shall be temporarily promoted.**

Selection for details to meet temporary needs of Management's work program will be made on a rotation basis among qualified employees.

The team found that an employee has been working in a higher grade position for almost a year without receiving additional compensation and without competing for the position. The employee has been promised the position when funds become available. Other employees within the division stated that they have performed team leader or supervisory duties for several months unofficially, without receiving the additional compensation or position designation.

Recommendation:

That A/FMA and division management coordinate with senior supervisors to identify those employees assigned to duties and positions of a higher grade. In situations where the unit has a compelling need to continue using the employee in the higher grade, a promotion or temporary promotion should

be made in accordance with D.C. Personnel Manual, Chapter 8, Subpart 9.3 §§ 839 and 841 and the Collective Bargaining Agreement.

Agree ____X____ Disagree _____

33. <u>Employees believe that details[15] and reassignments are not made in accordance with District Personnel regulations and are not fair</u>.

Many employees stated that they believe that details and reassignments are not administered in accordance with union agreements and District Personnel Manual regulations. Some employees stated that they did not receive written notification of assignments before being detailed, or the notification was incomplete or inaccurate regarding the length of the detail. Employees also stated that details are not fairly assigned. Employees cited several instances where senior employees (instead of junior employees) were detailed to low-level positions in another area. Employees stated that they believe management uses details and reassignments as punitive measures against outspoken employees or against those who otherwise have displeased managers. Employees expressed an unwillingness to disagree with management, even when treated unfairly, because they do not want to be reassigned to a less desirable shop or work area.

Recommendation:

That D/DPW and A/FMA monitor more closely how details and reassignments are being used within the administration. Efforts should be made to ensure that details are properly documented, and are not made for personal reasons but in accordance with District personnel regulations and sound management practices.

Agree ____X____ Disagree _____

[15] The District Personnel Manual defines a detail as a temporary assignment of an employee to a different position for a specified period, with the employee returning to his or her regular duties at the end of the detail.

34. <u>FMA is not in compliance with its own policy regarding the development and implementation of a training plan for all employees</u>.

The FMA Manual Procedure: 7-2-1 Policies states that:

> **[3]. FSD will develop a master training plan for each class of employee and every employee.**

It further states in 7-2-1 Procedures that:

> **[1]. A formal training program will be developed by the Fleet Services Administrator. The program will include:**
>
> **a. Training objectives and policies; and**
> **b. An annual training plan that includes:**
>
> - **Course offerings (internal and external)**
> - **Schedules**
> - **Special employee training/certification requirements**
> - **Coordination/management responsibilities**

FMA provided the inspection team with a master training plan that had been updated on December 22, 2000 (Appendix 12). The master training plan did not include either training objectives and policies or the schedules of the courses. It was poorly compiled and difficult to follow.

Recommendation:

That A/FMA ensure that a thorough and effective master training plan with all of the elements required by FMA policy is developed and implemented for each class of employee and every employee annually.

Agree ___X___ Disagree _____

DPW Comments: ***While we agree, we are limited by budget limitations.***

OIG Response: **The development of a thorough and effective master training plan can be drafted, even with budget limitations. The master training plan submitted to the OIG did not adequately outline the requirements for a master training plan as specified in FMA policy.**

APPENDICES

Appendix 1: List of Findings and Recommendations

Appendix 2: Sample Survey

Appendix 3: Management Alert Report to DPW Interim Director Leslie Hotaling

Appendix 4: Management Alert Report Response

Appendix 5: Memorandums to DPW Management Regarding Trash in Packers

Appendix 6: Maintenance Services Work Order Analysis

Appendix 7: Repair Costs for Disposed Sweepers

Appendix 8: Sample Property Disposal Action Sheet

Appendix 9: Significant Incident Report Form

Appendix 10: District of Columbia Office of Safety and Health Report

Appendix 11: Draft of Packer Shop Emergency Evacuation Plan

Appendix 12: Master Training Plan

APPENDIX 1

FINDINGS AND RECOMMENDATIONS

FLEET MAINTENANCE SERVICES

1. **Portable fire extinguishers are not readily accessible to employees as required by federal law.**

That A/FMA and the Safety Officer ensure that all fire extinguishers are fully charged and are kept in their designated locations.

2. **First aid products and equipment are not available for emergencies in violation of federal law.**

a. That D/DPW and A/FMA repair all broken emergency eyewash fountains immediately.

b. That A/FMA and the Safety Officer ensure that Eyesaline solution containers are replaced as needed at the 1833 West Virginia Avenue, N.E. facility.

3. **Maintenance Services lacks appropriate exhaust systems for the Welder, Packer and Sweeper Shops in violation of federal law regarding ventilation of work areas.**

That D/DPW and A/FMA coordinate immediately with the District of Columbia Office of Occupational Safety and Health (OSH) to develop and implement a method of mechanical ventilation that will meet federal ventilation standards for employees in all facilities.

4. **Hazardous conditions put Maintenance Services in violation of Building Officials and Code Administrators International, Inc. (BOCA) regulations.**

5. **The large number of nonworking lights in the Maintenance Services garage decreases employee visibility and diminishes productivity.**

a. That A/FMA and division management ensure that replacement bulbs for overhead light fixtures are ordered and installed, and that bulbs are replaced as soon as they burn out.

b. That A/FMA coordinate with OSH to ensure that lighting within the facility meets the minimum illumination intensity mandated by 29 CFR § 1926.56 (1999).

6. Maintenance Services is not enforcing the policy against servicing solid waste collection vehicles (packers) containing trash.

a. That D/DPW and A/FMA ensure that supervisors enforce the written policy that mechanics are not to service packers containing trash.

b. That A/FMA and the SWMA Administration coordinate on drafting and promulgating procedures for the dumping of packers prior to their being brought in to Maintenance Services for service.

7. The Parts Department is in violation of federal law and the fire prevention code regarding access to exits and means of egress.

That D/DPW and A/FMA comply immediately with the requirements of 29 CFR § 1910.37 (f)(1) (1999) and BOCA National Fire Prevention Code § F-608.1.

8. Maintenance Services employees who are not trained mechanics repair and maintain vehicles.

a. That A/FMA and division management implement a developmental training program for all Maintenance Services employees who perform mechanical duties.

b. That D/DPW and A/FMA hire additional staff for short-staffed mechanical and front-line areas so as to reduce the need for details and reassignments of employees to positions outside of their fields of expertise.

9. Mechanics state that they lack many of the general and specialized tools needed to repair fleet vehicles.

That D/DPW, A/FMA and division management expedite the purchase and distribution of tools to mechanics.

10. The Preventive Maintenance Program is not being conducted in accordance with FMA policies and procedures.

That A/FMA and division management conduct the Preventive Maintenance Program as outlined in their policies and procedures.

11. A review of information from FMA databases indicate that many of the District's mechanical sweepers, trash packers, and heavy-duty trucks are not receiving regularly scheduled preventive maintenance.

a. That D/DPW and A/FMA create, promulgate, and enforce policies that emphasize the responsibilities of both operators and mechanics in ensuring that vehicles are properly maintained and brought to the garage for scheduled PM. These policies should be disseminated to all District agencies.

b. That D/DPW, A/FMA and division management review and update PM servicing and scheduling for all District vehicles that FMA is responsible for.

12. Maintenance Services' lack of a vehicle PM compliance process has allowed some District agencies to neglect PM requirements.

a. That D/DPW and A/FMA immediately begin enforcing division policies and procedures regarding agency compliance with the FMA preventive maintenance program.

b. That A/FMA provide additional training for mechanics and line personnel on the proper use of the FASTER system and the importance of data accuracy in maintenance management.

13. Thousands of dollars were spent in FY 2000 to repair old sweepers that were later sold at auction for a few hundred dollars.

a. That D/DPW, A/FMA, A/SWMA, and the Vehicle Acquisition and Disposal Officer establish and implement a policy that outlines recommended limits for vehicle repair based on vehicle value that will determine when street cleaning vehicles will be disposed of immediately instead of incurring additional repair costs.

b. That A/FMA establish a decision-making system where cumulative repair costs and repair history have a more significant role in both the acquisition and disposal processes.

14. <u>The Parts Department does not have an experienced and knowledgeable staff. Mechanics believe service delivery is negatively impacted.</u>

a. That A/FMA permanently reassign experienced personnel to the Parts Department.

b. That A/FMA ensure that experienced Parts Department personnel are detailed to other areas only in emergencies.

c. That D/DPW and A/FMA consider hiring an experienced Parts Manager for the FMA Parts Department.

d. That A/FMA and division management identify training that can provide the Parts Department staff with the knowledge needed to effectively run an automotive parts department.

15. <u>Night Support shift mechanics' inability to secure parts after 8:30 p.m. decreases their productivity.</u>

That D/DPW and A/FMA ensure that there is adequate coverage in the Parts Department during the entire Night Support shift.

16. <u>Fleet customers are charged for parts and services not provided by the Night Support shift.</u>

That A/FMA and division management ensure that the Night Support foreman records all work order numbers so that parts can be removed from work orders and that charges for unused parts are removed at the end of each shift.

17. <u>FMA policy restricting admittance to the Parts Department is being violated.</u>

That A/FMA ensure that FMA employees comply with Fleet Services Division Manual Procedure 6-2 and restrict entry to the Parts Department to authorized employees.

