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City Fleet Services Division (CFSD)

Policies & Procedures Manual Example

**CITY FLEET SERVICES DIVISION
POLICIES & PROCEDURES**

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SAMPLE

CHAPTER 1

GENERAL

1-1 MISSION

The City Fleet Services Division (CFSD) exists to provide professional fleet management, maintenance and field support services to City operations.

1-2 VISION

Be the best in the business.

1-3 PURPOSE OF THE MANUAL

This manual describes the structure, organization, responsibilities, policies and procedures for managing the Division. CFSD operations include fleet acquisitions, fleet dispatch with drivers and operators, rental recovery, maintenance, parts acquisition and supply, fuelling, fleet management Information system, fleet disposal and rental and hiring of contract Fleet.

1-4 ORGANIZATION

CFSD's organization is based on functional responsibilities and physical locations. This includes the Director of Fleet Services, Office Administrator, Field Support Manager, Maintenance Manager, Fleet Manager, Business Manager and their respective staffs.

1-5 RESPONSIBILITIES

The functional responsibilities are as follows:

The **Fleet Services Director** is responsible for all operations of the Division including direction, management, supervision and administration of all functions, activities and employees. The Director assists the Director of Public Works /City Engineer and other Department Directors and staffs to develop strategies to accomplish the mission of the City, Public Works, and the Division.

The **Office Administrator** provides administrative support and general office management for the Division and is also responsible for establishing the Security requirements of CFSD facilities. The Administrator will maintain regular communications with City Hall and with customers as required. The Administrator will also schedule regular meetings of the Division and maintain the minutes and files.

The **Fleet Manager** is responsible for meeting the fleet and Fleet needs of the customers by assessing their needs, developing specifications,

procuring, licensing, disposing and tracking City-owned vehicles and Fleet.

The **Maintenance Manager** is responsible for the activities of the fleet and Fleet maintenance shops including Maintenance Facility 1, Maintenance Facility 2 and all ward shops. These responsibilities include the Parts Distribution Center, fueling operations and environmental compliance.

The **Field Support Manager** supervises the activities of Fleet Dispatchers who coordinate and dispatch necessary vehicles, Fleet and personnel for use by all customers in a cost-effective manner, ensuring public safety. The Manager is also responsible for providing both initial and ongoing training and testing for drivers and operators.

The **Business Manager** is responsible for establishing customer contracts, service level agreements, monitoring the business, financial processes and information systems of the Division. The Manager will analyze business requirements, procedures and issues in support of customer needs by automating, processing and/or improving existing systems.

1-6 OPERATIONS

CFSD is established as an Internal Service Fund. CFSD “earns” its income through supply of fleet and associated services to its customers to meet its expenses. Fleet supply charges are established through fleet rates. Fleet maintenance, fuel and insurance charges are billed based on usage. The Field Support charges are based on service level agreements established with customers annually. See the respective chapters for more details.

CHAPTER 2

FLEET SUPPLY MANAGEMENT

2-1 GENERAL

CFSD supplies fleet units only upon entering into a contract with customers. The CFSD Business Manager establishes and manages all contracts. Contracts are valid for the agreed upon life for customer-assigned units (base fleet) or the specified duration (seasonal and demand fleet).

2-2 FLEET DEFINITIONS

A. Prime Fleet

Units with book values higher than set salvage values are prime fleet.

B. Extended Life Fleet:

Units depreciated to their set salvage values or less are extended life fleet.

C. Economic life

The duration between the acquisition (in-service date) and depreciation to salvage value is the economic life

2-3 CONTRACTS

A. Base Fleet Contracts:

Base fleet units are assigned to customer operations on a full-time basis. Prime, and extended life fleet units may be part of base fleet contracts. Contract charges are for fleet supply only and exclude maintenance, fuel, insurance and other costs, which are charged directly to customers.

B. Seasonal Fleet Contracts:

Seasonal fleet contracts are for units required only for certain months in a year. CFSD will use mostly extended life units or commercial rental units. Contract charges are for fleet supply only and exclude maintenance, fuel, insurance and other costs, which are charged directly to customers.

C. Demand Fleet Contracts:

CFSD will supply a few light fleet units required to meet short-term or unplanned needs subject to availability. Contract charges include maintenance, fuel, insurance and other costs. Demand fleet falls into two categories: units available through CFSD and pool cars located downtown.

1. CFSD supplied Units
CFSD maintains a pool of general-purpose vehicles such as cars, vans and pickups. Customers can call **XXX-XXX-XXXX** between 7am and 3:30pm, Monday through Friday, to make reservations. CFSD will enter requests in a log and assign units as available. The driver must present a valid license before picking up the vehicle. CFSD will reassign any vehicle not picked up within half an hour beyond the appointed time and charge the customer one-day's rent.
2. Pool Cars
CFSD maintains a few pool cars in the [Company] Ramp. Customers should call **XXX-XXX-XXXX** to make reservations. Customers should provide a 24-hour notice to ensure availability. Cars can be booked for half a day or full day. The Ramp will reassign any vehicle not picked up within half an hour beyond the appointed time.

2-4 FLEET ACQUISITIONS

CFSD generally follows guidelines adopted by the City Council to replace fleet units.

A. Fleet Growth:

Council approval is mandatory for all fleet growth and its funding. Customer requests for growth should reach CFSD prior to budget submission finalization (normally in August) each year for inclusion in the budget for the following year. Requests received after this date risk being deferred to the next budget submission. All requests should have the respective Division Head authorization.

B. Fleet Replacements:

CFSD will plan annual fleet replacements in consultation with its customers and considering the mechanical fitness of the individual units. It will prepare a draft list two months prior to budget submission/finalization of each year and circulate it to customers. Customers should review their respective lists and provide any recommendations one month prior to budget submission finalization for inclusion in the budget request. CFSD may not replace units not fully utilized per normal expectations (replacement criteria) or in mechanically fit condition even though fully depreciated to salvage values. CFSD will offer extended life rates in such cases.

The rental charges for a replaced unit will continue until a new unit is in service or until it is relinquished whichever is later (even if the relinquishment is due to maintenance reasons).

Fleet replacement funds will not be used to acquire growth units.

C. Grant Funded, Confiscated Units

CFSD will carry units acquired with grant funding or confiscated as part of its assets. Such units are tracked for maintenance, fuel, licensing, registration etc. While CFSD will charge maintenance and fuel directly, for the ownership, it will charge a minimum \$20 per month per asset for costs associated. Since no funding for replacing such units accrues, if the replacements are not grant funded or confiscated, Council authorization for additional funds may be required if CFSD does not have sufficient funds. Customers should initiate and support such Council actions.

D. Inspections, Trips and Other Expenses

CFSD will not pay for or reimburse expenses incurred by customer department personnel to inspect supplier premises or units being built. The respective department will have to pay all such costs. However, CFSD will capitalize the cost incurred by its own employees and charge the recovery to the customer department in question through fleet rental rates for the affected unit(s).

E. Specifications Committee:

The Fleet Manager chairs the Specifications Committee. The Committee will meet to discuss specifications for upcoming acquisitions, discuss concerns with existing acquisitions and explore ways to tighten the specifications to protect City's interests. Customers can participate in the Committee meetings.

2-5 FLEET RELINQUISHMENT

A. Fleet Relinquishments>Returns:

Customers should address all relinquishments to the Business Manager for contract amendments and potential credits. Customers should ensure the units are in good operating condition, clean and remove any hazardous material prior to relinquishment. Otherwise, CFSD will charge such costs associated to operations relinquishing the unit or return the unit to the using department and continue rental charges. Any load manifests and logbooks maintained under the Hazardous Goods Transportation Act must accompany relinquished units.

B. Premature Relinquishments:

The rental charges for prematurely relinquished prime fleet units will continue until the units are either contracted to other customers or disposed. CFSD will debit/credit any difference in the disposal value compared with the book value and any cancellation costs to the relinquishing department/division.

C. Lost or Damaged Units:

Settlement of claims against lost or damaged units is between the customer and City Risk Management Department. CFSD will continue the rental recovery until a settlement is received and the unit is written off in the books if lost or damaged beyond repair. CFSD will not provide free replacement units.

D. Fleet Disposal

CFSD will remove from inventory and dispose of fleet units determined to be in excess of overall City needs. CFSD inspects old units when taken out of service and removes City decals, two way radios etc.

The Fleet Manager, in consultation with Purchasing Department, determines the best method of disposal: auction or sealed bids. Type of Fleet/vehicle, condition and age of unit determine method of sale.

1. Auction: CFSD will advertise all items in local City newspaper. If CFSD determines a need to attract additional interest due to type of Fleet being sold, additional newspaper ads are run, two or three weeks prior to the date of sale.

CFSD may establish a minimum price for certain pieces of Fleet (price protection) to protect the City's interests. The Fleet Manager sets the minimum price, using prevailing market conditions. The Fleet Manager regularly attends the auction to monitor the process.

The Impound Lot, when contracted, uses a State licensed auctioneer to sell units. It collects all sale proceeds for the units sold and sends them to the Treasury Department, which credits CFSD, its portion of proceeds.

The Impound Lot also sends detailed dollar amount to CFSD, by individual unit number, which is checked against CFSD's observed bid results.

2. Sealed Bids: All information is sent to Purchasing for publication and sealed bid process. CFSD also runs City newspaper ads in conjunction with sealed bid process. CFSD shows the fleet to potential bidders and gives them a bid package provided by purchasing. The City reserves the right to refuse all bids if deemed so in the City's best interest.

E. Deleting Sold Units:

CFSD records the salvage value of each unit and removes it from inventory. It gives the sale list to Finance Department for removal of the asset from the City's inventory.

F. Transfers:

CFSD will transfer an unused, newer unit in exchange for an older or worse unit in the best economic interest of the City and dispose the replaced unit through an auction or sealed bid as mentioned above.

G. Disposal proceeds:

CFSD will use net proceeds from disposals to finance new fleet acquisitions or retire debt.

2-6 FLEET MODIFICATIONS

Customers should contact the Fleet Manager for any alterations or modifications. CFSD may capitalize costs associated with such modifications on prime fleet units, subject to funds availability, and include in the unit's rate or customers may pay directly without affecting the rate. CFSD will deny modification requests that contravene warranty, safety, build standards and road regulations.

