

Progress Report

	Recommendation	Management Action Plan	Target Completion Date	Percentage Complete	Update
Develop a Comprehensive Fleet Management Strategy					
1.1	Moving to a centralized service delivery model to govern fleet management, where Fleet Management Services is held accountable for the ownership, distribution, and maintenance of the City's Fleet inventory, except for VFRS.	Fleet Management Services (FMS) will develop a centralized service delivery model and update its Fleet policy to effectively govern the City's Fleet of assets.	Q4-2023	5%	Data collection in progress
1.2	Implementing policies, procedures, and SLAs to govern the acquisition, use and distribution of vehicles, machinery, equipment, and inventory.	<p>FMS will establish Service Level Agreements (SLA) from data that will become available after the implementation of the Fleet Management Information System (FMIS) and implement updated policies and procedures to manage the assets including acquisition, use and the distribution, repairs, maintenance, and disposal.</p> <p>FMS will recruit a Fleet Acquisition Specialist to accelerate asset acquisitions, develop policies, procedures, and standards around asset acquisition.</p>	Q4-2025	5%	<p>Development and review to proceed once the Fleet Acquisition Specialist has been onboarded and FMIS program has been initiated.</p> <p>The Fleet Acquisition Specialist position was posted on May 30th, 2022. The position was offered to two separate candidates in the first round; both declined their offers. The position was then posted for a second time. An offer had been accepted by the successful candidate, but then declined three days prior to the start date. A second candidate has been offered the position.</p>
1.3	Leveraging technology, such as an FMIS and AVL, which will be used to assist management with oversight and reporting on the goals, objectives and KPI's of the strategy.	Upgrade the Automatic Vehicle Location (AVL) equipment in all City owned vehicles.	Q2-2023	90%	The AVL migration is expected to be complete in Q2-2023. Supply chain challenges have delayed completion.
1.4	Developing a comprehensive Fleet Asset Management Plan and a formal condition assessment methodology to assess the state of the City's Fleet assets and prioritizing vehicle, equipment, and machinery replacement.	FMS will develop the comprehensive Fleet Asset Management Plan and condition assessment methodology.	Q4-2024	0%	<p>Development to proceed once the Fleet Acquisition Specialist has been onboarded and FMIS program has been initiated.</p> <p>Please refer to comments in 1.2 pertaining to the recruitment challenges of the Fleet Acquisition Specialist</p>
1.5	Establishing multi-year budgeting and forecasting models, analytics and funding sources, including the establishment of a Fleet Reserve, to support a Fleet capital replacement plan.	FMS will collaborate with the Corporate Finance team to explore additional funding sources to support a comprehensive Fleet Capital Replacement plan.	Q4-2023	5%	Preliminary conversations have been conducted with Finance as part of the Capital Planning budget sessions. Further meetings to be scheduled in Q1-2023.
1.6	Utilizing a formal standards library for all vehicles and equipment at the City, providing for standardization of similar fleet units to promote unit assignment flexibility.	FMS will establish a standard library for all vehicles and equipment at the City.	Q2-2024	0%	Standard library will be developed once the Fleet Acquisition Specialist has been onboarded.
1.7	A link to the Green Fleet strategy which aims to reduce environmental impacts through a combination of	FMS will develop the Green framework to establish the link with the Green Fleet Strategy to reduce environmental impacts.	Q4-2023	5%	A draft design proposal for the Green Fleet Strategy is in the process of development in collaboration with