18. <u>The Quality Assurance Unit is severely understaffed and cannot fulfill its assigned responsibilities.</u>

a. That D/DPW and the A/FMA hire qualified inspectors for the Quality Assurance Unit to ensure that quality control inspections of repair work done in the Maintenance Services facility and by contractors are conducted.

b. That A/FMA ensure that if additional staff members from within the Maintenance Services Division are assigned or detailed to perform inspector duties, that the details or reassignments are handled in accordance with District Personnel Manual regulations, Chapter 8, Subparts 9 and 10. The inspector assignment should be open to internal competition if there is a possibility of a higher pay grade.

19. <u>FMA's Quality Assurance Unit lacks the space and equipment needed to perform their duties.</u>

a. That A/FMA and division management designate better space and resources for the Quality Assurance Unit.

b. That A/FMA and division management immediately implement the policies, procedures, and training necessary to ensure that quality assurance employees have access to, and the training to use, purchased equipment.

20. <u>A lack of formal training for mechanics decreases their ability to provide efficient, effective service for vehicles with newer technology and design features.</u>

a. That D/DPW and A/FMA design and implement a training program for mechanics that is comparable to that provided by other local jurisdictions or one that is recommended by professional associations.

b. That the D/DPW and A/FMA coordinate with Maintenance Services mechanics and union representatives to develop a training and

incentive program for ASE certification of mechanics and parts attendants within FMA. The FMA program should, at a minimum, ensure that all Maintenance Services foremen and supervisors are ASE certified.

21. Vendors are not providing Maintenance Services Division mechanics with adequate training on the mechanical systems and repair of new types of vehicles as required by contract agreements.

a. That D/DPW and A/FMA enforce contract requirements and ensure that vendors are providing the necessary mechanical training as required by contract specifications.

b. That D/DPW and A/FMA ensure that the Vehicle Acquisition and Disposal Officer includes language reflecting the need for specialized mechanical training, as well as operator training in all future contract specifications for new or modified equipment purchases.

22. Supervisors allow FMS employees to use the Maintenance Services Division facility to wash their privately owned vehicles (POVs).

That A/FMA and division management develop and promulgate a written policy for the use of the car wash during non-work hours.

VEHICLE ACQUISITION AND DISPOSAL

23. **The FMA vehicle acquisition process has greatly improved and vehicle purchases more closely match the needs of the user.**

24. **The inspection team found serious deficiencies that could lead to fraud and abuse in the vehicle disposal process.**

That D/DPW consider conducting an audit of the vehicle disposal process that will recommend improvements that will increase accountability and decrease opportunities for fraud and abuse.

25. **FMA lacks guidelines for making decisions about the repair and disposal of vehicles.**

That the A/FMA and the Vehicle Acquisition and Disposal Officer develop and promulgate procedures for the disposal process that provide specific guidance for vehicle disposal.

FUEL AND LUBE SERVICES DIVISION

26. The Fuel and Lube Services Division lacks policies and procedures for conducting day-to-day operations.

That the A/FMA and division management create and promulgate policies and procedures for the day-to-day operations of Fuel and Lube Division staff.

27. Employees of the Fuel and Lube Services Division are not trained to report significant incidents that may occur at District fuel stations.

That A/FMA ensure that Fuel and Lube Services employees and users of FMA services are properly trained on the importance of completing and submitting the "Significant Incident Report Form."

28. FMA is not in compliance with the District of Columbia Office of Occupational Safety and Health (OSH) follow-up report regarding the lack of a ventilation system in the attendant's office at the 4900 Bates Road, N.E. fueling station.

That A/FMA and division management immediately correct the deficiencies noted in the OSH report and report the corrections to OSH.

29. FMA is not in compliance with District Personal Manual (DPM) and union agreements regarding lunch breaks and rest periods.

That A/FMA and division management comply with Chapter 12, Subpart 2 of the DPM and Article 34 §§ A and H of the union agreement and ensure that employees are afforded lunch breaks and rest breaks as required by regulation.

OFFICE OF THE ADMINISTRATOR

30. FMA is not in compliance with federal law regarding emergency action plans.

That D/DPW and A/FMA immediately comply with 29 CFR § 1926.35(a) (1999) and create an accurate written emergency action plan.

31. The District lags behind neighboring jurisdictions in implementing fleet management initiatives designed to improve service and reduce costs.

That the D/DPW and FMA management give higher priority to the implementation of the fleet vehicle replacement plan.

32. Employees are assigned to higher graded positions without competition or additional compensation in violation of District Personnel regulations and union agreements.

That A/FMA and division management coordinate with senior supervisors to identify those employees assigned to duties and positions of a higher grade. In situations where the unit has a compelling need to continue using the employee in the higher grade, a promotion or temporary promotion should be made in accordance with D.C. Personnel Manual, Chapter 8, Subpart 9.3 §§ 839 and 841 and the Collective Bargaining Agreement.

33. Employees believe that details and reassignments are not made in accordance with District Personnel regulations and are not fair.

That D/DPW and A/FMA monitor more closely how details and reassignments are being used within the administration. Efforts should be made to ensure that details are properly documented, and are not made for personal reasons, but in accordance with District personnel regulations and sound management practices.

34. FMA is not in compliance with its own policy regarding the development and implementation of a training plan for all employees.

That A/FMA ensure that a thorough and effective master training plan with all of the elements required by FMA policy is developed and implemented for each class of employee and every employee annually.

APPENDIX 2

OFFICE OF THE INSPECTOR GENERAL
Inspections and Evaluations Division
Survey Questionnaire

Agency: Department of Public Works
Fleet Management Administration (FMA)

YOU ARE NOT REQUIRED TO PUT YOUR NAME ON THIS SURVEY

USE THE LEGEND IN ANSWERING THE SURVEY ITEMS ON BOTH SIDES OF EACH PAGE. WRITE ANY COMMENTS ON THE LAST PAGE OF THIS SURVEY OR ON A SEPARATE SHEET AND REFERENCE THE CORRESPONDING NUMBERED ITEMS. YOUR COMMENTS WILL REMAIN ANONYMOUS SO BE CANDID AND FEEL FREE TO ADDRESS ANY ISSUE NOT COVERED BY THE SURVEY. WHEN FINISHED, RETURN TO MEMBERS OF THE INSPECTION TEAM OR THE OFFICE OF THE INSPECTOR GENERAL, 717 14TH STREET, N.W., SUITE 930, WASHINGTON, D.C. 20005. ALL SURVEYS SHOULD BE RECEIVED BY NOVEMBER 6, 2000.

PART I – Organization and Management

Legend: A. STRONGLY AGREE, B. AGREE, C. DISAGREE, D. STRONGLY DISAGREE, E. DON'T KNOW

_____ 1. I understand and agree with the organizational structure.

_____ 2. The locations of FMA facilities are satisfactory.

_____ 3. There is open and effective communication among all employees: managers, supervisors and non-supervisors.

_____ 4. My supervisor understands and properly oversees day-to-day operations in his or her area of responsibility.

_____ 5. All decisions are made according to established policies and procedures, and D.C. Government regulations.

_____ 6. I think top-level management (the directors, FMA administrators) functions as a corporate team and is effective.

_____ 7. I think mid-level management (facility managers and other supervisory personnel) functions as a corporate team and is effective.

Office of the Inspector General
Inspections and Evaluations Division
Survey Questionnaire

Agency: Department of Public Works
Fleet Management Administration (FMA)

PART II – Work Environment/Job Satisfaction

Legend: A. STRONGLY AGREE, B. AGREE, C. DISAGREE, D. STRONGLY DISAGREE, E. DON'T KNOW

_____ 8. My physical work environment is safe and conducive to high productivity.

_____ 9. I am happy in my job and I do not plan to seek employment elsewhere.

PART III – Equal Employment Opportunity and Sexual Harassment

Equal Employment Opportunity (EEO) refers to the fair, just and equitable treatment of all employees regardless of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, family responsibilities, matriculation, physical handicap, or political affiliation. (D.C. Municipal Regulations, Title 4, 101.1)

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when the following occurs:

(a) Submission to such conduct is made either explicitly or implicitly a term or condition of employment.

(b) Submission to or rejection of such conduct by an employee is used as the basis for employment decisions affecting the employee; or

(c) The conduct has the purpose of effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment may include, but is not limited to, verbal harassment or abuse, subtle pressure for sexual activity, patting or pinching, brushing against another employee's body, and demands for sexual favors. (D.C. Municipal Regulations, Title 4, 199.1)

Office of the Inspector General
Inspections and Evaluations Division
Survey Questionnaire

Agency: Department of Public Works
Fleet Management Administration (FMA)

Legend: A. STRONGLY AGREE, B. AGREE, C. DISAGREE, D. STRONGLY DISAGREE, E. DON'T KNOW

_____ 10. I have been discriminated against while in this organization.

_____ 11. I have been sexually harassed while in this organization.

PART IV – Policies and Procedures

Legend: A. STRONGLY AGREE, B. AGREE, C. DISAGREE, D. STRONGLY DISAGREE, E. DON'T KNOW

_____ 12. My organization has an EEO policy and it is posted on the bulletin boards throughout my work location.

_____ 13. I know who the EEO representative is for my organization.

_____ 14. Current procedures for reporting time and attendance are satisfactory.

PART V – Duties and Responsibilities

Legend: A. STRONGLY AGREE, B. AGREE, C. DISAGREE, D. STRONGLY DISAGREE, E. DON'T KNOW

_____ 15. I have a job description that I have read and that I understand.

_____ 16. I am given adequate resources to do my job.

Office of the Inspector General
Inspections and Evaluations Division
Survey Questionnaire

Agency: Department of Public Works
Fleet Management Administration (FMA)

PART VI – Work Standards and Performance Evaluations

Legend: A. STRONGLY AGREE, B. AGREE, C. DISAGREE, D. STRONGLY DISAGREE, E. DON'T KNOW

_____ 17. There are work standards and performance measurements in place for my duties.

_____ 18. I receive adequate performance counseling during the rating period and there are no surprises in my performance evaluations.