3-7 NON-STANDARD FLEET REQUIREMENTS

Customers can opt for enhancements (vegetable based hydraulic oils, synthetic oils etc.) and pay for higher costs. Other requirements such as larger cars (instead of the standard cars) need the support and written authorization of the concerned Department/Division Head.

2-8 TRAFFIC TICKETS

CFSD will log the tickets and send them to the operations responsible for settlement. CFSD will settle unpaid tickets that affect its ability to conduct business for fleet registration etc. and charge a processing fee (\$100) per incident in addition to the ticket amount and penalty to the responsible department/division.

2-9 WASH TICKETS

CFSD will not issue wash tickets. Customers should use City wash facility at Maintenance Building 1. CFSD establishes contracts with commercial facilities. CFSD will charge customers costs associated with such usage.

2-10 FLEET RATES

Prime Fleet

- A. CFSD will set individualized fleet rates for each unit around December of each year and establish contracts for the following year. Rates for newly acquired units will be set at the time of entering service for the particular year.

- B. Rates will include capital investment recovery (net of any grants) and City & CFSD administration overheads. Capital investment will include the acquisition price and commissioning costs. CFSD will charge maintenance, fuel, damage, ferrying and field service separately and directly to customers.
- C. CFSD will charge for attachments on a similar basis. They will form part of the unit's rate.
- D. CFSD will fix the rates over the economic life of a unit. The rates will change only if additions or enhancements are made or the life or salvage value is changed or the overhead allocations are altered.
- E. CFSD will use its borrowing/bonding rate prevailing at the time of the acquisition to calculate the capital recovery.
- F. Customers can choose the economic life cycle and salvage value to set the rental rate for each unit based on preference and prior experience in the application. In such an event, CFSD will debit/credit customers any loss/gain on the salvage value of the unit compared to the book value at the time of disposal.
- G. CFSD can provide customers with an approximate projected rate prior to an acquisition.
- H. Customers can change (increase or decrease) the set life or the salvage value any time during the prime life of a unit. Customers can also choose to pay for any penalty arising out of life reduction in a lump sum or spread it over the remaining prime life of the unit. CFSD will adjust the annual recovery, rate and the eligible date for extended life rate accordingly.

Extended Life Fleet

- A. Units depreciated to their salvage values or less will be eligible for extended life rates. CFSD will normally depreciate extended life units to zero book value over three years.
- B. Rates will include all attachments and any capitalized expenditure incurred.
- C. Rates will include capital investment recovery based on the book value, Public Works & CFSD administration overheads. CFSD will charge maintenance, fuel, insurance, damage, ferrying and field service separately and directly to customers.
- D. CFSD will fix the rates over the extended life of a unit. Rates will change only if additions or enhancements are made or the overheads are altered.
- E. Customers can select the salvage value applicable at the end of three years of extended life service. In such an event, customers will be responsible for the book value of the unit at the time of relinquishment.

- F. CFSD will charge a minimum fixed administration fee of \$20 per month (\$240 per year) for units depreciated to zero book value and yet retained in the fleet.
- G. CFSD may allocate relinquished units to other customers if feasible or dispose them.

Formulas:

If: **R** = annual unit **R**ate
P = total acquisition **P**rice of the unit
B = **B**ook value of the unit
i = annual **i**nterest (borrowing) rate expressed as a decimal
n = **n**umber of years of economic life
S = **S**alvage value expressed as a percent
O = CFSD administration **O**verheads
D = **D**epartmental or other overheads
V = total purchase **V**alue of the fleet

For prime fleet units:

$$R = P \left[i \left(\frac{(1+i)^n - S}{(1+i)^n - 1} \right) + \left(\frac{O+D}{V} \right) \right]$$

For extended life units:

$$R = B \left[i \left(\frac{(1+i)^3 - S}{(1+i)^3 - 1} \right) + \left(\frac{O+D}{V} \right) \right]$$

For mothballed units:

$$R = P \left[i \left(\frac{(1+i)^{n+3} - S}{(1+i)^{n+3} - 1} \right) + \left(\frac{O+D}{V} \right) \right]$$

2-11 ACCESSORIES

Accessories are generally considered to be part of the unit. Examples are mower decks, breakers, cabs, ROPS, air conditioners etc. Rental charges for attachments are included in the base fleet contract rates.

2-12 ATTACHMENTS

Attachments are easily transferred between units. Examples are revolving lights, arrow boards, etc. CFSD will install them at customers' request or as part of the fleet standard and remove them prior to disposing the units.

2-13 MISCELLANEOUS ITEMS

CFSD will acquire and capitalize fully functioning units including interior requirements. However, this excludes communications gear, tools, accessories, etc. that are not fixed to the unit. The customer departments are responsible for providing such Fleet and their safekeeping.

SAMPLE

2-14 LEASED FLEET

Generally, leasing refers to a multi-year contract. The payments are charged to the fleet acquisition budget. CFSD will add a nominal administration cost to the suppliers' charges while setting the rates. If the contract includes general maintenance in the supplier's charges, CFSD will charge any such requirement not covered by the supplier and performed by CFSD to the customer directly.

2-15 RADIOS

CFSD charges do not generally include radios. The using department provides or gets their radios.

2-16 RENTAL/HIRED UNITS

By definition, rental fleet is supplied without a driver/operator. Hired fleet is supplied with an operator and the charges are all-inclusive.

- A. CFSD negotiates or tenders for fleet supply contracts on behalf of the City for rental/hired units.
- B. CFSD will not affix City unit numbers or decals on such fleet.
- C. The customer foreman should authorize all work performed for the City and invoiced by the supplier for the hours of work performed and the hourly rate for payments. Normally, breaks taken by the City staff are not considered as payable time for the contractors.
- D. The customer department/division is responsible for any damage caused to or by any unit rented and operated by City staff. Damage caused to or by a hired vehicle or Fleet rented with an operator is the responsibility of the operator/renter normally if the City can prove it had shown due diligence.
- E. Modifications or alterations to rental fleet require written approval from the supplier.
- F. CFSD will settle traffic tickets received by City staff while operating a rental vehicle in a manner similar to a City owned/leased vehicle.

2-17 USE OF CITY VEHICLES

City vehicles are for "Official Business" only. Official business is any activity with purposes that can be reasonably and directly associated with an employee's function within the City government.

The City authorizes only persons who are City employees or officials to travel in City vehicles, with the following exceptions:

1. Specific instances in which individuals are conducting official business with the City, and transporting these individuals is in the City's best interest.
2. Emergency circumstances which may require that school children or other non-employees require transportation.

Employees who are driving a vehicle in an official capacity away from their regular work location may use a City vehicle to drive to and from lunch so long as the distance traveled is reasonable. An employee can use the vehicle while away from his/her regular work location to respond to an emergency situation such as an illness of a family member with the prior approval of the department head. Such approval shall be given only on a case-by-case basis.

The City prohibits consumption or transportation of alcoholic beverages in City vehicles.

CHAPTER 3

FLEET MAINTENANCE MANAGEMENT

3-1 GENERAL

Fleet maintenance encompasses five elements namely, planning, organizing, directing, coordinating, and tracking to accomplish maintenance objectives. Fleet utilization is the most important factor in determining maintenance requirements.

3-2 MAINTENANCE OBJECTIVE

The objective is to maintain the fleet in a safe and operating condition by using the most economical, reliable, and up-to-date procedures and technologies available, all in accordance with the original Fleet manufacturer's (OEM) recommendations.

3-3 SCOPE OF MAINTENANCE

CFSD will inspect, service, lubricate, adjust, and repair or replace assemblies and sub-assemblies. CFSD will contract out to commercial vendors, in accordance with existing arrangements, if repairs are beyond the internal capabilities and resources.

3-4 MAINTENANCE STANDARDS

Maintaining the City's fleet in a peak operating condition is the responsibility of all concerned. For maintenance to be effective and optimal, utilization is the most important factor. Accurate meter readings are essential for this purpose.

A. Meter Data Entry

To ensure correct and up to date utilization information is recorded in the Maintenance Data System, technicians shall update the meter readings in the system prior to taking any maintenance action. During each fuelling transaction, fleet users should enter accurate meter information.

The MAINTENANCE DATA SYSTEM has two locations for meter reading entries: Primary Meter and Secondary Meter. There are "Life To Date" readings for each meter. The Primary Meter reading is updated at every fueling transaction. Since erroneous readings could occur, CFSD will correct the readings each time a work order is created for any unit.

B. Daily Maintenance

The fleet user is responsible for the following:

1. Checking the fleet before, during and after operations for safety.
2. Keeping the fleet clean at all times.

3. Not smoking in City fleet per City policy.
4. Checking fuel, engine oil, engine coolant, windshield washer reservoirs, and battery fluid levels according to the fleet operator's manual.
5. Reporting unusual noises/sounds and symptoms to the appropriate CFSD maintenance facility. Reports and requests for repairs should describe the malfunction rather than attempt to diagnose the problem or prescribe corrective action. Details regarding exactly what went wrong and the conditions under which the malfunction occurred are helpful in pinpointing the problems and contributing to effective and timely repairs.
6. Operating the fleet in accordance with manufacturer recommendations and within applicable laws.

C. Scheduled Maintenance (Preventive Maintenance)

All CFSD fleet is scheduled for periodic preventive maintenance (PM) service according to a schedule established. CFSD will inform each customer in advance of upcoming PM schedules. Each customer or fleet user must make every effort to get the unit to the appropriate facility on the date it is scheduled for PM or arrange for a rescheduled date/time. The CFSD facility Foreman will report any failure to make units available for PM on the scheduled date to the division/department vehicle coordinator on the day following the "no show".

