



**UNITED STATES**  
**NUCLEAR REGULATORY COMMISSION**  
WASHINGTON, D.C. 20555-0001

**OFFICE OF THE  
INSPECTOR GENERAL**

May 9, 2011

**MEMORANDUM TO:** R. William Borchardt  
Executive Director for Operations

**FROM:** Stephen D. Dingbaum */RA/*  
Assistant Inspector General for Audits

**SUBJECT:** MEMORANDUM REPORT: AUDIT OF NRC'S SHUTTLE  
SERVICE (OIG-11-A-11)

The Office of the Inspector General (OIG) conducted an audit of the Nuclear Regulatory Commission's (NRC) shuttle service based on a request made by the Office of the Executive Director for Operations. The audit objective was to determine the effectiveness, efficiency, and economy of the shuttle service versus public transportation. OIG determined that NRC staff are satisfied with the shuttle service, and buses generally operate in an efficient and effective manner as required by the contract. Moreover, the shuttle service has proven to be a more convenient option for the agency than using public transportation. However, this report includes five observations that could enhance shuttle safety and security and improve administration of the service contract.

**BACKGROUND**

On March 21, 2007, NRC launched a shuttle service between its main headquarters complex (White Flint) in Rockville, Maryland, and a nearby interim facility opened to provide temporary workspace during the construction of a new office building at White Flint. The shuttle service was eventually expanded to include routes to three additional interim facilities located within several miles of White Flint. The shuttle service was initiated to eliminate the need for staff to use their own vehicles and incur expenses to

travel between interim facilities and White Flint for meetings, training, and other official activities. NRC intends to maintain the shuttle service until construction of the new office building is completed and employees located in the interim facilities are moved back to White Flint. Consolidation is planned to occur during calendar year 2012.

The agency contracted with Blue Ridge Limousine and Tour Service, Inc., to provide NRC's shuttle service. The contractor provides transportation services for (1) NRC-approved passengers (i.e., NRC staff and contractor personnel with NRC identification (ID) badges)<sup>1</sup> and (2) non-sensitive, non-classified, and non-safeguards information packages up to 20 pounds between NRC headquarters locations. On occasion, the agency may request the contractor to transport NRC-approved passengers to other locations to attend special agency events within the Washington, DC, metropolitan area.

The contractor uses six shuttle buses that can each transport up to 22 passengers. Each vehicle is equipped with seat belts and a lift to transport individuals with wheelchairs or scooters. NRC shuttle buses (see photograph, next page) complete about 22 to 35 round trips per day between the interim facilities and White Flint.

The current shuttle contract, in the amount of \$1.1 million, started on December 1, 2009, and covered a one year period. The contract contains two option periods. The first option period, in the amount of \$1.1 million, was exercised for another year. The second option period, in the amount of \$552,000, covers the period from December 1, 2011, through May 31, 2012.

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<sup>1</sup> The agency requires that employees and contractors must present their NRC-issued picture ID badge to the driver in order to ride the shuttle.

## NRC Shuttle Bus



Source: OIG

The agency's Office of Administration (ADM) manages the shuttle service contract and day-to-day shuttle operations. ADM maintains a shuttle schedule on its Intranet Web site and distributes hardcopy shuttle schedule brochures.<sup>2</sup> ADM also maintains a Help Desk and an e-mail address to receive inquiries and/or complaints related to the shuttle service. Further, ADM conducts periodic surveys to assess agency employee satisfaction with the shuttle service. In fiscal year 2011, ADM has approximately 0.5 full-time equivalents dedicated to administering the agency's shuttle service contract.

## **PURPOSE**

The audit objective was to determine the effectiveness, efficiency, and economy of the shuttle service versus public transportation.

## **RESULTS**

NRC staff are satisfied with the shuttle service, and buses generally operate in an efficient and effective manner as required by the contract. Specifically, (1) shuttles are

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<sup>2</sup> Currently, NRC's shuttle buses operate between 6 a.m. and 6:30 p.m., 5 days per week.

generally on time (arrival and departures), (2) shuttles are clean and maintained in a professional manner, and (3) shuttle drivers are polite, courteous, and maintain a professional demeanor. Moreover, the shuttle service has proven to be a more convenient option for the agency than using public transportation.

OIG makes the following five observations related to shuttle safety and security and the administration of the shuttle contract.