Please write your responses to the following questions.

19. What is being done well in your organization?

Office of the Inspector General
Inspections and Evaluations Division
Survey Questionnaire

Agency: Department of Public Works
Fleet Management Administration (FMA)

20. What things are not being done well in your organization and how can they be improved?

21. What do users of Fleet Management Administration services complain about most often?

Office of the Inspector General
Inspections and Evaluations Division
Survey Questionnaire

Agency: Department of Public Works
Fleet Management Administration (FMA)

22. Are you aware of any fraud or other illegalities, waste, abuse or favoritism in any area of Fleet Management Administration? If so, please explain, giving as many details as possible.

23. Please add any additional comments you have on the survey items, on any aspect of your job, or on FMA operations.

APPENDIX 3

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Charles C. Maddox, Esq.
Inspector General

December 13, 2000

Ms. Leslie Hotaling, Interim Director
Department of Public Works
Franklin D. Reeves Center
2000 14th Street NW, 6th Floor
Washington, D.C. 20009

Dear Ms. Hotaling:

This is a Management Alert Report (MAR 01-I-002) to inform you of four safety issues that have come to our attention during our inspection of the Department of Public Works (DPW). The Office of the Inspector General (OIG) provides these reports when we believe a serious matter requires the immediate attention of a District of Columbia Government official.

1. The OIG inspection team has determined that the Fleet Management Administration (FMA) is not in compliance with federal law requiring that portable fire extinguishers be readily accessible to employees.

Background

29 CFR § 1910.157 (1999) states that:

> **The employer shall assure that portable fire extinguishers are maintained in a fully charged and operable condition and kept in their designated places at all times except during use.**

The inspection team observed numerous fire extinguishers located throughout the 1833 West Virginia Avenue, N.E. maintenance shops that were not being kept in their designated locations and/or were hidden behind debris and equipment. Many of the employees interviewed by the inspection team stated that they believe there are not enough fire extinguishers to accommodate all of the maintenance areas. For example, there is a designated space in each work bay for a fire extinguisher in the Packer Shop but the inspection team observed that there were not any fire extinguishers hanging in the bays. Due to the nature of the work performed by the employees in the maintenance shops, fire extinguishers should be readily available in each work bay.

The inspection team also noticed an area on the lower level of the maintenance facility that contained a number of discharged fire extinguishers that had not been properly disposed of. In

the event of an emergency, employees may mistakenly attempt to put out a fire with a discharged fire extinguisher.

Recommendation

- That the Director DPW (D/DPW), the Administrator of Fleet Management Administration (A/FMA) and division management comply with 29 CFR § 1910.157 (1999) and ensure that fire extinguishers are kept in their designated locations except during use.

- That A/FMA and division management immediately dispose of all discharged fire extinguishers.

2. The OIG inspection team has determined that FMA is in violation of federal law regarding first aid products and equipment.

Background

29 CFR § 1910.151(c) (1999) states that:

> **Where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities for quick drenching or flushing of the eyes and body shall be provided within the work area for immediate emergency use.**

Employees are not being provided with Eyesaline [1] solution and operative eyewash fountains where they can wash away harmful substances that may splash or explode on them while servicing vehicles. The inspection team found empty "Eyesaline" solution holders and inoperative emergency eyewash fountains throughout the 1833 West Virginia Avenue, N.E. facility.

Recommendation

- That D/DPW and A/FMA repair all inoperative emergency eyewash fountains immediately.

- That D/DPW and A/FMA ensure that Eyesaline solution is placed in all emergency eyewash fountains at the 1833 West Virginia Avenue, N.E. facility.

3. The OIG inspection team has determined that FMA is in violation of federal law regarding access to exits and means of egress.

Background

[1] Eyesaline is a buffered, isotonic, saline solution that can reduce the likelihood of additional damage to an injured eye.

29 CFR § 1910.37 (f)(1) states that:

Exits shall be so located and exit access shall be so arranged that exits are readily accessible at all times.

In addition, the Building Officials and Code Administrators International, Inc. (BOCA)[2] National Fire Prevention Code Chapter 6 § F-608.1 states that:

All means of egress doors shall be readily openable from the side from which egress is to be made without a key, special knowledge or effort.

The inspection team observed padlocks on two exit doors and a locked gate device on one exit door in the Parts Department. In the event of a fire or other emergency, employees cannot exit through these doors because they are routinely kept padlocked. The keys to the padlocks are kept in an office of supervisory personnel. This office is often locked as well.

Recommendation

- That D/DPW and A/FMA comply with the requirements of 29 CFR § 1910.37 (f)(1) (1999) and BOCA National Fire Prevention Code § F-608.1.

- That D/DPW and A/FMA request that the District of Columbia Fire Department inspect all FMA facilities for potential fire hazards on a priority basis.

4. The OIG inspection team has determined that FMA is in violation of BOCA regulations regarding the safety of interior and exterior structure of FMA buildings.

Background

The BOCA National Building Code Chapter 5 § ES-303.1 states:

The interior of a structure and its equipment shall be maintained in good repair, structurally sound and in a sanitary condition so as not to pose a threat to the health, safety or welfare of the occupants or visitors, and to protect the occupants from the environment.

The BOCA National Building Code Chapter 5 § ES-302.1 states:

The exterior of a structure shall be maintained in a good repair, structurally sound and sanitary so as not to pose a threat to the health, safety or welfare of the occupants and so as to protect the occupants from the adverse effects of the environment.

[2] The National Fire Prevention Fire Code that outlines national standards for fire safety in new and existing buildings.

The OIG inspection team found several safety violations at the 1833 West Virginia Avenue, N.E. facility and the off-site maintenance facility located at the Oak Hill Youth Center in Laurel, Maryland.

The inspection team found three panels of the ceiling in the Packer Shop at the 1833 West Virginia Avenue, N.E. facility that are in danger of falling. Employees stated the panels have been falling out of place for almost two years. The panels are positioned over work and storage areas in the Packer Shop. This is a safety hazard for anyone working in those areas.

The FMA facility located in Laurel, Maryland services a fleet of 53 vehicles located at the Oak Hill Youth Center. During a walk-through of the facility, the inspection team found that the roof of the building is in poor condition and contains several holes. There are large sheets of plastic draped above the desk in the shop to protect the desk and equipment from damage from leaks during inclement weather. The team found several areas where electrical wires were hanging from the ceiling. If this wiring were to get wet due to leaks in the ceiling a fire could result.

The inspection team also observed that the bricks on the front of the building are separating and are in danger of falling. Additionally, the team noted several housekeeping and storage issues, such as tools and other storage equipment cluttered throughout the facility that impedes free and safe movement. The conditions as noted above pose a safety hazard for the employee currently working in the building.

Recommendation

- That D/DPW and A/FMA request inspections of the FMA facility in Laurel, Maryland by the District of Columbia Office of Occupational Safety and Health (D.C. OSHA) and the local fire department.

- That D/DPW and A/FMA relocate the FMA Laurel, Maryland operation until the hazardous conditions have been eliminated or a new safer facility is established at another location.

- That A/FMA replace loose ceiling tiles in the Packer Shop.

Please provide your comments on this report by December 28, 2000. Your response should include actions taken or planned, dates for completion of planned actions, and reasons for any disagreements with the issues and recommendations presented.

Should you have questions concerning this report or desire a conference prior to preparing your response, please contact Director of Planning and Inspections Melvina Coakley at (202) 727-5112.

Sincerely,

Charles C. Maddox, Esq.
Inspector General

cc: The Honorable Anthony A. Williams, Mayor
John Koskinen, Deputy Mayor

APPENDIX 4

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF PUBLIC WORKS

Office of the Director

December 28, 2000

Charles C. Maddox, Esq.
Inspector General
Office of the Inspector General
717 14th Street, N.W.
Washington, D.C. 20005

Dear Mr. Maddox:

Reference is made to the Management Alert Report (MAR 01-I-002) dated December 13, 2000, prepared by the Office of the Inspector General (OIG) concerning four safety issues at the Department of Public Works, Fleet Management Administration (DPW/FMA). We appreciate your bringing the safety issues to our attention and the responses are stated below:

1. The OIG inspection team has determined that the Fleet Management Administration (FMA) is not in compliance with federal law requiring that portable fire extinguishers be readily accessible to employees.

Recommendation

- That the Director DPW (D/DPW), the Administrator of Fleet Management Administration (A/FMA) and division management comply with 29 CFR § 1910.157 (1999) and ensure that fire extinguishers are kept in their designated locations except during use.