D. Unscheduled Maintenance

Unscheduled maintenance is the correction of deficiencies that occur between scheduled services to maintain fleet in a safe, operable condition. Users should report deficiencies immediately to the maintenance facility in order to determine whether limited operation is feasible, whether the unit can be repaired on the spot or whether it must be towed or taken out of service to prevent further damage or cause safety hazards. CFSD will normally limit unscheduled maintenance to correcting specific items reported as deficient by the users and confirmed by a technician's diagnosis. However, CFSD will correct other deficiencies observed at the time of unscheduled maintenance, particularly those affecting safety. When a unit is brought in for unscheduled maintenance, the technician will check its history to determine if the unit is approaching a scheduled service. If it is due within 500 miles or 10 working days, CFSD will perform this service along with the unscheduled maintenance.

E. Mobile Maintenance (Repair & Tire Service)

The main CFSD facility has mobile service trucks to assist with vehicle breakdowns in the field. The number to call is **XXX-XXX-XXXX**, Monday through Friday. When requesting assistance, provide as many details as possible about the problem, including the exact location of the vehicle.

F. State Safety and Emissions Inspections

CFSD will inspect all vehicles annually and ensure they meet the State safety and emission standards. Customers/fleet users should bring units to the appropriate CFSD facility on the scheduled date.

3-5 WARRANTY

CFSD foremen familiarize themselves with warranty provisions and send warranty work to the vendor for correction or charge labor and materials used in-house to the vendor.

A. Manufacturer Recalls

When manufacturers send recall notices to CFSD, the Fleet Manager will receive and forward them to the appropriate foreman. Foremen are responsible for accomplishing recall work. Vehicles will be sent to the appropriate dealer for recall work if necessary. After the recall work is complete, foremen will arrange for picking up vehicles from the dealership and obtaining required paperwork for filling in the vehicle history record. However, if feasible, the vendor may carry out repair work at an CFSD facility to limit downtime.

B. Manufacturer Warranty

1. Foremen shall administer all warranties, both for the main unit and parts. Foremen will input warranty data (time and mileage limits) into the MAINTENANCE DATA SYSTEM warranty screen. The vendor's responsibility for defective material or workmanship may not be limited to the specified number of miles or years stated in the warranty.
2. CFSD will comply with manufacturer's recommendations for the maintenance of Fleet and vehicles as necessary to not jeopardize their warranty provisions. CFSD will not utilize any part or procedure that would void the manufacturer's warranty.

C. Warranty Correction Procedures

When a warranty defect exists, CFSD foremen will coordinate with the designated franchised dealer. Foremen shall not take action to correct defects in-house unless the vendor or the manufacturer has authorized such corrective action in writing.

D. In-house Warranty Service

The City may negotiate an in-house warranty with the manufacturer. This arrangement would permit CFSD to perform a particular warranty repair in-house without violating the warranty. The contract between the City and the manufacturer will Specify details (including billing information). CFSD will bill customers the entire cost of repairs and credit them with

any receipts from the vendors. Customers can choose to have the work carried out by CFSD or the vendor in such instances.

E. CFSD Warranty

CFSD shall provide high standards for all workmanship and ensure repairs carried out are free from defects and imperfections. CFSD warrants its work for 45 days on labor. Parts warranty will be according to manufacturer's stipulations.

F. Other Defects

1. Technicians shall report abnormal wear, material failures, malfunctions or high incidence of unusual parts failures detected at any point with in or beyond the warranty period, which can be attributed to latent defects and not normal wear and tear to the Maintenance Manager.
2. Technicians shall also report unsatisfactory design or other conditions not covered by warranty or latent defect procedures to the Maintenance Manager. Reports should document the condition and provide specific recommendations for corrections such as improvement in design, ease of maintenance, safety and efficiency of operation, suitability of fuel, lubricants, and preservatives.
3. Technicians shall check the condition of tires each time a work order is opened on any unit. They shall pay particular attention to mismatched tires on dual wheels (more than $\frac{1}{4}$ " difference in diameter) and inform the foreman for corrective action.

3-6 CANNIBALIZATION

The Director or the Maintenance Manager must approve the removal of specific components, assemblies or other parts from any unit to install in another unit or to be placed in parts stock. The foremen will document all components, parts or assemblies removed and approve the use of cannibalized parts.

1. Units determined uneconomical to repair
Foreman must send a request for cannibalization to the Maintenance Manager for approval.
2. Units in Active Fleet
Cannibalization will be used only when the "out-of-service" unit seriously affects the customer's operations. Cannibalization of a unit assigned to one customer shall not occur to repair a unit assigned to another customer.

3-7 RECEIVING AND ISSUING NEW VEHICLES

Fleet Foreman will:

1. Receive units from vendors.

2. Check units for specification compliance and condition.
3. Inform customer of arrival of units.
4. Obtain vehicle number and license tag number (if required) from the Fleet Manager.
5. Initiate an Fleet Record form and forward it along with all papers pertaining to the unit (invoice, certificate of origin, and odometer disclosure statement) to the Fleet Manager. Retain copies on file.
6. Give the keys and documents to the Business Manager.
7. Inform customer that the new unit is ready for pick-up. If the new unit is a replacement, customers must return the old unit. Customers are allowed sufficient time to transfer any Fleet between units.

3-8 IDENTIFICATION AND MARKING OF VEHICLES

Identification markings, except for Police, Fire, off-road and special Fleet, shall conform to State and local laws and be:

Front - Vehicle identification number on front right.

Sides - Vehicle identification numbers just forward of front door top hinge (or equal) on each side. City seal or approved agency seal, at center of front door (or equal) on each side.

Rear - Vehicle identification number on left rear.

Police and Fire units have special markings of their own. Off-road and special Fleet will carry the unit number and City seal at a convenient location (mostly doors).

3-9 SECURITY

A. Foremen shall:

Maintain the confidential nature of unmarked police vehicles, including special Fleet inside the vehicles, when they are brought in for repair. Their security includes:

1. Controlling idle discussion about these vehicles.
2. Prohibiting handling and tampering with special Police Department Fleet. Technicians should immediately inform foreman if firearms are found in vehicles. The foreman will coordinate with the police precincts and take necessary action to secure firearms until release to proper police authority.

Clearly identify all marked police vehicles on road test as being out of service and on a road test.

Operate marked police vehicles outside the facility only for road test purposes or when being driven from a facility to another location for repair(s).

B. Foremen are responsible for facility security including locking gates that provide access to the facilities during off-duty hours. Foremen shall

provide access to their facility during other than normal business hours when City staffs are required to perform emergency repairs.

- C. Foremen are responsible for the security of all vehicles within their custody. Security includes insuring that the vehicles are locked and parked in designated parking areas.
- D. Employees shall not work on private vehicles on City property, except in emergencies. Employees shall not deliver, receive or exchange parts for private vehicles at City shops.

3-10 GENERAL MAINTENANCE SERVICES

- A. CFSD Shop Staff provide scheduled preventive maintenance, unscheduled repairs, overhaul, mobile service, State safety inspections, towing for disabled vehicles, tire service, and such other associated services as are required to assure the continuity of effective and economical operation of units assigned.
- B. Shop foremen will notify the Maintenance Manager whenever operator abuse of a unit is suspected in excess of normal wear and tear. The Maintenance Manager will conduct an investigation and inform the vehicle user customer of findings for action as appropriate.
- C. The Director may set priorities for maintenance and repair of vehicles to ensure support to critical public services.
- D. Shop foremen shall ensure that vehicles pass a road test, prior to their release to customers, if they have had safety-related repairs or adjustments (brakes, steering, etc.).
- E. CFSD will maintain up-to-date history records for each unit. Pertinent history data include purchase price, factory recall and warranty repair information, hard copy of the Fleet Record, speedometer calibration and/or odometer change records if any, copies of estimates for body repairs with related purchase orders and receiving reports.
- F. CFSD will use the best available labor time guide to set the maximum allowable time for all repairs. CFSD may adjust the time allowance to compensate for variables, such as factory-installed Fleet, City-installed Fleet, specially built Fleet, special modification to the Fleet and rusted fasteners or fittings.

3-11 OTHER MAINTENANCE & SERVICE PROVISIONS

A. Cold weather Parking

CFSD parks tanker trucks, sewer flusher trucks, TV vehicles and sweepers (when under the control of the facility for repair or service) inside during cold weather to prevent freezing.

B. Tire Service

CFSD Shops provide all replacement tires and tire maintenance to any customer on contract. New replacement tires shall meet or exceed the OEM requirements and suit the specific application. Tire maintenance includes re-treading by an acceptable process and repairs.

3-12 PREVENTIVE MAINTENANCE (PM)

A. PM Program

CFSD establishes PM program for all vehicles and Fleet. It designs the program in accordance with recognized good fleet management practices and complies with the OEM warranties, recommendations and specifications, taking into consideration the specific operational environment.

B. PM Intervals

CFSD will follow PM intervals and services for each unit according to the manufacturer's recommendations.

C. PM Scheduling

Scheduling PM is a joint responsibility between CFSD and fleet users. CFSD develops PM schedule reports for all vehicles and Fleet. These reports identify units that are scheduled for PM during the month. CFSD foremen will use the monthly report to develop daily PM schedules. CFSD technicians will affix a "Maintenance Inspection Due" sticker in the vehicle after completing PM inspections. This sticker will show the due date and/or mileage for the next scheduled PM inspection. The fleet user is responsible to call and make an appointment with CFSD when the odometer/hour meter reading matches the "Maintenance Inspection Due" number.

It is the responsibility of the vehicle user to deliver the vehicle for PM service. If the vehicle user fails to deliver the vehicle when required the foreman shall contact the vehicle coordinator of the agency involved and reschedule the vehicle for service. If the user fails to deliver the vehicle on the rescheduled date, the foreman shall notify the Maintenance Manager who will contact the agency involved and request that the vehicle be delivered immediately. CFSD may charge the customer a ½ hour "no-show" fee at the prevailing labor rate.

D. PM Checklists

The foremen will develop and use PM checklists for each category. These checklists will serve as guides to the technician and also as information sheets for the foremen describing repairs that are incomplete due to parts unavailability or the estimated time needed to complete the job being inadequate. Technicians shall complete all PM forms and retain on file in the vehicle history record in MAINTENANCE DATA SYSTEM.

E. New Vehicles

The foremen will prepare a schedule for new vehicles, which identifies the month of their inspection. CFSD will use this schedule for coordinating dates and times for inspections with the appropriate vehicle users.