### **Observations for Agency Consideration**

#### *Safety and Security*

- **Re-emphasize mandatory seat belt use for staff and drivers.** Executive Order 13043, *Increasing Seat Belt Use in the United States*, requires that each Federal employee, whose seat is equipped with a seat belt, properly fasten and use the seat belt while on official business in a moving vehicle. In addition, NRC Yellow Announcement No. 113, *Seatbelt Use On NRC Shuttle Buses*, states that all NRC shuttle buses are equipped with passenger seat belts, and reiterates the provisions of Executive Order 13043. However, most NRC staff do not fasten and use their seat belts. Moreover, on occasion, NRC shuttle bus drivers do not fasten and use their seat belts while operating the vehicle.
- **Re-emphasize mandatory display of NRC-issued picture ID badge.** NRC employees and contractors must present their NRC-issued picture ID badge to the shuttle driver as a condition to board the shuttle. This requirement applies to passengers boarding the shuttle at White Flint, as well as headquarters interim facilities. However, riders do not always present their badges to the shuttle bus drivers and drivers do not consistently request to see riders' badges.

#### *Contract Administration*

- **Re-emphasize driver commitment to safety and security.** The shuttle service contract provides that all vehicles shall be operated in a safe manner in compliance with applicable Federal and State laws and NRC guidance. In addition, contract provisions provide that drivers refrain from playing the radio, using personal cell phones while operating a vehicle, and using other personal communication devices while transporting NRC employees. The contract provides for performance deductions from the total monthly invoice where the contractor fails to meet these requirements. OIG identified that, on occasion,

NRC shuttle bus drivers (1) do not use turn signals, (2) play the radio and/or talk on the cell phone while operating the vehicle, and (3) leave the shuttle bus unattended with the engine running and passengers on board.

- **Ensure complete ridership records and apply performance deductions when appropriate.** The shuttle service contract requires that the contractor maintain and provide accurate and timely reports on ridership information as requested by the NRC project officer or designee. The source of this information is the “Shuttle Schedule Ridership/Checklist” that is completed by shuttle drivers on a daily basis. The checklist information includes, but is not limited to, data on the number of passengers transported on each trip and the number of total passengers transported daily. The contract also provides for performance deductions from the total monthly invoice if the contractor fails to attain at least 98-percent accuracy on this report data. OIG reviewed the daily “Shuttle Schedule Ridership/Checklist” for September and November 2010, and found several inaccuracies and missing data. Moreover, there were no performance deductions taken by the agency because of these inaccuracies.
- **Incorporate onsite supervisor responsibilities into the shuttle service contract.** To support shuttle operations, the contractor retains an onsite supervisor who performs the following duties: (1) ensures that the cadre of shuttle drivers are prepared for their responsibilities; (2) reserves a sufficient number of vehicles to meet NRC’s daily transportation needs; (3) ensures that vehicles are fueled and in operating condition; (4) maintains the keys to the vehicles; and (5) on a daily basis, remains in contact with the contractor’s head driver. In addition, any accidents involving NRC shuttles are reported directly to the onsite supervisor. OIG identified that the responsibilities of this key individual are not included in NRC’s shuttle service contract.

### **AGENCY COMMENTS**

At an exit conference on May 4, 2011, agency management had no comments on the report.

## **SCOPE AND METHODOLOGY**

OIG conducted this audit to determine the effectiveness, efficiency, and economy of the shuttle service versus public transportation. The audit focused primarily on safety and security surrounding shuttle operations and shuttle service contract provisions. OIG reviewed Federal Government guidance that was applicable to the administration of NRC's shuttle service operations, including Code of Federal Regulations, Title 49, *Procedures for Transportation Workplace Drug and Alcohol Testing Programs and Transportation Services for Individuals with Disabilities*, and Executive Order 13043, *Increasing Seat Belt Use in the United States*. OIG also reviewed NRC's Drug Testing Policy, the current shuttle service contract and modifications, and an NRC Yellow Announcement related to shuttle operations. Additionally, OIG reviewed the daily "Shuttle Schedule Ridership/Checklist" for September and November 2010 prepared by contractor employees.

OIG interviewed ADM management officials to obtain their insights into the implementation and oversight of the NRC shuttle service. Additional interviews were conducted with agency officials and staff in headquarters interim facilities served by the shuttle. Finally, OIG staff rode the NRC shuttle for 21 trips to various locations and recorded observations. These observations were documented using an OIG-developed checklist based on performance requirements (expectations) in the shuttle service contract.

We conducted this performance audit at NRC headquarters from November 2010 through March 2011 in accordance with generally accepted Government auditing standards. Those standards require that the audit is planned and performed with the objective of obtaining sufficient, appropriate evidence to provide a reasonable basis for any findings and conclusions based on the stated audit objective. OIG believes that the evidence obtained provides a reasonable basis for the report conclusions based on the audit objective. Internal controls related to the audit objective were reviewed and analyzed. Throughout the audit, auditors were aware of the possibility or existence of fraud, waste, or misuse in the program.

The audit work was conducted by Kathleen Stetson, Team Leader; Eric Rivera, Audit Manager; and Michael Steinberg, Senior Auditor.

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