- That A/FMA and division management immediately dispose of all discharged fire extinguishers.

Response

- Attached, is a geographical chart showing the locations of those fire extinguishers that are mounted and the 125 lbs. on wheel extinguishers that are on the floor.(See Attachment A & B) The Safety Officer will be monitoring this process.

- The fire extinguishers maintained by the Fleet Management Administration are of the rechargeable type. We have submitted a purchase order to the Procurement Office to have the fire extinguishers serviced. The fire extinguishers that have been used (halfway point indicator) are removed from the Shop floor and placed on the lower level in a designated area for vendor to service. (See Attachment B).

2. The OIG inspection team has determined that FMA is in violation of federal law regarding first aid products and equipment.

Recommendation

- That D/DPW and A/FMA repair all inoperative emergency eyewash fountains immediately.
- That D/DPW and A/FMA ensure that Eyesaline solution is placed in all emergency fountains immediately.

Response

- While the repair request has been made, efforts are underway to repair the fountains, and portable fountains have been installed in the shops.
- FMA has placed Eyesaline solution at all locations at 1833 West Virginia Avenue, N.E. facility. (See Attachment B)

3. The OIG inspection team has determined that FMA is in violation of federal law regarding access to exits and means of egress.

Recommendation

- That D/DPW and A/FMA comply with the requirements of 29 CFR § 1910.37(f)(1) (1999) and BOCA National Fire Prevention Code § F-608 1.
- That D/DPW and A/FMA request that the District of Columbia Fire Department inspect all FMA facilities for potential fire hazards on a priority basis.

Response

- We will comply and ensure that the two (2) exit doors are accessible to all employees during working hours and remove the padlocks.
- We made a request to the District of Columbia Fire Prevention Office to inspect all facilities make recommendations and review the emergency evacuation plan. Our first meeting was held on December 28, 2000. Inspector Valentine will be working closely with us to meet Safety Regulations and Fire Codes. In addition, the Fire Marshall must approve Fleet's Evacuation Plan.

4. The OIG inspection team has determined that FMA is in violation of BOCA regulations regarding the safety of interior and exterior structure of FMA buildings.

Recommendation

- That D/DPW and A/FMA request inspections of the FMA facility in Laurel, Maryland by the District of Columbia Office of Occupational Safety and Health (D.C. OSHA) and the local fire department.

- That D/DPW and A/FMA relocate the FMA Laurel, Maryland operation until the hazardous conditions have been eliminated or a new safer facility is established at another location.

- That A/FMA replace loose ceiling tiles in the Packer Shop.

Response

- The facility FMA was utilizing in Laurel, Maryland was for mechanical support. FMA has been working with Mr. Ira Holland, Facility Manager at the Oak Hill Youth Center, Laurel, Maryland to permanently relocate our maintenance facility. The process was concluded on or about December 15, 2000. The Fleet Maintenance mechanic is currently working out of the Grounds Maintenance Facility located at 8300 Riverton Court, Laurel Maryland. This will be his permanent location. This facility is approximately eight years old.

- See Above

- The loose ceiling tiles in the Packer Shop have been removed. Currently we are finalizing the architectural drawings and plans to renovate the Packer Shop, which would include the appropriate ceiling work.

If additional information is needed, please contact Ronald S. Flowers, Fleet Administrator, at 576-6799.

Sincerely,

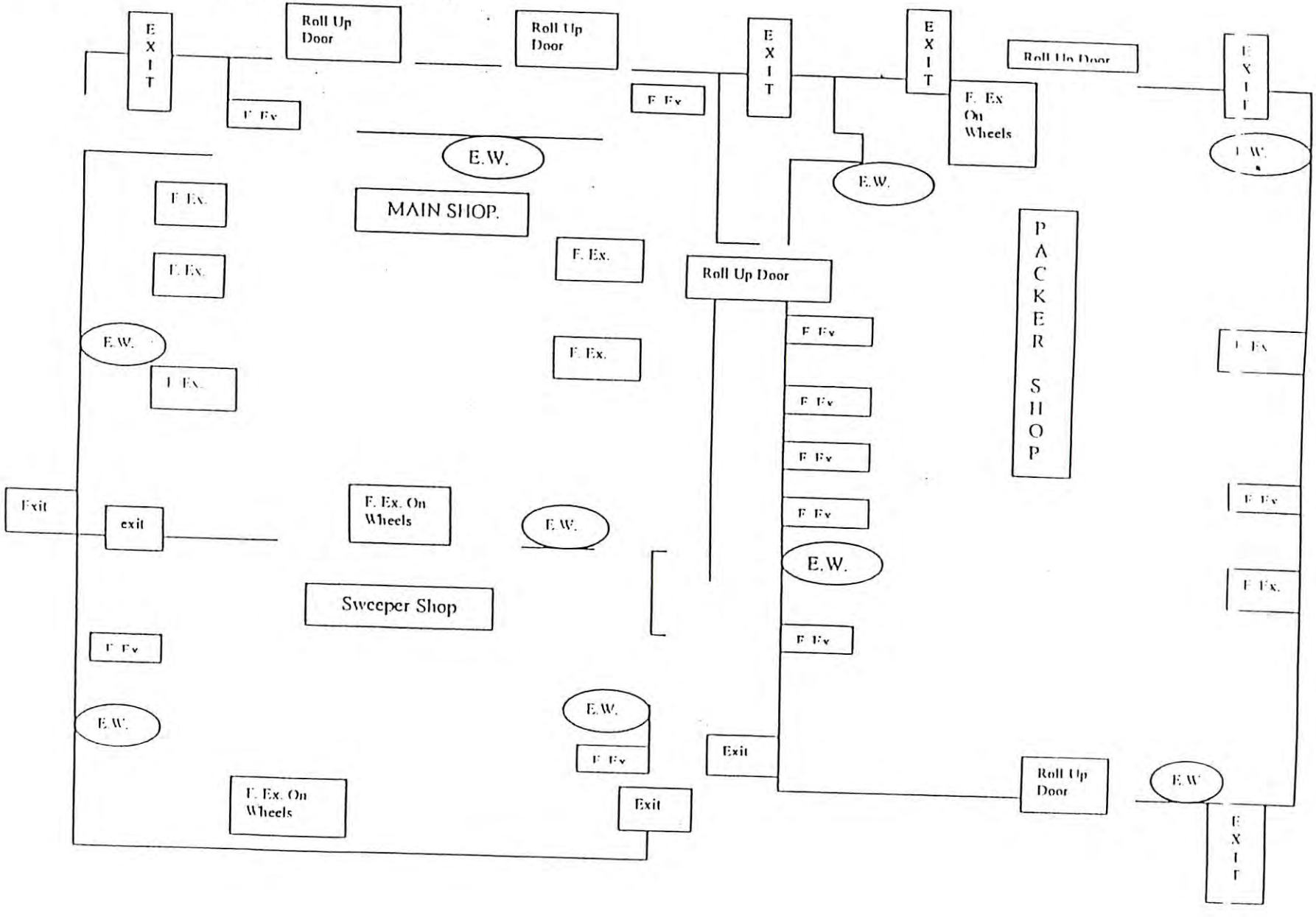
Leslie Hotaling
Interim Director

cc: The Honorable Anthony A. Williams, Mayor
John Koskinen, Deputy Mayor
Ronald S. Flowers, Fleet Administrator