3-13 STATE SAFETY & EMISSIONS INSPECTIONS

The foremen shall ensure that all vehicles are inspected according to State Safety Inspection standards annually. CFSD technicians shall make necessary adjustments or repairs to ensure that vehicles meet safety and emissions inspection requirements. CFSD will inspect vehicles in conjunction with scheduled PM services when possible.

3-14 REPAIRS & CORRECTIVE MAINTENANCE

A. Repairs

CFSD will make repairs to fleet units as required, limiting the nature and extent to that consistent with unit's age, utilization, condition, and cost to repair. Technicians shall annotate diagnostic procedures used during the vehicle repair on the work order. The Maintenance Manager must analyze repairs estimated to exceed \$1,500 to determine the cost effectiveness of the repair. Customers may set limits beyond which they need to approve. The Director of CFSD must approve repairs when replacement appears to be more cost effective.

B. Quick Service

CFSD Shop Personnel will provide a quick Service for light repairs of less than one hour's duration when the vehicle operator chooses to wait for the service. This service is continuously available during normal hours of operation.

C. Body Repairs

Technicians are responsible for the appearance and decals on all units presented for repair. The quality of the work shall meet industry and safety standards in the areas of sheet metal work, overall painting and patching. CFSD shop personnel shall install decals when needed.

3-15 ROAD SERVICE

CFSD has mobile service trucks on call to provide road service for vehicles. Services include tire replacement and towing if required. Response time shall not exceed one hour during normal operating hours and two hours during other than normal operating hours.

3-16 ACCIDENT & VANDALISM REPAIRS

- A. Foremen coordinate repair damage due to accidents or vandalism. Responsibilities include appraisals, obtaining repair estimates, bids, towing, transportation of vehicles to/from repair sites, repair quality and timeliness and administration, including payment of invoices to subcontractors.

- B. Guidelines are as follows:
 - 1. Obtain repair estimates prior to repairing vehicle damages. If repairs are over \$1,500, review with Maintenance Manager and the Fleet Manager.
 - 2. Itemize repair estimates and bills on a separate work order to include date of incident, direct labor hours, direct parts, subcontractor work, and any transportation charges for removing the vehicle from the accident or vandalism scene. Include vehicle information such as year, make, model, vehicle number, and agency to which the vehicle is assigned on repair estimates and bills.
 - 3. Contact the Fleet Manager if the vehicle is perceived to be a total loss.
 - 4. Proceed with the repair if the cost estimate is less than \$500 and the repairs can be carried out in-house.
 - 5. Obtain three repair estimates, one of, which may be the in-house cost estimate, if the cost exceeds \$500 and an outside vendor is to repair the damages.

3-17 CHARGES

A. Preventive Maintenance & State Inspections

CFSD will establish and update standard PM jobs and related charges for light fleet units, and State Inspections. CFSD will bill its customers for such services at set rates. However, CFSD will charge separately for any repairs or adjustments arising out of such inspections.

B. Breakdown Maintenance

1. In-house Repairs: CFSD will charge for parts, labor and shop supplies used to repair fleet units and bill customers for such services directly.
2. Outside Repairs: When units are sent out for repairs for any reason, CFSD will open work orders for any services provided and bill customers actual amount charged by the vendor plus a mark up for administrative expenses and any work order costs incurred.

C. Accident settlements

CFSD will bill customers who are involved in vehicle accidents or damage to Fleet, the full cost of the repair regardless of who caused the accident. Customers will be responsible to liaise with the City Attorney's and Cash Management & Treasury offices for any subrogation and third party liability settlements. CFSD will not get involved in these procedures.

C. Billing

CFSD will bill customers on a timely basis for maintenance services provided.

D. Contract Invoice Settlement

Foremen shall record details of contract work orders in MAINTENANCE DATA SYSTEM, ensure all work is complete and authorize the invoice for payment. They should submit the invoice with the work order number to the Distribution Center for releasing payment.

3-18 DISTRIBUTION CENTER

A. Procuring, Stocking, and Issuing Parts

The Distribution Center shall procure and/or stock and furnish all parts, supplies, and fluids required to maintain and repair City fleet, in accordance with the City's supply management procedures.

B. Parts, Supplies and Fluids Quality

1. The Distribution Center shall stock and issue parts, components, retreads, sub-assemblies or assemblies and supplies. All parts, supplies, and fluids shall meet or exceed OEM specifications.
2. The Director must approve any non-standard product line being introduced into the Distribution Center or installed on a City unit. The Director may reject after-market parts not meeting manufacturer's specifications and may require the Distribution Center to refrain from purchasing the brand in question if quality is suspect or if repair records indicate a pattern of premature failure.

C. Oil

The Distribution Center will provide and technicians will utilize motor oils that meet or exceed OEM specifications.

D. Used, Rebuilt and/or Recycled Parts or Fluids

1. Technicians may install used parts, sub-assemblies, or assemblies, and/or recycled fluids only with the approval of the Director. Any such parts must meet OEM specifications.
2. CFSD will recycle antifreeze removed from vehicles in the course of maintenance. This recycled antifreeze must be refined and meet OEM specifications before it is reused.

3-19 FUEL SITES

A. Fuel Site Inspections

The Fuel Systems Aide is responsible for monitoring fuel sites and reporting any damage/problem involving the Fleet, including fuel islands, support pillars, fuel dispensers and any malfunctioning or inoperable fuel island lights. The Supervisor Distribution Center or the Fuel Systems Aide is responsible for monitoring leak detection systems to ensure that they are working properly. They will conduct a visual inspection at least once per week during facility operating hours. They shall maintain records with one master file at main shop and an additional file at the respective site.

B. Fuel Site Monitoring

Users should report all malfunctioning of automated fuel system panels, and/or dispensers, leaking/broken/torn hoses or nozzles and such to the Distribution Center as soon as possible or on the next business day. Except in an emergency, report after-hours problems to the Supervisor, Distribution Center or designee during the next business day.

C. Emergency – Definition

An emergency is defined as any condition that could cause a possible fire or injury/safety hazard or could result in property damage.

D. Reporting Emergency Fuel Site Problems

In emergency situations, contact the Maintenance Manager immediately. Report after hour emergencies and other problems directly to the Street Division's 24-hour emergency number **XXX-XXX-XXXX**. The Maintenance Manager or Street Division will report any gasoline or diesel spills over **five** gallons immediately to the State Pollution Control Agency (SPCA) or designee within **one** hour.

E. Emergency Shutoff of Dispensers

CFSD shop personnel will manually shutoff of the dispenser(s) in the event of an emergency. The fuel site repair contractor will turn the dispenser(s) back on once the emergency problem/situation is corrected/resolved.

F. Assistance

Any driver who is "locked out" from automated fueling should call CFSD **XXX-XXX-XXXX** or after hours call the Street Division **XXX-XXX-XXXX**. When fuel site problems exist, CFSD Shop Personnel will post "Out of Order" or other necessary signs.

G. Fuel Site Maintenance

The Fuel Systems Aide provides trash disposal and restocks paper towels and windshield washing supplies at fuel islands on a daily basis. CFSD shop personnel clean up any minor fuel spills (**five** gallons or less) at their site that occurs during normal vehicle refueling.

CHAPTER 4

FIELD SUPPORT

The Field Support operations provide a pool of vehicles, Fleet, drivers and operators to meet customer needs that are intermittent. Fleet units under the control of Field Support are of common nature such as dump trucks, excavators etc. that are used by multiple customers. These units are not assigned to individual customers. The City benefits from such operational support through better utilization of fleet assets since no individual customer has year-round need for them.

4-1 GETTING THE REQUIRED FLEET

Field Support office holds weekly user-group (customer General Foremen) meetings to discuss upcoming projects and fleet requirements. Customers should inform requirements for specialty units at such meetings to ensure availability.

Customers should call the Field Support (Dispatch) office before 1pm on the day prior to when they need fleet units to ensure proper provision of service. Customers should provide essential details such as the type of Fleet, its size, location where it's required and the date and time when it's required. Field Support will determine if a City unit is available to meet the needs or to hire a contractor. If City units are available they will receive the first priority. If not, the lowest bid contract unit will be the first preference. If it's unavailable, the next higher bid unit will be the second preference and so on.

4-2 FIELD SUPPORT OPERATIONS HOURS

- 5:30am to 6pm, Monday to Friday throughout the year.
- 5:30am to 1am, seven-days-a-week from Thanksgiving till the end of March (depending on weather conditions). 24-hour emergency coverage is available during this period.

4-3 WORK FORCE UTILIZATION

The Work Force Utilization plan is effective from around Thanksgiving each year till the following March (date determined by weather conditions). In return for continued employment, staffs agree to perform general City duties when snow control operation is not scheduled. The number of employees required for the various shifts are set each year based on a projected demand. General City duties may include street clean up, graffiti removal, cleaning City's buildings, vehicles, Fleet and so on.

4-4 ASSIGNMENT OF DRIVERS/OPERATORS

CFSD supports the customer's preference to have the same driver or operator for the entire duration of a project. This provides continuity,

improves understanding of the intricacies of the project and promotes safety.

4-5 JOB SITE SUPERVISION

Although the drivers and operators are employees of CFSD, when assigned to projects, they take direction from the foreman at the job site. Functionally, they are part of the team at the site and expect to be treated in such a manner. Customers should take them into confidence and include them in briefings and other general communications. Drivers and operators may refuse any instructions that contravene safety or design limitations. Customers should refer such situations to the Field Support office for resolution.

4-6 OVERTIME

When a project involves overtime, customers should call the Field Support office. Union agreements establish assignments in such instances.

4-7 RANDOM ALCOHOL & DRUG TESTING

The City tests all drivers and operators with Commercial Driving Licenses (CDL) randomly for alcohol and drugs, consistent with Federal laws. Human Resources and the Public Works Safety Manager establish the names and number of persons who are tested on a daily basis. Since confidentiality is essential, Human Resources will not reveal their names in advance. CFSD appreciates customer support despite the inconvenience this causes to operations. When the Safety Manager notifies an employee, operations must exercise discretion and protect the employee's privacy. The employee must first report to Field Support office unless instructed otherwise.

