Report to
Rapport au:

Transportation Committee
Comité des transports
6 May 2015 / 6 mai 2015

and Council
et au Conseil
13 May 2015 / 13 mai 2015

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Submitted by
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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE   **File Number**: ACS2015-COS-PWS-0005

SUBJECT: Fleet Business Process Improvements

OBJET: Améliorations aux processus opérationnels pour le parc automobile

REPORT RECOMMENDATIONS

That the Transportation Committee recommend that Council approve funding for the business process improvements identified in this report from the Corporate Fleet Reserve in the amount of $776,000.

RECOMMANDATIONS DU RAPPORT

Que le Comité des transports recommande au Conseil d'approuver un financement de 776 000 $ pour des améliorations aux processus opérationnels définies dans ce rapport du Fonde de réserve du parc automobile.

BACKGROUND

As part of a review of the City of Ottawa's vehicle safety performance, the Fleet Services branch of the Public Works department developed an action plan specifically designed to improve the City's fleet safety record. Aspects of that action plan were presented to the Transportation Committee on March 4, 2015 as part of the [report](#) entitled *Improving Vehicle Safety and the City's Commercial Vehicle Operator's Registration Rating.* In addition to the measures outlined in that report, the work plan includes a commitment to improving practices related to records management and collision reporting. In order to fulfill its commitment to improve vehicle safety, the collision reporting system requires an upgrade and integration with additional City systems.

Furthermore, the City currently operates several independent systems that monitor and track records related to fuel management. The Transit Services department uses a system called M5 FuelFocus to monitor and track its fuel purchases and needs, while the Fleet Services branch uses a different system. In order to standardize fuel management within the City of Ottawa, the Fleet Services branch plans to undertake a replacement of the existing fuel management system with M5 FuelFocus.

DISCUSSION

Fuel Management System Standardization

The City's fuel system is critical to keeping vehicles and equipment running at all times to serve the residents, visitors and businesses of the Nation's capital. It is especially important for effective monitoring during the winter months and in emergency situations.

The Fleet Services branch manages 32 fuel sites; of which 22 are monitored electronically and 10 are monitored manually. These fuel sites house a total of 70 fuel tanks; of which 55 are monitored electronically and the remaining 15 tanks are monitored manually. Approximately 450 fuelling transactions take place daily, totalling almost $14M annually.

The current fuel monitoring system does not have the functionality the City requires in order to conduct business in an effective and efficient manner as it is often inaccessible to staff. The current mitigation method for inaccessibility is to re-boot the server weekly

and print out fuel system data each evening to ensure information is available in the morning to determine appropriate fuel orders. This requires significant staff time and resources to investigate and rectify.

The implementation of M5 FuelFocus will result in a reliable, efficient system with which to manage fuel levels, ensuring staff are able to consistently access critical data to make informed and cost-effective decisions related to the availability of fuel. It will also provide centralized automated fuel order tracking, reduce the steps required to manage fuel, and reduce the complexity of integration points between independent systems and manual processes, which can result in errors that affect fuel ordering and availability. Furthermore, the system allows for the validation of 'meter' entries (number of kilometers travelled) at the time of fueling. Fleet Maintenance is dependent on this information to schedule preventative maintenance, preserve the life of the City's municipal fleet, and reduce vehicle downtime, ensuring a more reliable fleet of vehicles is available to provide services to the City's residents, visitors, and businesses.

Collision Reporting System Integration

Currently, the City operates two separate systems for managing collision records: FleetFocus and RiskMaster. FleetFocus is used by Fleet Services and contains information relating to vehicle repair damages and associated costs, while RiskMaster, used by Legal Services, contains information about the details of the collision itself. The two systems do not interact with one another resulting in situations where vehicles involved in collisions are brought in for service, repaired, and sent back out on the roadway without the Fleet Safety Investigator knowing that a collision has occurred. This significantly compromises the collision investigation process. Furthermore, the City is obligated under its Commercial Vehicle Operator's Registration (CVOR) to investigate all incidents involving corporate vehicles.

The intent is to integrate RiskMaster with FleetFocus to ensure that as soon as a collision is entered into RiskMaster, FleetFocus automatically flags the vehicle alerting Fleet Maintenance of the requirement to suspend the completion of repairs until a Fleet Safety Investigator provides the authority to proceed. The integration will also ensure that Legal Services receives timely and accurate cost information regarding repairs for the claims process.

Standardizing the corporate fuel management system and integrating the City's two separate collision reporting systems will ensure that the Fleet Services branch meets its requirements to improve vehicle safety by ensuring vehicles are operating in good

condition, with the appropriate fuel and mileage readings, and using the most accurate data to effectively investigate collisions and make repairs in a timely manner.

RURAL IMPLICATIONS

There are no rural implications associated with the implementation of the report recommendations.

CONSULTATION

There were no public consultations required for the completion of this report.

Through the City's Corporate IT Management Team (CITMT), both the Fuel Management System Standardization project and the Collision Reporting System Integration project were vetted with the appropriate stakeholders in Legal Services and Information Technology Services.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a City-wide report.

ADVISORY COMMITTEE(S) COMMENTS

There were no requirements to consult advisory committees.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendation in this report.

RISK MANAGEMENT IMPLICATIONS

Fuel Management System Standardization

The City's fuel management system is critical in keeping vehicles and equipment running at all times, especially during winter events and in emergency situations. Using unreliable and manual systems to track and monitor fuel management leaves the Fleet Services branch and service providers vulnerable to system shutdowns and vehicle downtime.

Collision Reporting System Integration

The City of Ottawa is required, by law, to investigate all collisions involving its vehicles and equipment, regardless of type or size. Investigating collisions allows Fleet Safety Investigators to identify safety or training requirements for the City's fleet operators as

they relate to circumstances surrounding collisions. Failure to ensure the safe operation of City vehicles can lead to fines and sanctions from the Ministry of Transportation of Ontario or the Ministry of Labour.

FINANCIAL IMPLICATIONS

The required funding will be provided from the Corporate Fleet Reserve. The Fleet Services Branch is a cost recovery branch that recovers funds from its clients for services that include direct and indirect costs associated with maintaining and replacing municipal fleet vehicles, and other costs associated with support systems, and tools required to provide its services and manage the City's Fleet.

In accordance with the Corporate Fleet Reserve Fund; funds shall be used for the following purposes:

a) for financing the replacement of vehicles in the corporation excluding those of Police and Transit Services; and
b) for such other purposes as may be approved by the Council of the City of Ottawa.

$776,000 is required to fund these projects as outlined below:

- Fuel Management Upgrade: $696,000
- Collision Reporting Systems Integration: $80,000

ACCESSIBILITY IMPACTS

There are no accessibility impacts related to the report.

TERM OF COUNCIL PRIORITIES

The projects align with the 2011 – 2014 Term of Council Strategic Priorities as follows:

Fuel Management System Standardization

Environmental Stewardship

Financial Responsibility

Collision Reporting System Integration

Transportation and Mobility

DISPOSITION

Upon Council approval of the report recommendations, the Fleet Services branch of the Public Works department will undertake two business process improvement projects as outlined in the report.