1833 Building Upper Level (Main Shop and Packer Shop)

ATTACHMENT A

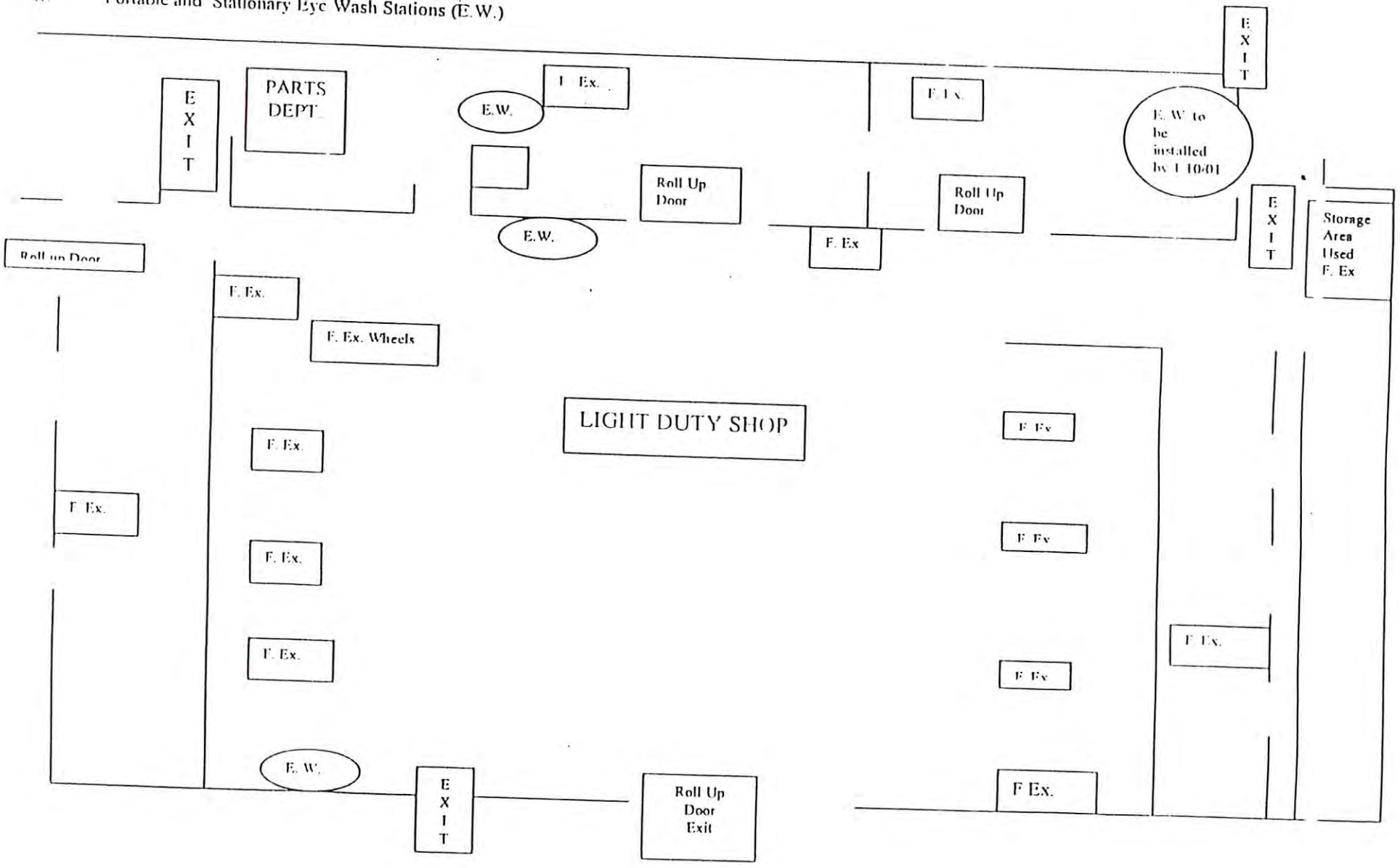
I. Fire Extinguishers Mount on Pillar and Wall (F. Ex.)
II. Portable and Stationary Eye Wash Stations (E.W.)



1833 Building – Lower Level Shop Area

ATTACHMENT B

I Fire Extinguishers Mount on Pillar (F. Ex.)
II Portable and Stationary Eye Wash Stations (E.W.)



APPENDIX 5

D.C. - 44
APRIL 1980

Memorandum ● Government of the District of Columbia

Department: Public Works

TO: Leslie Hotaling
Administrator

Agency, Office: Fleet Management
Administration

FROM: Ronald S. Flowers
Administrator

Date: August 6, 1997

SUBJECT: Trash Compactors

Please remind all appropriate staff that trash compactors must be free and cleaned of all debris before they are brought to our shops for service.

I have instructed shop supervisors not to service equipment if loads have not been dumped.

If equipment breaks down and has to be towed, it is to be taken to the transfer station and dumped by your staff before coming to the shop for service.

Your cooperation in this matter will be appreciated.

cc: Stanley Stephens
FMA Supervisors

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF PUBLIC WORKS

★ ★ ★

REPLY TO
FLEET SERVICES DIVISION
1725 15TH STREET, N.E.
WASHINGTON, D.C. 20002
(202) 576-6799
FAX (202) 576-7715

MEMORANDUM

TO: Thomas Henderson
Administrator
Solid Waste Management Administration

FROM: Ronald S. Flowers
Administrator

DATE: November 3, 2000

SUBJECT: Trash Debris in Packers

You may recall that on September 22, 2000, we met along with Tony Duckett, Tom Liddell, and Ed Love to discuss equipment needs for Solid Waste Management Administration (SWMA). During that meeting, we agreed that the practice of bringing equipment to the Maintenance Shop containing trash should not be happening and steps would be taken to see that drivers discontinue this practice. The intent of this memorandum is to bring to your attention that the practice has not stopped. Therefore, I am again directing supervisors and mechanics to not accept any equipment for repair containing trash. Furthermore, if any supervisor requires a mechanic to work on a packer with trash in it, they will receive appropriate disciplinary action.

Let me also add that if equipment break downs and has to be towed, it must be taken to the transfer station and dumped by SWMA employees.

Your support in this matter will be appreciated.

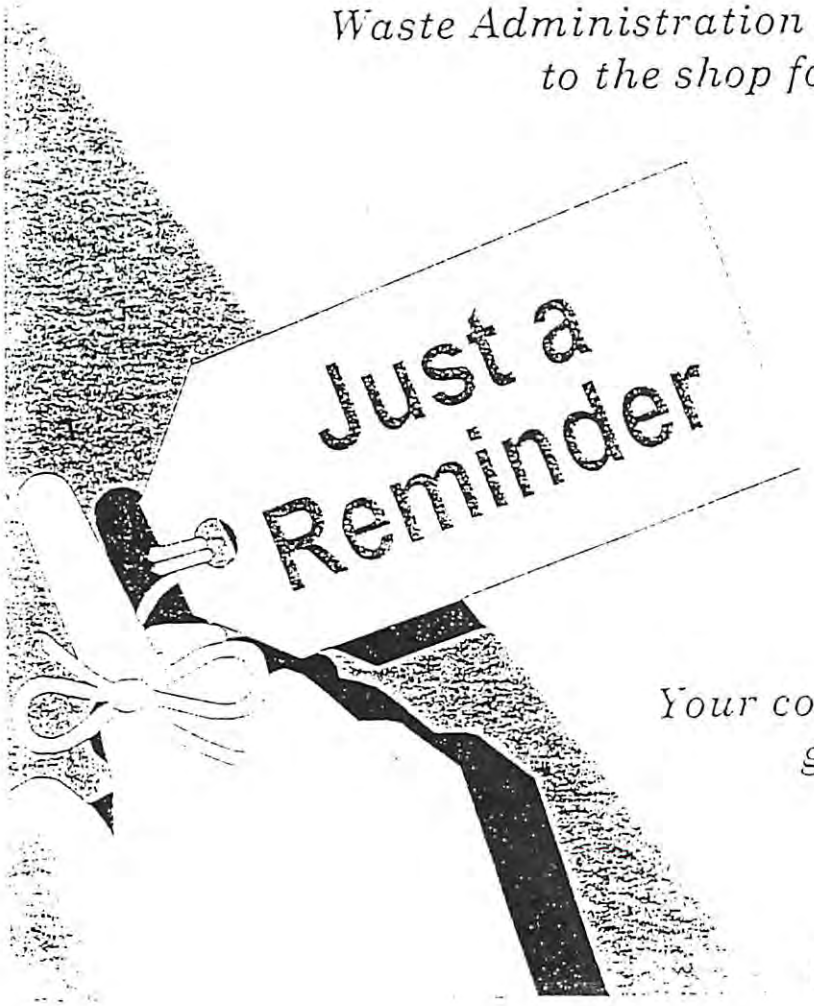
RSF/vmt

cc: Leslie Hotaling, Interim Director, DPW
Michael A. Carter, Deputy Director for Operations, DPW
Fleet Administrator's Advisory Council (FAAC)

ATTENTION SWMA/FMA STAFF

All trash compactors must be free and clean of all debris before they are brought to the Fleet Management Administration Maintenance Facility for service repairs.

If equipment breaks down and has to be towed, the equipment must be taken to the Transfer Station and dumped by Solid Waste Administration staff before coming to the shop for service.



Your cooperation in this matter is greatly appreciated.

Ronald S. Flowers
Administrator

APPENDIX 6

Work Order Analysis
Maintenance Services Medium Heavy Shop

(5% sample of 9/1/2000 - 9/30/2000)