4-8 DRIVER/OPERATOR PERFORMANCE

Customers should report errant behavior by drivers and operators to the Field Support office. The City follows a progressive discipline procedure. Offenses require written documentation with specifics on date, time, location, witnesses, nature of the incident etc. Foremen must support any disciplinary proceedings.

Driver Operator Responsibilities:

1. Report to work promptly at the beginning of the shift.
2. Perform required pre-trip and post-trip inspections.
3. Ensure all safety features are working.
4. Do not smoke in vehicles/cabs.
5. Do not litter in vehicles/cabs.
6. Help the site foreman and other workers with the work undertaken.
7. Provide a full shift's coverage.
8. Avoid needless engine idling.
9. Fill out the Fleet Inspection report at the end of the day and report any problems to CFSD.
10. Fill up the fuel tank at the end of the shift.
11. Park the unit in its designated area.
12. Leave the keys and fuel card (if any) in the unit if parked indoors. Lock the unit and put the keys in the assigned place if parked outdoors.
13. Promptly inform Field Support Dispatcher of any traffic violations or license suspensions (even if it occurs when driving own vehicle).

4-9 DOCUMENTATION

Customers should fill out all forms required to trace the accounting code to each project. Separate Contract Fleet Rental Authorization sheets are necessary for different projects. Customers should send all details on a timely basis to enable prompt payments to vendors.

4-10 BILLING

CFSD will bill customers for services provided on a regular basis. The bill will include supply of City fleet, rental/hired fleet if any, and charges for fuel, maintenance, insurance and drivers or operators. Customers should bring any discrepancies to the attention of the Field Support Manager or the Business Manager.

4-11 SERVICE LEVEL AGREEMENTS

A. FLEET SIZE

Each year, CFSD will coordinate with its customers on fleet requirements for the following year. Customers should indicate the number of units required on a weekly basis for their operations. This will form the basis for determining the appropriate size of the fleet. While shortages can be met by commercial rentals, excess units are a source of loss for CFSD, customers and the City alike. CFSD may dispose excess fleet through mutual agreement. Otherwise, CFSD will adjust the hourly rate of the particular class of units to reflect the lower utilization.

B. HOURLY RATE

The hourly rate of a class of units includes the unit, driver/operator, fuel, insurance, maintenance etc. It's an all-inclusive amount. The unit's cost is based on individual rate calculation described in the chapter on Fleet Supply but averaged for all the units in that class. Similarly, maintenance, insurance, fuel, driver/operator are all based on average cost experiences. This yearly cost is divided by the total number of hours committed to by the customers to derive the hourly rate. The hourly rate is multiplied by the number of hours committed by each customer to establish the charges.

C. UTILIZATION

Cost efficiencies can be gained when fleet requirements are planned ahead. Planning in advance will enable customers to avoid peaks and valleys in fleet needs resulting in better utilization of assets for overall City's benefit. CFSD will coordinate fleet planning each year to assist customers maximize utilization of the resources.

D. DEMAND ADJUSTMENT

Once customers communicate their fleet requirements, CFSD will facilitate a meeting to adjust peaks and valleys. This will reduce the need for commercial rentals and ensure better utilization of City assets.

E. PENALTIES

CFSD will charge fixed unit costs to customers for the commitments made regardless of whether the service was utilized or not. The penalty will be at customer level levied periodically. If the need existed and CFSD could not supply the service, there will be no penalty.

F. CREDITS

CFSD will credit fixed unit costs to any customer exceeding the commitment.

CHAPTER 5

QUALITY CONTROL

5-1 PURPOSE AND CONCEPT

The purpose is to explain the principles and concept of the quality control program including policies, objectives and responsibilities.

5-2 POLICY

Quality control will follow CFSD management's premise that each person is responsible for his work and managers and supervisors must take responsibility for the quality of their efforts and the efforts of those they supervise. The program is heavily supported with training to ensure that all personnel are fully capable of performing tasks required of their job.

5-3 OBJECTIVES

The primary objective of the program is to build in quality at the time the work or service is performed and not waste City funds by continuously correcting poor workmanship. The goal is to cease dependence on inspections to achieve quality. Only proper training and promoting a sense of pride in workmanship will accomplish this. Some major cornerstones that shape this effort are as follows:

1. Quality does not just happen. The program needs planning, training, supervision, dedication and management efforts by all.
2. The program must employ a continuous improvement methodology.
3. The program must provide motivation for supervisors and workers to not only work but also improve processes within their area of responsibility.
4. Employees must feel that they are a part of the program, not merely at the end of the "inspection" process.
5. The program must involve recognition for performance. Evaluation criteria must provide for recognizing dedication and adherence to the improvement process.

5-4 ORGANIZATION

The overall responsibility for quality control within CFSD rests with the Director. All managers and supervisors are responsible for quality assurance; however, the individual worker is the key to a good program.

5-5 RESPONSIBILITIES

Each supervisor is vested with authority commensurate with assigned responsibility for producing an acceptable level of performance and for taking corrective action when required. The following are specific responsibilities and duties of positions shown:

- A. Director - Will establish quality control standards to ensure that services conform to requirements.
- B. Managers - Ensure compliance with established standards and take responsibility for the development of any required instructions and procedures to ensure that all work performed complies with the standards and desired quality of workmanship. Review discrepancy reports pertaining to respective functions and direct corrective actions when appropriate.
- C. Supervisors/Foremen - Will utilize established quality control standards and procedures to aid in meeting quality standards. They are responsible for the direct control of employees and for ensuring that established procedures are followed. They take corrective actions to improve quality.

5-6 CORRECTIVE ACTIONS

Corrective actions are an important part of the quality control program. Finding a problem is only the beginning of a process which, ends with problem correction.

5-7 QUALITY ASSURANCE

The quality assurance process includes performance measures and checklists. CFSD will use customer suggestions/comments as a part of the process to aid in evaluating and improving its ability to accomplish work more efficiently.

- Comment cards are available at any CFSD facility for customer feedback on specific situations.
- CFSD will conduct biennial customer surveys for overall performance and monitor trends.

CHAPTER 6

FIELD SAFETY, ACCIDENT PREVENTION AND REPORTING

6-1 GENERAL

The accident prevention program consists of a balanced mix of training, fleet inspection and maintenance. To ensure success, the program needs active support of the drivers/operators and supervisors.

6-2 ACCOUNTABILITY

Drivers and operators will exercise due diligence and care when in control of City fleet units. They will familiarize themselves with the controls, safety features and operating characteristics of the individual unit being operated. This includes pre-trip inspections and not overloading the unit. They will also be aware of accident reporting procedures. An Accident Reporting kit is available in each unit for directions.

6.3 GENERAL GUIDELINES

A Accidents Involving City Owned Units

If a City employee is involved in an accident resulting in property damage and/or personal injury to another party, CFSD will forward the City Auto Accident Report Form to the Public Works Safety Manager within 48 hours.

B Accidents Involving Non-City Owned Rental units

If a City employee is involved in an accident while operating/driving a rented unit, CFSD will follow the same reporting procedures outlined above and also inform and coordinate the repair with the renter.

C Personal Vehicle Accidents

The City does not insure personal vehicles for collision or damages sustained while conducting City business. The City's self-insurance coverage will only apply where liability or third party damages are in excess of the limits of employee's personal auto insurance policy.

Employees should report accidents to their insurance company and complete a City Auto Accident Form and send it to the Public Works Safety Manager for record purposes only.

6.4 ACCIDENT REPORTING PROCEDURES

1. Check if there are any injuries and obtain emergency medical treatment. If necessary, call 911.
2. Contact Street Division (**Contact Phone**, open 7 days, 24 hours).

3. Protect the unit from further damage by setting out warning devices or flares if available.
4. Call supervisor and report the accident.
5. **DO NOT** accept blame for the accident. Do not discuss the accident facts with anyone except the police, your supervisors or the Public Works Safety Manager.
6. Complete a City Accident Report Form and submit to your supervisor within 24 hours following the accident. Kits containing report forms are in all City units.
7. Complete a State Accident Report form if required.
8. When no third-party liability is involved and the damage is minor, bring the unit to the CFSD maintenance facility at the end of the shift and report the damage.

SAMPLE

CHAPTER 7

PUBLIC COMPLAINTS

7-1 GENERAL

The following are procedures for handling complaints received from the public concerning the operation of the City vehicles.

7-2 CONTACT

CFSD is responsible to accept and take appropriate action on any valid complaint concerning City vehicle operations. The Director is responsible for delegating his/her staff to respond either via phone or memo.

7-3 PROCEDURES

- A. Upon receiving a call or a visit from a person complaining about a City driver, receive the information such as location, time, date, license number, unit number and vehicle description. However, if the caller does not wish to provide certain information such as name, phone number, etc.; do not persuade him/her to do so.
- B. Determine whether it is an emergency situation. If it is, let the person complaining know that you will call 911 immediately and do so.
- C. Inform the person that you will follow up with him/her if a personal response is requested.
- D. Thank the person for the information and inform the person that the matter will be looked into and appropriate action will be taken (do not commit the City to any punitive action against the employee).
- E.
 1. Identify the vehicle and driver. This is covered under The Privacy of Information Act. The City's policy prohibits divulging the driver's name. Do not give the opportunity to speak with the driver directly.
 2. Identify the agency.
 3. Ask the agency involved to respond via phone or memo within two hours.
- F. If the agency response is not acceptable, the complainant may escalate the claim. Refer such complaints to higher authorities for action.
- G. Investigate all vehicle deficiencies and correct at the facility to which the unit assigned.
- I. Direct School complaints to the School Board Office of Transportation Services for action and follow-up. Under no circumstances will CFSD handle a School Board complaint.

CHAPTER 8

TRAINING

8-1 GENERAL

CFSD depends on the knowledge of its employees and how well they perform their jobs to provide superior customer service. For this reason, CFSD emphasizes continuous learning. The annual training goal is 20 hours per employee for drivers and operators and 30 hours, for the rest.

The wide variety of skills required demand a proactive and comprehensive training plan for all employees. This includes training for upgrading skills, advanced technology, new application techniques, customer operations and human resource management. Since well-rounded staffs are desirable to provide superior service, CFSD values both technical and non-technical training as part of core competencies.

