

Winnipeg Fleet Management Agency (SOA)

Service Overview

SERVICE DESCRIPTION

To provide economical, state-of-the-art, safe and eco-friendly fleet vehicle, equipment and other asset management services to the City of Winnipeg and other public sector organizations, in support of their service delivery. Direct services, provided to most City of Winnipeg departments that deliver core services to our citizens (Public Works, Water & Waste, Fire Paramedic, Community Services, Police, etc) include:

- Vehicle, equipment and other asset lifecycle cost management
- Vehicle and equipment acquisition, leasing and disposal
- Fuel supply and management
- Vehicle and equipment repair and maintenance
- Vehicle insurance, licensing and registration
- Equipment manufacturing and fabrication
- Safety training and accident management
- Vehicle and equipment rentals

KEY GOALS

1. Present forecasted and demanded vehicles and equipment to ensure City departments' operational performance requirements and safety legislative requirements are met.
2. Maintain fleet service centres which provide superior customer service and administrative support to the City's geographically dispersed and varying fleet, while ensuring reliability and safety.
3. Manage the City's fuel distribution system on a day-to-day and emergency basis, by providing customers with a safe, dependable and convenient fuel supply, while ensuring compliance with legislation.
4. Encourage fleet greenhouse gas emission awareness and reductions through research, testing, offering environmentally friendly vehicles and equipment, and alternative fuels.
5. Expand fleet management services within the City and offer services to external public sector markets.

SERVICE LEVEL STATISTICS

Description	2004	2005	2006
Number of vehicle and equipment bid opportunities completed	36	55	89
Number of vehicle and equipment units acquired	308	175	148
Number of insurance and license registrations completed	1,895	1,607	1,497
Number of service work order lines completed	n/a	40,154	38,568
Number of service labour hours completed	n/a	44,137	31,696
Number of service maintenance codes tracked	n/a	n/a	845
Number of fuel fill-up transactions and odometer readings verified	103,336	108,526	99,460
Litres of unleaded, clear diesel and marked diesel provided	6,720,124	7,371,911	6,990,485
Number of internal and external motor pool rental days provided	n/a	n/a	76,676
Number of vehicle and equipment units disposed	218	185	150
Number of recurring customers	n/a	n/a	263

Strategic Direction

LINK TO PLAN WINNIPEG

- 2B-02 Commit to the Reduction of Greenhouse Gas Emissions
- 2B-03 Commit to Responsive Government
- 2B-04 Provide Sound Municipal Management
- 2B-05 Meet High Standards of Service Delivery

SYNOPSIS OF POLICY DIRECTION

Plan Winnipeg's vision of providing the citizens of Winnipeg with "affordable, responsive, and innovative public service" is embraced by the Agency. Fleet lifecycle cost management allows the City to capture and analyze all costs associated with owning and operating a fleet, and allows City departments to improve the productivity of their fleet, while lowering costs and extending the useful life of vehicles and equipment used in direct service delivery to the citizens of Winnipeg.

The Winnipeg Fleet Management Agency is a Special Operating Agency (SOA) with its own Operating Charter approved by Council. The Agency abides by the City's collective agreements and by-laws. The Agency also follows provincial regulations such as the Environment Act, the Contaminated Sites Remediation Act, Workplace Safety and Health Act, the Employment Standards Code.

KEY FACTORS INFLUENCING SERVICE DELIVERY

Vehicle and Equipment Rentals

North American automakers have reduced sales to vehicle rental companies, resulting in increased rental prices and shortages in available rental units.

Labour Shortages

Nation-wide skilled labour shortages, particularly in certified heavy duty mechanics increased the challenge of staffing front-line positions within the Agency.

Safety Regulations

New fleet safety legislation prescribes suitable fire extinguishers and first aid kits be mounted in all fleet vehicles and equipment by February 1, 2008.

The Health and Safety Act amended the criminal liability of organizations to make safety a priority.

Fuel Regulations

New fuel legislation requirements demand upgrades to the City fuel distribution system.

Best Practices

The American Public Works Association recognized the Agency as a leader in the future of fleet operations throughout North America, and awarded the Agency with accreditation.