	Work Order Number	In Date/In Time	Out Date/Out Time	Service Time			Labor Hours	Next PM	Past Due
				Days	Hours:	Minutes	Charged	Scheduled	PM Date
1	99181	8/30/2000 9:12	9/1/2000 15:16	2		6:04	9.72	A-M-012200	Yes
5*	99275	8/31/2000 16:20	9/2/2000 7:04	2		14:44	4.87	B-M-010100	Yes
10	99035	8/28/2000 7:59	9/12/2000 16:30	14		8:31	15.92	B-M-101400	
15	99628	9/7/2000 11:37	9/12/2000 16:50	5		5:13	2.01	7-M-121400	
20	99783	9/11/2000 11:22	9/12/2000 16:57	1		5:35	7.85	7-M-080200	Yes
25	99461	9/6/2000 9:04	9/13/2000 14:54	7		5:50	7.90	A-M-012200	Yes
30	99942	9/11/2000 11:22	9/13/2000 15:00	2		3:38	0*	7-M-080200	Yes
35	98828	8/22/2000 7:14	9/13/2000 17:35	21		10:21	18.27	A-M-011901	
40	100009	9/14/2000 12:50	9/15/2000 9:48	0		20:58	2.17	C-M-011700	Yes
45	99935	9/13/2000 13:24	9/18/2000 7:46	4		18:22	2.50	A-M-101900	
50	99895	9/12/2000 19:16	9/20/2000 10:08	7		14:52	6.42	C-M-013000	Yes
55	100060	9/15/2000 11:52	9/20/2000 10:13	4		22:21	5.76	C-M-071400	Yes
60	98895	8/22/2000 13:15	9/21/2000 16:03	28		2:48	4.86	B-M-012200	Yes
65	100085	9/16/2000 10:48	9/21/2000 7:43	4		20:55	2.10	C-M-071400	Yes
70	100242	9/20/2000 9:46	9/21/2000 7:42	0		21:56	2.09	C-M-052200	Yes
75	100396	9/22/2000 8:24	9/26/2000 11:26	4		3:02	1.58	7-M-052500	Yes
80	100236	9/20/2000 9:10	9/26/2000 11:22	6		2:12	0.50	7-M-101301	
85	99945	9/13/2000 15:06	9/26/2000 11:13	12		20:07	5.78	B-M-071900	Yes
90	100435	9/22/2000 14:08	9/27/2000 7:15	4		17:07	4.07	B-M-080300	Yes
95	100388	9/22/2000 7:39	9/29/2000 8:38	7		0:59	3.31	A-M-041300	Yes
100	100438	9/22/2000 15:14	9/29/2000 14:58	6		23:44	19.66	B-M-030600	Yes
105	100665	9/28/2000 9:13	9/29/2000 7:17	0		22:04	5.01	7-M-070800	Yes
110	99065	8/28/2000 10:59	9/30/2000 0:24	1		13:25	2.18	A-M-072000	Yes
115	100812	9/29/2000 15:43	9/30/2000 0:44	0		9:01	0.48	C -M-021900	Yes
120	100142	9/18/2000 13:08	9/30/2000 0:30	11		11:22	7.21	7-M-051800	Yes
125	100190	9/19/2000 10:02	9/30/2000 0:32	10		14:30	0.44	B-M-011100	Yes
130	100606	9/27/2000 8:47	9/30/2000 0:39	2		15:52	5.70	7-M-042100	Yes
135	100599	9/27/2000 8:22	9/30/2000 0:36	2		16:14	18.99	7-M-110300	

* Work order indicates that it is a parts-only work order

Work Order Analysis
Maintenance Services Packer Shop

(5% sample of 9/15/2000 - 9/30/2000)

	Work Order Number	In Date/In Time	Out Date/Out Time	Service Time		Labor Hours	Next PM	Past Due
				Days	Hours: Minutes	Charged	Scheduled	PM Date
1	100044	9/15/2000 9:19	9/18/2000 8:58	2	23:39	4.00	A-M-070600	Yes
5	100115	9/18/2000 9:33	9/18/2000 15:12	-	5:39	1.00	7-M-061901	
10	99991	9/14/2000 10:18	9/18/2000 8:21	3	22:03	24.34	A-M-083000	Yes
15	100059	9/15/2000 11:51	9/19/2000 13:09	4	1:18	25.75	A-M-120100	
20	100224	9/20/2000 7:01	9/20/2000 7:04	-	***0:03***	1.30	D-M-121800	
25	100255	9/20/2000 11:30	9/20/2000 11:52		***0:22***	2.00	D-M-080100	Yes
30	100311	8/15/2000 10:42	9/21/2000 8:20	36	21:38	0.00	7-M-040900	Yes
35	100241	9/20/2000 9:44	9/21/2000 12:59	1	3:15	5.00	A-M-120100	
40	100391	9/22/2000 7:55	9/22/2000 8:23	-	***0:28***	3.00	D-M-121800	
45	100193	9/19/2000 10:20	9/23/2000 14:11	4	3:51	3.50	C-M-010301	
50	100461	9/25/2000 8:40	9/25/2000 9:47	-	1:07	1.20	D-M-050200	Yes
55	100457	9/25/2000 8:20	9/26/2000 9:18	1	0:58	1.00	7-M-010401	
60	100486	9/25/2000 13:29	9/26/2000 9:16	-	19:47	3.00	7-M-061901	
65	100654	9/28/2000 7:23	9/28/2000 14:34	-	7:11	10.86	D-M-121800	
70	100616	9/27/2000 10:06	9/28/2000 8:27	-	22:21	2.86	B-M-103100	
75	100735	9/29/2000 7:59	9/29/2000 8:01	-	**0:02**	2.00	D-M-022800	Yes
80	100310	9/21/2000 8:02	9/29/2000 14:24	8	6:22	1.88	A-M-070700	Yes
85	100601	9/27/2000 8:27	9/29/2000 14:27	2	6:00	0.00	7-M-061901	
90	100620	9/27/2000 10:45	9/29/2000 9:21	1	22:36	2.00	D-M-102700	
95	100611	5/17/2000 12:59	9/29/2000 10:36	134	21:37	1.00	A-M-020601	
100	99278	8/31/2000 18:25	9/29/2000 14:21	28	19:56	5.86	D-M-112600	
105	100703	9/28/2000 12:46	9/29/2000 8:26	-	19:40	8.05	C-M-111400	
110	100898	9/30/2000 12:34	9/30/2000 12:36	-	***0:02***	7.00	D-M-072300	Yes
115	100277	9/2/2000 0:17	9/30/2000 0:01	27	23:44	0.00	C-M-091900	Yes

Obvious errors found where repair hours are much greater than time as indicated by Time in and Time out on work order are **BOLDED** and ***ITALICIZED***

Road Service is in **BOLD**

Work Order Analysis
Maintenance Services Sweeper Shop

(5% sample of 9/01//2000 - 9/30/2000)

	Work Order Number	In Date/In Time	Out Date/Out Time	Service Time		Labor Hours	Next PM	Past Due
				Days	Hours: Minutes	Charged	Scheduled	PM Date
1	98420	8/14/2000 7:38	9/1/2000 10:50	18	3:12	35.74	D-M-062700	Yes
5	99143	8/29/2000 13:16	9/1/2000 11:11	3	21:55	1.44	7-M-072600	Yes
10*	99445	9/6/2000 7:53	9/6/2000 18:01	-	10:08	5.09	B-M-061400	Yes
15	99511	9/6/2000 10:41	9/6/2000 13:24	-	2:43	1.25	7-M-072600	Yes
20	99656	9/8/2000 8:08	9/8/2000 13:15	-	5:07	0.75	7-M-063000	Yes
25	99843	9/11/2000 12:44	9/13/2000 6:35	1	17:51	2.98	7-M-063000	Yes
30	99881	9/11/2000 17:27	9/15/2000 7:48	3	14:21	1.33	7-M-072600	Yes
35	99322	9/1/2000 21:29	9/18/2000 8:19	16	10:50	41.33	D-M-041700	Yes
40	100121	9/18/2000 9:45	9/19/2000 9:47	1	0:02	1.05	7-M-063000	Yes
45	93769	6/1/2000 9:57	9/20/2000 8:14	110	22:17	31.11	C-M-102400	
50	99758	8/24/2000 9:27	9/21/2000 9:57	28	0:30	2.10	7-M-063000	Yes
55	99239	8/31/2000 9:51	9/21/2000 10:04	21	0:13	0.00	7-M-031195	Yes
60	100426	9/22/2000 0:00	9/27/2000 20:14	5	20:14	0.00	B-M-020300	Yes
65	100402	9/20/2000 8:30	9/27/2000 20:13	7	11:43	0.00	A-M-072100	Yes
70	100659	8/21/2000 17:18	9/28/2000 8:29	37	15:11	0.00	B-M-101000	
75*	100400	9/22/2000 8:26	9/29/2000 8:30	7	0:04	2.00	7-M-063000	Yes
80*	100705	9/28/2000 12:54	9/30/2000 1:02	2	12:08	0.00	B-M-020600	Yes
85	100710	9/1/2000 21:29	9/30/2000 0:01	28	2:32	0.00	D-M-041700	Yes
90	99794	8/24/2000 13:28	9/30/2000 0:01	36	10:33	0.00	B-M-81200	Yes
95	100572	9/26/2000 14:33	9/30/2000 0:54	3	10:21	11.76	A-M-110100	

* Work orders that listed a PM Service as part of the description of work. The PM coordinator is supposed to review incoming work requests to determine if a PM is past due. If so, he is supposed to add a PM request to the work description of work that the mechanic should address. Often the mechanics do not perform the maintenance service and only make the repair. None of the work orders with PM service listed in the sample included both the labor and parts (filters) that would indicate a PM was performed. Neither was the database updated to reflect a new maintenance service date.