CFSD will ensure that employees in need of training have access to it and those who have received training are encouraged to pass on to other workers what they have learned.

The City's policy is to provide development incentives for permanent employees to improve their job skills and to prepare them for new or additional job responsibilities. The Public Works Department may offer tuition reimbursement for successful completion of courses taken at accredited colleges, universities, vocational and technical schools. Courses must be either directly related to a person's current work or probable future job classes within the City's service.

8-2 CATEGORIES OF TRAINING

The following categories of training are available to CFSD employees as appropriate to their current duties and to prepare them for career advancement:

A. Supervisory Training

The Director will determine the need and schedule or approve management training and other related courses for supervisors/managers. The supervisors/managers, in coordination with the Director, will determine the need and schedule attendance for foremen, dispatchers and other CFSD staff to attend supervisory courses provided by schools and private vendors, as well as those provided internally by Human Resources and other City departments.

B. New Employee Orientation

New employees will receive an orientation from their respective supervisor or designee at the start of their employment with CFSD. This includes employees transferring into the division from other divisions or

departments. Supervisors will complete the required paperwork included in the “New Employee” packet as appropriate. This includes a checklist of subjects to be covered necessary for the orientation to the CFSD and to the City as a whole. The employee, if new to City employment, will get the Employee Handbook and Human Resources will schedule further orientation sessions. The employee’s Supervisor will conduct an on-site orientation to CFSD and may include a tour of the facilities and various work sites as appropriate.

C. Job Related Training

CFSD will select prospective trainees by analyzing particular needs of the Division and its customers. The employee’s performance evaluation may identify training needs. CFSD will select courses from information/material/brochures provided by various schools, private vendors, and other City departments or through internal CFSD programs.

D. On-the-Job Training

CFSD will train personnel to the desired skill levels and ability not only in the classroom, but also through systematic instruction under actual working conditions in either the maintenance facility or field operation sites. This training includes safety, machine capability and functionality, and operating techniques. This is valid for shop tools and Fleet as well as fleet units used in field operations.

E. Right to Know/Annual Safety Day Training

CFSD conducts “Right to Know” and “Safety Day” training annually, coordinated and structured by the Safety Division. This session shall include but not be limited to training mandated under all applicable laws, regulations and policies set forth by the City and other governmental agencies.

F. Tool Box/Safety Meetings

Employees shall attend regularly scheduled safety meetings at their designated work site. The foremen will provide topics and other information for discussion. The foreman conducting the meeting may change the subject matter as applicable.

G. Personal Development Classes

Classes meant to enhance the personal development of skills that are not deemed necessary for specific job requirements are available to employees through programs offered by the Training and Development Office in Human Resources or the Business Information Services (BIS) (computer training). The appropriate CFSD supervisor, manager or the Director must approve attendance.

8-2 TRAINING SOURCES

A. General City Training Opportunities

The City draws upon the talents of experienced professional staff members and outside consultants to afford all City employees an opportunity to develop and improve skills needed to work effectively in the work place. Training opportunities are open to all City employees with supervisory approval:

- Administrative Seminars
- Career Development
- Interpersonal Communication Seminars
- Computer Training
- Supervisory Development Series
- Technical Competency Seminars
- Wellness Training
- Written Communication Skills

B. Upward Mobility Program

The Upward Mobility Program provides employees with career counseling and training to help them reach higher level positions with City departments. Any permanent employee may be eligible for career development and tuition assistance. The City reimburses employees according to policies.

Employees may not participate in Upward Mobility programs during work hours unless the class or training is not available any other time. Even then, a supervisor must approve the absence from work and missed hours must be unpaid or covered by vacation or comp time.

C. Apprenticeship

CFSD and the International Union of Operating Engineers (IOUE) Local # 49 have jointly developed and registered an apprenticeship program with the State Department of Labor and Industry for the classification of "Construction Fleet Operator - Oiler", and the Apprentice Automotive Mechanic. The program is open to all employees of the City Public Works Department but selection for successful candidacy is through a screening process consisting of supervisor interviews and other criteria such as seniority, aptitude tests, etc. The program consists of on-the-job training as well as classroom and independent study.

D. CFSD Internal Training

Skill upgrading, cross utilization training, orientation, license certification and other job specific skills/qualification training are available through CFSD. The employee's supervisor will determine training needs and scheduling and may be based on customer needs, employee performance evaluation or by request from the employee and coordinated by the supervisor or CFSD's Training Coordinator.

E. Training on New Category of Units

Whenever a new family or a unique type or a new make of fleet units are acquired, CFSD will include mechanic and driver/operator training as part of the acquisition process. Also, CFSD will first release such new types of units to the internal trainers for familiarization and provision of further driver/operator training.

F. Training – Non CFSD employees.

1. CFSD will provide available training resources to newly hired seasonal Laborers or others to get their Commercial Driving Licenses (CDL) or any driver/operator training requested by customers.
2. CFSD will charge for such services at the established rate for a truck and a driver or the Fleet and an operator for the number of hours involved.
3. For Public Works CDL driver training, CFSD will accumulate the training hours and charges each year and in consultation with the Field Services Program Assistant determine the appropriate distribution of the costs across Public Works Divisions.
 - Generally, up to 12 hours of training and certification time is available to each trainee. Slight adjustments may be made on a case-by-case basis, as determined by HR and Field Services, with input from the CFSD trainer.
 - Public Works will only provide assistance for one test. Subsequent testing will be the responsibility of the trainee.
 - CFSD training resources are limited. If the training need is greater than CFSD's capacity, available hours may be reduced or eliminated. If trainees delay training till the last minute and the trainers are booked, they may forfeit training hours. They will have to get alternative training on their own.

- If trainees make appointments for training, and are a “no-show,” they may forfeit eligibility for city training.
4. For other special requests, CFSD will bill the customer requesting the service.

8-4 TRAVEL PROCEDURES

The City Travel Policies and Procedures provide details for travel to training locations, tuition refunds, and specific instructions to employees.

8-5 TRAINING DOCUMENTATION

CFSD will record all training and provide a copy to HRIS.

SAMPLE

CHAPTER 9

SAFETY

9-1 GENERAL

Accidents don't "just happen". People committing unsafe acts cause them. The accident potential is very high in any shop area where maintenance functions are performed. Carelessness and inattention to safety can cost time, money, and most important, can result in permanent disability or death.

9-2 SHOP SAFETY PRECAUTIONS

This section highlights precautions in areas of shop operations where some injury potentials exist.

A. Floors, walkways, and Pits

Keep floors and pits clean of oil and grease to prevent slipping or falling. Use absorbents frequently to eliminate such hazards as soon as they occur. Keeping these areas clean also reduces the possibility of fire.

Keep walkways clear of tripping hazards. Coil and hang up trouble light cords and air hoses out of the way when not actually in use. Store jacks, stands and similar Fleet out of the way of normal traffic through the shop. Segregate for disposal vehicle or Fleet components immediately after removal from the vehicle.

Securely stack parts and heavy gear out of the way to avoid injury.

B. Lifting

Incorrect lifting of heavy or light objects can cause hernia or back strain. Hernia usually results from repeated improper exertions and not usually from one great effort to lift. Lifting even light loads improperly can cause back strains.

The right way to lift:

- 1 Face the object directly.
- 2 Move as close as possible to the object.
- 3 Set feet securely about one foot apart.
- 4 Bend at the knees rather than at the hips.
- 5 Grasp the object securely.
- 6 Keep back as straight and upright as possible.
- 7 Keep heels flat and arms straight.
- 8 Lift object by straightening legs only. Do not twist the body.
- 9 If the object is too heavy, GET HELP!

The right way to carry:

- 1 Keep back straight.
- 2 Raise chin.
- 3 Draw stomach in.
- 4 Never carry an object too big to see over or around.
- 5 Never walk backwards.

The right way to lower:

- 1 Reverse lifting procedure.
- 2 Lower without twisting the body.
- 3 Keep back straight.

C. Use of Tools and Fleet

A high accident potential exists in the use of grinders, drills, chisels, cutting or welding Fleet and pneumatic tools such as impact wrenches, chisels and air blowing nozzles.

Grinders, drills, chisels, and punches are the primary source of eye injuries. When using such Fleet, wear face shields. An extra minute used to obtain and put on a face shield may save an eye.

Cutting and welding Fleet with its high intensity flame and spattering hot metal require use of goggles and leather gauntlet gloves. The face shield should be in place before striking the arc due to the ultraviolet rays. Safety Fleet is available - wear it! Having fire extinguisher immediately available is a basic safety precaution when using cutting and welding Fleet. Dry chemical fire extinguishers are located throughout the shop. Use them to fight normal types of fire (flammable materials and electrical). Know where the nearest extinguisher is located.

D. Electrical Fleet

A shock from faulty electrical Fleet can be fatal. Ground and insulate all electrical Fleet.

A proper ground requires a three-wire (prong) plug and a three-holed receptacle. If a three-hole receptacle or socket is not available, use an adapter and attach the ground wire of the adapter to the cover plate mounting screw. Any action, which eliminates or bypasses the ground connection places the user in jeopardy.

Suspend electric cords which must cross walkways overhead to eliminate tripping hazards and the danger of insulation being cut and wires shorted by the wheels of oil carts, jacks, etc. Where suspension over the walkway is not feasible, cover the cords in such a way to protect them from damage.

Keep all electrical Fleet clean of oil, grease, water and other liquids. Standing on a wet floor and operating faulty electrical Fleet is very hazardous.

Report any defect in an electrical item immediately to the foreman or supervisor and not use it again until the defect is corrected.

Only authorized personnel should carry out electrical repairs to all shop Fleet.

E. Vehicle Lifts

Lifting the vehicle:

- 1 When moving a vehicle into a bay, the spotter or guide must not stand directly in front of the vehicle except initially to line up the vehicle. When vehicle is properly located, shut off engine.
- 2 Adjust the front saddles and securely pin or seat them.
- 3 Raise the front post approximately one foot and check seating of the axle.
- 4 Check position of rear saddles, then raise them into contact and check seating.
- 5 Raise both lift posts to desired height and check security of locking pins on the lift controls.