SUMMARY OF GOAL AND STRATEGIES

- 1. Present forecasted and demanded vehicles and equipment to ensure City departments' operational performance requirements and safety legislative requirements are met**
 - Evaluate vehicles and equipment and prepare specifications for quality units that accommodate customer requirements by involving customers in buying decisions.
 - Enhance lifecycle cost management analysis and replacement planning.
 - Develop sound and innovative contractual and partnering agreements including contracting for repeat purchases.
 - Provide and install fire equipment and safety kits according to safety legislation.
 - Provide accident reporting kits and implement an accident call centre system.
 - Implement 'black box recorder' capabilities to assist with pre-trip and post-trip safety inspections and data reporting.

- 2. Maintain fleet service centres which provide superior customer service and administrative support to the City's geographically dispersed and varying fleet, while ensuring reliability and safety.**
 - Develop comprehensive support network partnerships for outsourcing repair, maintenance and rental services.
 - Enhance service through mobile support teams or service trucks, extending the flexibility and geographic coverage.
 - Evaluate ways to standardize the City's fleet to reduce parts wait time.
 - Implement 24-hour, seven day a week repair and maintenance service, to accommodate customer shift scheduling.
 - Measure and evaluate customer surveys and comment cards to provide the Agency with a direct means to tailor services provided.
 - Maintain communications through regular customer meetings, customer bulletins, customer newsletter and a customer website.

3. Manage the City's fuel distribution system on a day-to-day and emergency basis, by providing customers with a safe, dependable and convenient fuel supply, while ensuring compliance with legislation.

- Provide competitively priced re-fuelling for vehicles and equipment at fuel sites strategically located across the City.
- Automate fuel service with the appropriate hardware and software and ensure all fuel is managed by a single standard fuel reporting system.
- Maintain fuel prices and manage upgrade costs required under new fuel legislation by eliminating a number of under-used fuel sites in the City.
- Test 'black box recorder' capabilities for fuel usage and consumption information

4. Encourage fleet greenhouse gas emission awareness and reductions through research, testing, offering environmentally friendly vehicles and equipment, and alternative fuels

- Develop a customer brochure on fuel conservation tips with suggestions on how to conserve fuel, and highlight several resources for additional information.

- Continue to investigate and implement alternative fuel options while maintaining the operational integrity of the vehicles and equipment and their intended use.
- Manage a new biodiesel fuel station, partially funded by the federal WinSmart program.

5. Expand fleet management services within the City and offer services to external public sector markets.

- Implement RTA fleet management software system in Winnipeg Police Services.
- Review possibilities for implementation of the RTA fleet management software system in Winnipeg Transit.
- Present vehicle and equipment leasing opportunities to Manitoba Rural Municipalities.

Performance Information

EFFECTIVENESS MEASURES

Number of light and heavy vehicles and specialty equipment managed

The Agency manages the City's fleet in a manner that ensures the lowest possible lifecycle cost while maintaining consistently high mechanical reliability, resulting in the downsizing of the City's fleet, reducing both capital and operating costs.

Description	2004	2005	2006
Number of light and heavy vehicles and specialty equipment managed	1,700	1,600	1,530
Net book value of fleet assets in-service	\$24,142,000	\$26,617,000	\$34,284,000
Debt/worth ratio	11.6	18.3	11.9

Net book value of fleet assets in-service

Fleet replacement planning based on lifecycle management has improved vehicle and equipment suitability to customer operations, safety and reliability.

Debt/worth ratio

The Agency's debt/worth ratio target is the industry average of 4.1. The Agency's Transfer Policy, approved by Council in 2007 will allow for a better ratio, which is projected at 5.7 for 2008.

EFFICIENCY MEASURES

Description	2004	2005	2006
Repair shop labour rate per hour	\$68.00	\$73.00	\$78.00
Average fuel price per litre (unleaded, clear diesel, marked diesel)	\$0.68	\$0.83	\$0.88
Average full service lease rate per day	n/a	n/a	\$22.69

Repair shop labour rate per hour

The Agency's standard hourly shop labour rate compares favorably to private sector shop labour rates which average \$96.50 per hour.

Average fuel price per litre (unleaded, clear diesel, marked diesel)

The Agency's per litre fuel prices are two cents below private sector per litre fuel prices.

Average full service lease rate per day

The Agency's average full service lease rate per day for a light vehicle (the cost to City departments) is well below the average industry cost comparison of \$28.89 per day.