APPENDIX 7

Repair Costs for Disposed Sweepers

(10/1/1999 - 9/30/2000)

Year	Type Vehicle	Vehicle Number	# Repair Visits (10/1/1999 - 9/30/2000)	Repair Costs (10/1/1999 - 9/30/2000)	Disposal Date	Purchase Amount $
1993	Pelican Sweeper	34-7908	20	$9,641.39	10/19/2000	$4,900.00
1993	Pelican Sweeper	34-7506	23	$11,268.20	10/19/2000	$3,000.00
1993	Pelican Sweeper	34-7517	21	$8,148.06	10/19/2000	$6,100.00
1993	Elgin Sweeper	34-7505	33	$17,305.42	11/16/2000	$1,600.00
1993	Elgin Sweeper	34-7887	31	$19,545.03	11/16/2000	$1,400.00
1993	Elgin Sweeper	34-7516	14	$12,864.05	11/16/2000	$900.00
1993	Elgin Sweeper	34-7907	25	$13,825.57	11/16/2000	$1,000.00
1993	Elgin Sweeper	34-7875	27	$20,967.40	11/16/2000	$1,800.00
1993	Elgin Sweeper	34-7515	18	$13,373.33	11/16/2000	$775.00
1993	Elgin Sweeper	34-7874	16	$33,597.19	11/16/2000	$600.00
Total			**228**	**$160,535.64**		**$22,075.00**

Purchase Amount = amount that an outside consumer paid to purchase the used vehicle at the FMA auction

APPENDIX 8

PROPERTY DISPOSAL ACTION
(Continuation Sheet)

QUANTITY	DESCRIPTION		UNIT	UNIT VALUE	TOTAL VALUE
1	1990 FORD PACKER Ser.# 1FDYD80UXLVA3319 Title #	30-6554 ✓		~~$2,500~~ 2500	✓ 100
1	1994 FORD PACKER Ser. # 1FDYD80U4LVA43638 Title # J742267	30-6646 ✓		~~10,100~~ 1,600	✓ 99
1	1994 VOLVO PACKER Ser. # 4V52CFHCXRR473446 Tittle # J955115	34-8268 ✓		~~8,000~~ 10,100	✓ 98
1	1980 Chev Tow Truck	70-1932		$1,000	106
1	1994 VOLVO PACKER Ser, # 4V52CFHC1RR473447 Title # J 953128	34-8263 ✓	No Key	~~4,500~~ 7,200	✓ ~~96~~
1	1994 VOLVO PACKER 4V52CFHC6RR473444 Title # J942700	34-8227 ✓		~~7,000~~ 8,600	✓ ~~97~~
1	1994 VOLVO PACKER Ser. # 4V52CFHD3SR473982 Title # J 989846	34-8388 ✓		4,500	✓ 95
1	1985 PLY RELIANT Ser. # 1P3BP26G5FF311188 Title #	98-3751 No #		$575	103
1	1994 Ford Tow Crane	96-8330		$5,000	102
		98-5179		$1,900	101 ✓
	Packer White	70-4039		3,900	108 ✓
	1985 DoD ~~Pick~~ up	70-4107		$625.00	✓ 109
	1986 Chev Sedan	76-4303		$100.00	✓ 107
	1989 DoD Van	70-6161		450.00	✓ 105
	1987 DoD Van	70-5492		250.00	✓ 104

APPENDIX 9

3-99-001-F

Fleet Fuel Program

SIGNIFICANT INCIDENT REPORT FORM

Date	Time	Control Number
Name	Phone #	Organization

Location

Brief Description:

Instructions for completing this form: "Date" - Enter mo-day-yr [January 9,2002 = 01-09-02]; "Time" – 24 hour clock [8:30 PM = 2030]; "Control Number" – leave blank; "Location" – location where incident took place; "Brief Description" – Self-explanatory. FAX to (202) 576-7715, or mail to 1725 15th St. NE, Wash DC 20002, ATTN: Dept of Public Works, Fuel Services Supervisor. Questions?-call the Fuel Program Hotline!

APPENDIX 10

Government of the District of Columbia

Department of Employment Services

Labor Standards • Office of Occupational Safety and Health • 950 Upshur Street N.W. • Washington, D.C. 20011

MAR 2 9 2000

Vanessa Dale Burns, Director
Department of Public Works
Reeves Center
2000 14th Street, N.W.
Washington, D.C. 20009

Dear Ms. Burns:

Recently, an Occupational Safety and Health Specialist from our staff conducted an inspection report of your workplace. Enclosed is a copy of the inspection report. The inspections are conducted to provide you with information and assistance in complying with the Occupational Safety and Health "Standards, Rules and Regulations".

We trust that our services have been beneficial to you and recommend that an effective safety and health program be developed. As you know, occupational accidents and injuries can be costly. Our task is to assist you in reducing, if not eliminating, such an expense.

If we may be of further service to you, please do not hesitate to let us know.

Sincerely,

John M. Cates
Acting Associate Director

Enclosure

SAFETY INSPECTION REPORT 00-WI S/I-80

FOR

DEPARTMENT OF PUBLIC WORKS

FLEET MANAGEMENT ADMINISTRATION

4900 BATES ROAD, N.E.

WASHINGTON, D.C. 20018

WARD 5

INTRODUCTION

This information provides the results of a Safety Inspection conducted on **February 25, 2000** The inspection was performed by **Willie Isaac, Safety Specialist.**

This report is being issued to **Vanessa Dale Burns, Director, Department of Public Works,** for hazards cited at **Fleet Management Administration.** As a result of the inspection, other than serious hazards were revealed.

When referring to this report, please reference the date, address, department and agency.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF EMPLOYMENT SERVICES
OFFICE OF OCCUPATIONAL SAFETY AND HEALTH
950 Upshur Street, N.W.
Washington, D.C. 20011
Telephone No. 202-576-6339
Fax No. 202-576-7579

SAFETY INSPECTION
Report No. 00-WI S/I-80

AREA SURVEYED: Gasoline Pumping Station
PERSONS CONTACTED: Peter Mitchell

SAFETY AND HEALTH DESCRIPTIONS
and
CORRECTION RECOMMENDATIONS

The following items, which are considered other than serious hazards, lack the potential for causing serious physical harm, but could have a direct impact on employee safety and health. We encourage you to correct these hazards and notify us of the action taken.

ITEM #1

STANDARD:	BOCA National Fire Prevention Code, Section 1600 1604.1
NUMBER OF INSTANCE(S):	1
CLASSIFICATION:	Other Than Serious
NUMBER OF EMPLOYEE(S) EXPOSED:	1
LOCATION:	Fleet Management
CONDITION:	Gasoline vapors are entering attendant office
POTENTIAL EFFECTS:	Burns and smoke-related injuries, from fire or explosion.
RECOMMENDATION(S):	Install a ventilation system to exhaust vapors to outside of building.

ITEM #2

STANDARD:	29 CFR 1910.151 (B) First-Aid
NUMBER OF INSTANCE(S):	1
CLASSIFICATION:	Other Than Serious
NUMBER OF EMPLOYEE(S) EXPOSED:	1
LOCATION:	Pumping Station

CONDITION:	First-Aid supplies were not provided.
POTENTIAL EFFECTS:	Aggravation of injuries from lack of immediate treatment of first-aid injuries.
RECOMMENDATION(S):	First-aid supplies shall be provided.

ITEM #3

STANDARD:	29 CFR 1910.157 (E)(3) Fire Protection
NUMBER OF INSTANCE(S):	1
CLASSIFICATION:	Other Than Serious
NUMBER OF EMPLOYEE(S) EXPOSED:	1
LOCATION:	Pumping Station
CONDITION:	Portable fire extinguisher not subjected to an annual maintenance check.
POTENTIAL EFFECTS:	Burns and smoke-related injuries from reliance on a defective extinguisher.
RECOMMENDATION(S):	Portable fire extinguishers shall be inspected annually for reliability.

ITEM #4

STANDARD:	29 CFR 1910.106 (D)(6)(III)
NUMBER OF INSTANCE(S):	1
CLASSIFICATION:	Other Than Serious
NUMBER OF EMPLOYEE(S) EXPOSED:	1
LOCATION:	Pumping Station
CONDITION:	Provisions are not made for gasoline spills.
POTENTIAL EFFECTS:	Burns and smoke-related injuries, fire and explosion.
RECOMMENDATION(S):	Provisions shall be made for draining of accumulation of ground or rain water or spills of flammable or combustible liquids.

OCCUPATIONAL SAFETY AND HEALTH CHECKLIST

Please use the enclosed "Occupational Health and Safety Checklist". Designate a Safety Representative to complete the Checklist and submit it to the Office of Occupational Safety and Health by the 20th of each month. Should you have any questions, please call (202) 576-6339.

Willie Isaac, Safety Specialist

3/27/00
Date

Enclosure

cc:

APPENDIX 11

EMERGENCY EVACUATION PLAN

FIRE

I. WHAT TO DO IN CASE OF FIRE

1. Close door to room where fire is located.
2. Alert others, then call Fire Department – 911
3. Activate building alarm by pulling the nearest PULL STATION
4. **Go directly to the nearest EXIT OR STAIRWELL. WALK TO THE GROUND FLOOR AND EXIT THE BUILDING.
5. Remain outside until Building Management or the Fire Department announces that it is safe to return.

SAFETY TIPS

1. To travel through smoke, keep low; the air is cleaner and cooler.
2. Feel door, if hot, do not open.
3. Close door. It will slow the spread of fire.