Vehicle in position on lift:

- 1 When repairs require heavy twisting of components, use stands to prevent the vehicle from falling off the lift.
- 2 When the rear of a vehicle is resting on stands, never lower the front end below the horizontal (danger of front lift position sliding on its rails).

Lowering the vehicle:

- 1 Ensure engine is off.
- 2 Stop lowering front end with wheels at least one foot off floor.
- 3 Check for complete retraction of rear saddle.
- 4 Complete lowering of front saddle.

F. Jacks

1. Before lifting the vehicle, check the proper seating of the lifting plate or hook arm.
2. Block wheels not being lifted. Exercise particular care in blocking if the vehicle is on an incline and the rear wheels are being lifted.
3. After lifting, secure the floor jack handle in an upright position to avoid inadvertent lowering of the jack and to eliminate a tripping hazard. Remove the post type handle completely removed and place out of the way.

4. Place floor stands immediately under the frame members to eliminate the danger of the vehicle falling off the jack.
5. Use jack stands or cribbing to support lifted dump boxes laden with materials, sander or other heavy objects.

G. Welding and Cutting

Gas

- 1 Wear appropriate protective Fleet - goggles, facemask, gauntlet gloves, etc.
- 2 Use work screens to isolate area.
- 3 Button collar and sleeves. Cover tops of low cut shoes.
- 4 Check that all oxy-acetylene hose connections are tight and that hoses are clean and without defects.
- 5 Check that the area is free of fire hazards. Do not weld or cut near any container which, contains, or has contained, flammable liquids.
- 6 Check cylinders to insure that the proper type of gas is being used - check the tag attached to the cylinder. Handle cylinders carefully - avoid dropping or jarring. Keep them in an upright position and secure against falling. Store emptied cylinders of each type of gas in a safe area separate from full cylinders and away from any sources of heat.
- 7 Protect hose from damage by trucks or falling objects and place it so that it will not create a tripping hazard.
- 8 While acetylene cylinders are in use, keep the valve key wrench in place on the valve spindle.
- 9 Do not stand in front of the gauges on the regulator valve when opening the discharge valve of the tank - sudden pressure may blow out glass and parts. One quarter of a turn of each tank valve will provide sufficient pressure.
- 10 Purge oxygen and acetylene lines individually before lighting.
- 11 Use spark igniters to light torches, not matches.
- 12 Maintain a clear unobstructed space between the work and the cylinders so that the acetylene tank valve can be reached quickly in an emergency.
- 13 If flashbacks occur, put out the flame, check the tip for dirt and loose connections and check the oxygen and acetylene pressures.

Electric Arc

- 1 Wear appropriate protective Fleet - goggles, facemask, gauntlet gloves, etc.
- 2 Inspect primary and secondary cables for cuts or cracks.
- 3 Check that all electrical connections including the power lines, electrode and ground clamp, are firmly attached.
- 4 Use work screens to isolate area.

- 5 Wear the face shield before striking the arc. The concentrated ultraviolet rays from the arc can burn the eyes even through closed eyelids.
- 6 Warn nearby persons that the arc is about to be struck.
- 7 Protect against weld spatter by keeping clothing buttoned and pants cuffs turned down.
- 8 When chipping or grinding, protect against flying particles of slag by using clear goggles and by holding a hand between the work and the face.
- 9 Ventilate the work area when welding galvanized metals, lead, or painted metal. Zinc fumes are poisonous.

H. Pedestal Grinders

- 1 Check floor area in front and around the grinder for material, which might affect footing or catch fire.
- 2 Insure that all guarding devices are in position.
- 3 Position the rest as close to the wheel as practical.
- 4 Check wheel for signs of a fracture or out-of-balance. If a new wheel is needed, do not force it on the spindle or tighten the mounting nut excessively. Reset guarding and rest.
- 5 Wear a face shield.
- 6 Do not stand directly in front of the wheel.
- 7 Gradually apply work against the wheel, especially a cold wheel. Never jam work against the wheel.
8. After grinding - If wheel is unduly worn or damaged in any way and requires dressing or replacement, do not leave it for the next user. Correct the condition immediately.

I. Cold Chiseling

- 1 Check the chisel for length. It should be long enough to permit a four finger grasp with a clearance of at least two inches from the head and an equal clearance from the tip.
- 2 Reject a chisel with a mushroomed head or a nicked cutting edge.
- 3 Reject a hammer with a split handle or a loose head.
- 4 Assure clear footing and body balance.
- 5 Wear a face shield.
- 6 Hold chisel steady such that the hammer will always strike it squarely. A hammer is "grooved" when each blow follows the same path and the force is always directly down the center of the chisel.

J. Batteries

Jump Starting

An automobile battery, even a good one, can explode through ignition of the hydrogen and oxygen gases produced during normal battery operation. A frozen one runs a greater risk. The most frequent cause of this is a nearby flame or spark, and the most frequent cause of explosion

is faulty jump-starting procedure. At a minimum, follow these procedures when jump-starting a vehicle.

1. Wear a face shield.
2. Ensure that both batteries are of the same rated voltage.
3. Ensure that both vehicles are negative-ground systems.
4. Ensure that the "dead" battery is not frozen. If uncertain, do not guess and do not jump start
5. Ensure that the area is ventilated with no ignition source present.
6. Do not smoke.

Park the two vehicles close together but not touching. Keep the booster car's engine running. Turn off all accessory switches on the "dead" car.

Remove the cell caps on both batteries if they are not "No Maintenance" types, and cover the cells with a clean dry cloth. Double-check for icing or dry cells. If neither condition exists, continue the procedure.

Find on each battery the positive terminal. It will be marked P or +, and may be painted red. Connect one cable clip to the positive terminal on the operating battery and then connect the other end of that same cable to the positive terminal of the "dead" battery.

Stop! Connect one clip of the other cable to the negative terminal of the operating battery. Connect the other clip to the dead car's engine block, at least 12 inches away from the battery. Sparks, if any, will be away from the danger spot.

Start the dead vehicle's engine.

As soon as the second engine is running, idle it down to prevent damage to other electrical units and disconnect the two cables in precisely reverse order. Detach the negative clip from the block, and then from the booster car's negative terminal. Detach the positive clip from the formerly dead car's battery, and then from the booster battery. Remove the cloths from the two batteries and replace the cell caps (being sure the vent holes are clear). Dispose of the cloths where any acid on them cannot affect people or animals.

Battery Charging

The same danger of battery explosion as in jump-starting exists when using a battery charger. The hydrogen gas given off while recharging a battery is explosive. Any ignition source can set it off. Ignition can occur from cutting torch flames, arc welding sparks, cigarettes, or spark from shorting out a battery or connecting or disconnecting a battery from a charger.

In connecting or disconnecting a battery from a charger, always make sure the charger is turned OFF or, if there is no ON-OFF switch, as is the case in most trickle chargers, unplug the charger from its power source.

Warning. Batteries contain sulfuric acid. Shield eyes when working near the battery. In case of acid contact with eyes or skin, flush immediately with water for a minimum of five minutes and then get medical attention without delay.

9-3 SAFETY GLASSES AND SHOES

It is the direct responsibility of each individual to wear safety glasses and safety shoes while working. The City subsidizes safety glasses and safety shoes as a protective measure. Failure to wear them on the job, which results in an injury of any type, will be grounds for disciplinary action and may affect Worker's Compensation Claims.

9-4 FIELD SAFETY PRECAUTIONS

This section highlights precautions necessary in areas of field operations where some injury potentials exist.

A. Pre-Trip/Post-Trip Inspections

Making sure you are mentally alert and using properly maintained Fleet is the first step in personal safety. Performing the pre-trip inspection is not only required, but helps the driver or operator familiarize themselves with the machinery. It assures the machinery is in good, safe working order. It must be performed before leaving the parking site. Carry a flashlight and when necessary seek assistance when there are questions or to assist in an operation. For example, it may be of particular help to team with another driver to lift the hood or to check the brakes.

B. Mounting & Dismounting Fleet

Maintain sure footing and three points of contact whenever getting in and out of vehicles or machinery. Use the built in steps of the Fleet or the use of any scaffolding or platforms provided at the work site. Do not face away from the machinery, and do not jump from it. Be sure of what you are stepping onto, being careful to avoid slips and falls.

C. Work Zones in Traffic

It is the responsibility of the entire crew to maintain a safe working environment. This includes proper work zone setup with well maintained traffic control devices in place.

When moving within the zone, be acutely aware of its boundaries and various components of the site, including tools, supplies, other machinery (stationary or moving), barricades, overhead wires, and personnel. Use a "tag" person when necessary to enter, leave or move within the work zone.

D. Signals

Communications are critical when being tagged within a work zone. Be sure signaling using established standards is understood. Only one person should be signaling unless an emergency develops where someone intercedes with an urgent “**stop**,” “**hold**,” or “**down**” sign. Common sense should prevail. For example, when dumping a load the tag man steps out of sight, **unless it is very clear** that you are to continue, lower the box to stop the slide of material until receiving further instruction. If there is any confusion about what is expected when being signaled, secure the vehicle and do what it takes to verbally communicate with the tag man.

Also, if you feel conditions are unsafe for you to proceed, it is your responsibility to stop and ask questions about the procedure. If after discussion you still feel you are being asked to perform in an unsafe manner, talk to the job foreman. If conditions are still not safe, contact Fleet Services Dispatch immediately.

E. Machine Capabilities

Do not exceed the capabilities of the machinery. Many newer machines have computers that will not let the operator go beyond the machine’s lifting capacity. Whether it be trying to lift or carry too heavy a load or using the machine for a task it is not designed for, it is your responsibility as the person operating the machine or vehicle to use it properly. This includes such things as hammering with a hoe bucket beyond what’s easily accomplished in reasonable fashion, or running a sweeper over high manholes in preparation for another lift of asphalt.

F. Lifting

Incorrect lifting of heavy or light objects can cause hernia or back strain. Hernia usually results from repeated improper exertions and not usually from one great effort to lift. Lifting even light loads improperly can cause back strains.