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	cleaner vehicles and fuels, fuel-efficient operation, and driving.				the University of Toronto – School of Cities.
Acquire a Fit-for-Purpose Fleet Management Information System (FMIS) & Upgrade the Automatic Vehicle Localization Units (AVL)					
2.1	Finalize the procurement and implementation of the fit-for-purpose Fleet Management Information System.	FMS and Vaughan Fire and Rescue Services (VFRS) are in the process of procuring a fit-for-purpose Fleet Management Information System.	Q4-2023	40%	FMS in collaboration with VFRS are in the award stage of the FMIS RFP procurement process.
2.2	Install the upgraded AVL units in all City vehicles and fully leverage the resulting fleet data to inform management decisions.	FMS will develop a management dashboard using data from the AVL and FMIS to support data driven decision making.	Q3-2024	5%	FMS has initiated the AVL data collection process.
Improve Compliance to Vehicle Inspection Requirements					
3.1	Work proactively with the client groups to increase training, compliance to vehicle inspections and accident reporting. Consideration should be given to direct verification of operator competency.	FMS will develop the operator competency framework to increase compliance to vehicle inspections and accident reporting.	Q4-2024	20%	FMS has completed the testing of a digital Vehicle Inspection Reports Solution (VIR). The pilot program participants have been identified and have been scheduled to begin in Q1-2023.
3.2	Report all incidents of unreported vehicle and equipment damage detected by the FMS operational staff to the Departments Driver and Compliance Trainer. Wherever possible, the supervisor of operator responsible for the unreported damage should be informed of the incident.	FMS will update its Accident Management Reporting process to include the department's supervisor and the driver trainer in all unreported damages.	Q2-2023	10%	Meetings have been conducted to discuss the process and key factors including the identification of roles and responsibilities.
Investigate the Feasibility of Exiting the Fuel Distribution Business					
4.1	Investigate the feasibility of exiting the fuel distribution business and negotiating a contract to refuel City assets through a 3rd party distributor(s). Or: Create a business case to replace the existing infrastructure, procuring the use of a real time, web-based platform that easily allows management to monitor every component of the fuel system, through automated system diagnostics.	FMS will conduct feasibility analysis of the fuel distribution business and identify opportunities. FMS will submit an Additional Resource Request (ARR) for a feasibility study for the 2023 budget cycle.	Q4-2024	5%	Initial outline for the RFP has been created. An ARR has been submitted with the 2023 Capital Budget Plan for the feasibility study.
4.2	Improve processes over access and management oversight over staff use of the existing fuel system.	FMS will update its Fuel Management processes to improve access and management oversight of the staff use of the fuel system.	Q4-2022	100%	A new process has been established with Human Resources to ensure appropriate oversight of the existing fuel system which includes sending notifications when an employee is no longer with the City allowing FMS to delete access to the fuel system.
Enhance Procurement, Contract Administration, and Inventory Management Processes					
5.1	Establish comprehensive VOR agreements and execute vendor performance evaluations in compliance with the vendor agreements.	FMS will establish comprehensive Service Level Agreements (SLA's) / Vendor of Records (VOR) agreements and contracts. Vendor performance evaluations will be completed as scheduled.	Q4-2023	65%	FMS, Contract Services, and the Procurement Dept. continue to establish SLA's with vendors that have been deemed single and sole source providers. RFP's, RFQ's and VOR's continue to be developed and issued for services that do not meet single/sole source requirements. Vendor performance

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					evaluations are completed as scheduled.
5.2	Implement the inventory control model within the FMIS once it is acquired.	Inventory control module will be implemented upon FMIS completion. FMS will require an ARR to oversee inventory management.	Q4-2024	5%	An ARR for a Parts and Inventory Management Clerk has been developed and will be submitted for 2024 budget consideration.
5.3	Develop and implement written departmental policies and procedures for inventory control activities, incorporating segregation of duties and 3-way matching principles.	FMS will formally document the policies and procedures for inventory control activities, incorporating segregation of duties and 3-way matching principles.	Q4-2024	10%	Currently performing 3-way matching principles to ensure all information coincides on the purchase order/quotation, packing slip and invoice.
5.4	Enhance physical security over inventory items.	FMS will install employee badge access system to all the doors in the Fleet workspace.	Q4-2023	20%	Areas requiring enhanced physical security have been identified and the implementation will be scheduled in Q1-2023.
Develop a Progressive Strategic Staffing and Training Plan					
6.1	Develop a progressive strategic staffing plan that includes: Identifying the factors impacting staff availability. Secession planning. Outlining the Department's functional and vocational training needs. Conducting a gap analysis to inform the strategic plan.	FMS will develop a strategic staffing plan. FMS will submit an ARR for a consultant to develop a progressive strategic staffing plan.	Q4-2024	5%	An ARR for a consultant to develop a progressive strategic staffing plan has been submitted with the 2023 Capital budget plan.
6.2	Develop a plan to address the physical limitations to the operational facilities. This should include short term considerations, such as satellite services at various City locations/yards to do basic maintenance on vehicles and equipment (i.e. sharpening blades) and having spare vehicle fluids at the yards for vehicle and equipment operators to use (i.e., windshield wiper fluid). It should also include longer term facility plans to effectively accommodate a growing fleet.	FMS will develop a short-term plan to address physical limitations to operational facilities, and longer-term facility recommendations (needs) to effectively accommodate a growing fleet. FMS will submit an ARR for the addition of a Satellite Mechanic II position. FMS will submit an ARR for a consultant to complete a functional needs assessment in 2023.	Q4-2024	5%	An ARR for a consultant to develop a short-term plan to address physical limitations to operational facilities, and longer-term facility recommendations (needs) to effectively accommodate a growing fleet has been submitted with the 2023 Capital budget plan. An ARR for a Satellite Mechanic II position has been developed and will be submitted for the 2024 budget consideration.