ESCAPE TIPS

1. Keep calm
2. Close doors
3. Walk to exit
4. Don't go back
5. Use stairs or ramp, not elevator

II. WHAT HAPPENS WHEN ALARM IS SOUNDED

1. The alarm is received at the off-site security monitoring station. The Fire Department will be summoned immediately.

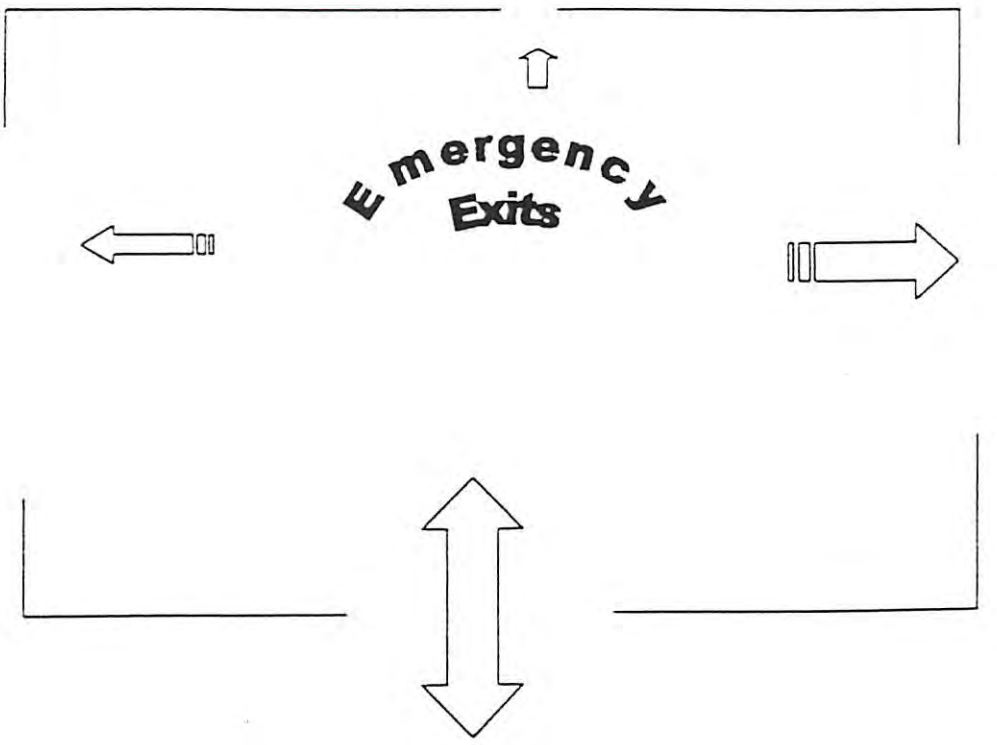
2. An audible belt will sound on the floor where the alarm is activated and on the floor above and below.

3. The Elevator will recall to the main lobby and stay there while the alarm is active.

4. A member of the engineering (Maintenance) staff will be sent to investigate the cause of the alarm.

5. When the fire department arrives, the fire chief will go directly to the fire control room where he will direct emergency operations.

PACKER SHOP
1833 West Virginia Avenue, NE



APPENDIX 12

DEPARTMENT OF PUBLIC WORKS

FLEET MANAGEMENT ADMINISTRATION

MASTER TRAINING PLAN
FOR EACH CLASS OF EMPLOYEE

Proposed Training Class

Customer Service Supervisor	Basic Supervision
Metal Worker Forman	Basic Supervision Welding Certification OSHA Management
Mech. Forman	Basic Supervision OSHA Management
Heavy Equipment Forman	Basic Supervision OSHA Management
Mechanic Forman	Basic Supervision Safety Supervision
Work Leader	Basic Supervision Safety Supervision
Heavy Eq. Mech. Forman	Basic Supervision Safety Supervision
Work Leader	Basic Supervision Safety Supervision
Heavy Eq. Mech. Leader	Basic Supervision

Faster Computer Training by Class

	Training
Basic Supervision Customer Service Supervisor	Basic Supervision Customer Service Supervisor
Energy Program Spec.	Project Management
Equipment Specialist	Engine Performance

Fleet Service Projected Training

Name	Position	Training
	Management & Officer	Basic Supervision Maintenance Management OSHA Management
	Technical Writer	Maintenance Management OSHA Management
	Administrator	Maintenance Management OSHA Management
	Vehicle Control Officer	Maintenance Management OSHA Management Basic Supervision
	Direct Main. Manager	Maintenance Management OSHA Management Basic Supervision
	Program Specialist	Basic Supervision
	Program Specialist	Basic Supervision
	Staff Assistant	OSHA Management Basic Supervision

		Project Management
	Vehicle Acquisition Specialist	Maintenance managementBasic Supervision
	Vech. Program Specialist	Brakes. Engine Performance Leadership
	Technical Writer	Personnel Management Project, Management

Mechanical Training

Name	Position	Parts Screen
	Tool & Parts Attendant	Inventory Control
	Tool & Parts Attendant	Inventory Control
	Tool & Parts Attendant	Inventory Control
	Tool & Parts Attendant	Inventory Control
	Management & Officer	Project Management
		Project Management

Proposed Training

Name	Position	Work Order
	Mechanic	Wrecker
	Mechanic	Electrical/Electronics
	Mechanic	Electrical/Electronics
	Mechanic	Electrical/Electronics
	Mechanic	Electrical/Electronics
	Mechanic	Electrical/Electronics
	Mechanic	Heating and AirCondioning
	Mechanic	Heating and AirCondioning
	Mechanic	Electrical/Electronics
	Mechanic	Engine Performance
	Mechanic	Engine Performance
	Mechanic	Brakes
	Mechanic	Heating and AirCondioning
	Mechanic	Heating and AirCondioning
	Mechanic	Brakes
	Mechanic	Brakes
	Mechanic	Electrical/Electronics
	Mechanic	Equipment Inspection
	Mechanic	Heating and AirCondioning
	Mechanic	Engine Performance
	Mechanic	Engine Performance
	Mechanic	Engine Performance
	Mechanic	Engine Performance
	Mechanic	Engine Performance
	Mechanic	Electrical/Electronics
	Mechanic	Electrical/Electronics
	Mechanic	Brakes
	Mechanic	Engine Performance
	Mechanic	Engine Performance
	Mechanic	Brakes
	Mechanic	Brakes
	Mechanic	
	Mechanic	Engine Performance
	Mechanic	Welding Certification
	Mechanic	Electrical Electronics
	Mechanic	Welding Certification
	Mechanic	Welding Certification

Mechanic	Welding Certification
Mechanic	Heating and AirCondioning
Mechanic	Electrical/Electronics
Mechanic	Brakes
Mechanic	Welding Certification

Note: All mechanics should be crossed trained in all major mechanical areas, such as Engine Tune-up, Suspension,

December 22, 2000

Fleet Services Division Skills Program

Recommended Training Budget

This Program is designed to insure Fleet Services continues to meet the objectives of providing safe, reliable and efficient public service equipment within its jurisdiction by keeping abreast of New Procedures, products and practices. The Technical Skills Program seeks to train eligible employees for crafts in Feet Maintenance Operations within the Department of Public Works the skills necessary to maintain today's modern Equipment.

Trainees will receive both formal classroom training from in-house instructors and Self-Study information as well as OJT from qualified vendors and supervisors.

Training Class Location No. Participants Cost

Proposed Training Budget

Wrecker Certification	Fleet Services	9	$300.00
Welding Certification	Virginia	9	$ 995.00
Diesel Engine Diagnosis (Heavy Equipment)	Maryland Catonvill (Heavy Equip.)	10	$ 395.00
Shop Safety & Health	Fleet Services (All Employees)	45	No Cost
Office Safety	Fleet Services (Administrative Staff)	17	No Cost
Ford Motor Co.	Virginia (Light & Heavy Mech.)	45	No Cost
Essentials of Facilities Management	Maryland (Light Mech.	3	$ 395.00
ASE Brake Certification	Washington.D.C	9	$125.00
General Education-Basic	Washington, D.C.	20	No Cost

reading and writing development			
Natural Gas	Maryland (Light Mech.)	3	$ 500.00
ASE Electrical Prep	Washington (Light & Heavy Mech.)	15	$ 125.00
OSHA Safety Training	Maryland, Blat. (Supervisors)	6	$ 395.00
Management & Leadership skills **Continued from page 1**	Virginia, Arl. (Supervisors)	6	$ 395.00
ASE Cetification	Washington D.C.	35	27,000
Instructor Training	Washington, D.C.	1	$ 645.00
GM Fuel System diagnosis	Washington, D.C. (Light Mech.)	22	$ 120.00
Project Management	Maryland	4	$ 540.00
	Total		
Customer Service	Washington, D.C.	8	No Cost
Management Skills for Administrative Professionals	Washington, D.C.	8	$ 395.00
Analytical and Reasoning	Washington, D.C.	8	No Cost
Intro to PCs (Administrative Staff)	Washington, D.C.	12	No Cost
Excel 1,2,3 (Administrative Staff)	Washington, D.C.	12	No Cost
Access 1,2, (Administrative Staff)	Washington, D.C.	12	No Cost
Word 1,2,3. (Administrative Staff)	Washing ton, D.C.	12	No Cost
Performance Management	Washington, D.C.	9	No Cost
Understanding Organizational Systems	Washington, D.C.	9	No Cost
CGN (Light Mech.)	Maryland	3	$ 500.00
Materials			
Brakes Test A5			$ 15.9500
Electrical/Electronics SYS Test A6			$ 15.95.00
Engine Repair			

Anti-Lock Brake Sys (Light & heavy Mech.)	Virginia	20	No Cost
Parts Specialist VIDEO Automobile Technician Heavy Duty Technician	Fleet Services		22.95 22.95 22.95
Basic Electrical Systems (Light & Heavy Mech.)	Virginia	20	No Cost
ASE PREP	Washington.D.C.	36	1000/per
Automotive Brakes	" "	"	"
Heating & Air-Conditioning	" "	"	"
Engine Performace	" "	"	"
Electrical/Electronics	" "	"	"
		Total	