The right way to lift:

- 1 Face the object directly.
- 2 Move as close as possible to the object.
- 3 Set feet securely about one foot apart.
- 4 Bend at the knees rather than at the hips.
- 5 Grasp the object securely.
- 6 Keep back as straight and upright as possible.
- 7 Keep heels flat and arms straight.
- 8 Lift object by straightening legs only. Do not twist the body.
- 9 If the object is too heavy, GET HELP!

The right way to carry:

- 1 Keep back straight.

- 2 Raise chin.
- 3 Draw stomach in.
- 4 Never carry an object too big to see over or around.
- 5 Never walk backwards.

The right way to lower:

- 1 Reverse lifting procedure.
- 2 Lower without twisting the body.
- 3 Keep back straight.

9-5 SAFETY ATTIRE

Safety attire includes the personal protective Fleet provided by the City and additional clothing or protective wear furnished by the employee, such as work gloves.

A. Personal Protective Fleet

It is the direct responsibility of each individual to wear issued safety glasses and steel toe work boots or shoes throughout each work period. The City provides safety glasses and subsidizes work shoes at its expense as a protective measure. Failure to wear them on the job, which results in a injury of any type, will be grounds disciplinary action and may affect Worker's Compensation Claims.

Hardhats must be worn where required. Typically it is required on job sites with overhead Fleet such as a crane or hydraulic excavator. It may also include general work zones such as the asphalt plant.

Regulation high visibility safety vests must be worn whenever on a work site and outside Fleet with cabs. Fleet without cabs, such as rollers, the chip spreader or the asphalt spreader, require the operator to wear the vest while operating as well as when off the machinery at a job site.

B. Protective Wear

It is important to remember, especially in the winter, that you are often assigned to work during extremes of weather. And while normally working from within a cab that may be air conditioned in the summer or heated in the winter, you must be prepared to be without those comforts either as part of the work assignment, as part of checking the vehicle, or during an Fleet breakdown. Having layers of clothing available allows you to wear extra clothing as needed for colder extremes. For warmer conditions, regular pants and shirts with at least half sleeves are required. Shorts or sleeveless shirts are not allowed.

Items such as gloves and hats are not provided by the employer but may be worn to protect the employee.

9-5 ELECTRONIC ACCESSORIES

Radios or other electronic gadgetry shall not interfere with the proper operation of a vehicle. Headphones are not allowed. If entertainment radio (in other words, not the City communications radio) is found to interfere with an employee's job performance, it will be removed.

Cell phones are a very useful communications tool often used by members of a work crew to coordinate activity. It must not interfere with the safety of the driver/operator or others. Full attention must be given during the operation of a vehicle or machine. Personal phone calls should only be made during non working hours.

9-6 FUELING

All units must be fueled at the end of each shift so that they are ready for any emergency. When fueling be certain to observe all safety rules. Do not use cellular phone, do not smoke, do not leave the engine running and extinguish all open flames.

Report all spills immediately.

Be careful when climbing into the vehicle. Your shoes or work boots may have picked up traces of oil or fuel making them slippery.

CHAPTER 10

INJURIES

10-1 PURPOSE

To outline steps that must be taken in all cases of on-the-job injuries. These procedures do not relieve the Director, managers, supervisors, foremen or individual employees of the basic responsibility to eliminate causes and decrease the number of accidents and injuries. See the City web site for more specific information.

10-2 PROCEDURE

Foremen/supervisors must report all on-the-job accidents involving injuries to CFSD employees to their immediate manager or Director. Prompt action in complete reporting of personal injuries and subsequent changes in status is important under the Worker's Compensation Act.

A Medical Attention.

The severity of the injury will determine the medical attention necessary.

- If the injury is life threatening or the employee is in severe pain or needs immediate help, anyone aware of the situation or in the vicinity should call 911.
- If not, the employee shall call his immediate supervisor. If required, the supervisor shall send the employee to the City-authorized or employee-preferred medical clinic. If possible, the supervisor should notify the clinic in advance that an injured employee is on the way.
- If an employee chooses another clinic not contracted by the City, the employee takes sole responsibility for processing all paperwork and payments. However, the City may still insist on a "Fitness for Duty" clearance from its doctor.
- If an employee refuses medical attention the supervisor should note it so on the injury report and consult with the appropriate manager to determine if a "Fitness for Duty" medical exam is necessary.

B Reports

Telephone Reports. As soon as possible an injury to an employee should be reported with details to the immediate supervisor or manager.

1. Report injuries to field personnel in detail to Field Support (Dispatch). Report injuries to shop personnel to the on-duty shop foreman.
2. They shall in turn assess the need for assistance at the scene, including immediate notification to the Safety Coordinator, CFSD training personnel and/or the relevant manager (Shop or Field Support). The manager notifies the Director of Fleet Services and the Deputy Public Works Director, if the incident calls for it.

- The Safety Coordinator investigates the nature of the incident, documents the details and acts as an advisor, etc.
- The CFSD Trainers assist in machinery movement, documentation and other help as needed. They gain firsthand knowledge for training applicability, etc.
- The manager, Field Support or Maintenance determines, with the assistance of the Safety Coordinator, if specific laws or regulations such as DOT rules apply and determine suitable course of action.

Written Reports. The “Supervisor’s First Report of Injury” must be filled out as soon as practical and in detail following an injury at work. The employee should fill the top portion of the form and the foreman, the bottom portion. In the case of field personnel, the job site (i.e. customer) foreman should fill the foreman’s portion. If the employee is unavailable or incapable to complete his part of the report, the foreman should do so to the best of his ability and note on the report the employee was not available or capable.

1. The “Supervisor’s First Report of Injury” is the basis for all subsequent actions including potential denial of a claim. Check for accuracy and completeness.
2. It’s the employee’s responsibility (unless rendered incapable) to bring the report to the job site foreman to fill out the lower portion. Incomplete reports will be given back to employees to get the foreman assigned to, when injured, to complete his section.
3. The foreman will sign the report and forward it to the appropriate CFSD manager. If medical attention has been received, the “Workability Report” will be attached.
4. The “Workability Report” (WAR) lists the medical condition of the employee and medical restrictions that may limit the employee’s ability to perform the essential functions of the job. It must be brought to the employee’s manager following the initial or subsequent doctor’s visits.
5. The employee will not be allowed to return to duty following an injury needing medical attention until the shop foreman (for shop employees), manager, or Dispatcher (for field employees) has reviewed the WAR and noted any limitations that may affect employee performance or ability.

Report Processing. Upon receipt, the manager will review and sign the injury report and forward it to the payroll clerk. He will fax a copy of the report to the Worker’s Compensation Coordinator assigned to the division for preliminary notification.

1. The manager will receive a copy of the completed form along with a copy of the “First Report of Injury” from the payroll clerk.
2. The Worker’s Comp Coordinator will work with the Return to Work (RTW) Coordinator and the CFSD manager to determine the employee’s appropriate status.

3. The manager must remain actively aware of the employee's follow-up doctor visits and subsequent workability reports.

C. Medical Leave.

If an employee has restrictions listed on the workability report that keep him from performing the essential functions of the job, the employee may need to remain off work until released by a doctor OR an accommodation is made allowing the employee to perform functions of an available assignment within the medical restrictions.

1. It is the policy of the City to attempt to keep employees injured on the job, where practical, in job assignments fitting their medical restrictions. See the "Return to Work" section of the respective labor contracts.
2. If employees are unable to work they may take extended time off. Such employees, if they are not on direct benefits from WCB, may be placed immediately on Family Medical Leave of Absence (FMLA).
3. Employees on FMLA may use eligible benefits (excluding "comp time", which cannot be converted) to continue receiving pay benefits.
4. Such pay or time off coverage will be reimbursed or converted if a Worker's Compensation claim is accepted as valid according to the Worker's Compensation laws of the State.
5. Employees injured on their own personal time are not eligible for paid benefits from Worker's Compensation.

D. Return To Work:

Modified Duty. CFSD may place employees who are temporarily unable to return to regular duties in modified duty positions compatible with their physical restrictions. Effort will be made to place employees in modified duty positions within CFSD by modifying the regular position temporarily or reassignment to another position. If there is no position available, CFSD will request Human Resources through the Return to Work Coordinator to identify compatible positions outside CFSD.

1. Employees must continue to report any change of physical status, including workability reports, to their manager, even if assigned outside CFSD.
2. Employees must be aware of their medical restrictions as evaluated by the doctor, and are responsible to **not exceed those limitations** wherever assigned. If employees feel they are being asked to perform beyond the medical restrictions, they must contact their CFSD manager before performing such duties. The manager will review medical reports (including possibly a consultation with the doctor) and the expected duties then make a determination of compliance.

Regular Duties. An injured employee must return to regular work as soon as the treating physician approves. The employee may require approval from the City's contracted physician as well.

1. Supervisors/managers shall not allow employees to return to work without the proper release form OR prior to the release date.
2. Medical records will be kept separately from the employee's personnel file, and must be kept confidential.

E. Injuries Not Covered by Worker's Compensation.

Worker's Compensation benefits usually do not cover injuries resulting from traveling and/or walking to or from work, during unpaid lunch periods, sports, horseplay, or any other activities not authorized or required by the employee's job duties.

E. False Claims.

Any employee who falsifies an injury or who corroborates in making a false claim of occupational injury or illness is committing a crime and shall be subject to full penalties provided by the law as well as disciplinary action to include possible termination from employment. If convicted, the employee may also be subject to civil penalties including recovery by the City of the amount paid in medical indemnity and other benefits.

G Injuries to Other than CFSD Personnel.

- 1 City employees other than CFSD personnel: CFSD will provide a City employee who is injured while visiting an CFSD facility the appropriate medical support provided to any CFSD employee. CFSD will notify the injured person's department or agency immediately. That department or agency has the responsibility to complete all necessary reports. CFSD personnel will provide the investigator from the department involved all information needed to complete the reports. If an unsafe condition was the cause, the facility foreman shall forward all details of the accident to the CFSD Safety Coordinator.
- 2 Persons other than City employees: those not employed by the City, injured while visiting an CFSD facility, will receive appropriate medical support provided to any CFSD employee. The facility foreman will immediately complete a Supervisor's First Report of Injury and forward it to the Manager.