

## **ATTACHMENT 2 – VFRS MANAGEMENT ACTION PLANS**

### **INTRODUCTION**

Several divisions of the Vaughan Fire & Rescue Service (VFRS) rely on a fleet of vehicles and equipment in their daily work; including the Operations Division, Fire Prevention Division, Administration Division, Training Division, and the Mechanical Division. Vehicles and equipment used vary greatly in size and complexity, ranging from handheld pieces of equipment such as chainsaws to a specialized fire apparatus such as platform trucks. The VFRS maintains a fleet and equipment with an approximate value of over 40 million dollars. If a vehicle or piece of equipment is out of service for repair or maintenance, it impacts the efficiency of routine service delivery and emergency response. The repairs are done in-house by the Mechanical Division with outsourcing done on an exception basis where our internal team does not have the capacity or expertise to handle a particular job.

The process for notification of equipment and mechanical repairs is antiquated, especially on the equipment side. Notification processes are manual, and this review evaluated the end to end processes that are currently used, and provided recommendations to ensure VFRS implement digital modernization and service integration to operate more efficiently; in order to be more responsive to the needs to the internal client, with a focus on a lean systemic approach, identifying and eliminating wasteful steps, in a process through continuous improvement with a focus on service excellence and increased “in-service” levels, inventory controls, oversight, and improve the health and safety of the firefighters with well-maintained apparatus and equipment.

VFRS agrees with the findings and recommendations in this report. The findings were not surprising as the issue of reliable data is the root cause of many of the issues. The City will need to address this by purchasing or expanding on an existing system that can be a fleet management information system that can track maintenance dollars, work orders, plan preventive maintenance and historical results per vehicle. Below is a summary of the management action plan for this mechanical review:

### **RECOMMENDATIONS AND MANAGEMENT ACTION PLANS**

#### **The following should be accomplished within 6 months:**

##### **Task 1. Increase administrative support hours to Mechanical Division (Level 2)**

We will be hiring a clerk typist in 2021 to assist the CMO officer with documentation and record keeping that can track our assets more efficiently. Also, the Assistant Deputy Fire Chief will be stationed in the mechanical area part-time to assist with data tracking and analytics of our vehicles.

**Task 2. Create an RFP for FMIS. (Level 3)**

VFRS Mechanical Division requires visibility into operations. Fleet management software serves that purpose by giving the fleet managers and staff the right tools and insights to manage their responsibilities effectively and efficiently. VFRS will continue to work with Information Technology, Finance, Asset Management and Fleet department to ensure we work on developing a program within the next year.

**Task 3. Develop fleet policies, encompassing the flow charts developed. (Level 2)**

Vaughan fire will develop a fleet framework/ guideline for assisting with decision making/guidance for our fleet maintenance within the next year. This will be refined on an ongoing basis as we will get a FMIS, and more data is available to make evidence-based decision making.

**Task 4. Develop a 20-year Replacement Plan (Level 1)**

The Asset Management department will assist Vaughan Fire with developing a 20-year replacement plan that will capture our funding needs in the future. This will be completed next year.

**Task 5. Define job duties and reporting relationships in updated job descriptions. (Level 1)**

The administrative team will update job descriptions for our mechanics to ensure that it is as accurate as possible within six months.

**The following should be accomplished within one year:****Task 6. Acquire a fit-for-purpose fleet management system. (Level 3)**

We will continue to work with Information Technology, Finance, Asset Management, and the CoV Fleet Department to ensure we acquire a FMIS that best meets the needs of the Department, with a view to potentially leverage the technology with in other operational functions within the City. The timeline is dependent on our City Procurement Policy guidelines, resource availability and other city priorities in the long term.

**Task 7. Implement cross training and backup staff when leave is taken to ensure operations are not interrupted. (Level 1).**

Vaughan Fire staff will cross train and mentor staff with rotation of tasks to ensure competencies are transferrable ongoing basis.

**Task 8. Implement incentives to encourage staff to pursue professional certification. (Level 2)**

As the collective agreement is expired and any potential additional submissions will have to wait until the next round of bargaining. The Employer will consider the incentive and make any appropriate submissions at that time.

**Task 9. Ensure vehicles deemed ready for resale are sent to auction on a timely (monthly) basis. (Level 1)**

Vaughan Fire will continue to post our vehicles for sales on gov't deals to ensure it is sold as soon as possible.

**Task 10. Adopt a condition assessment methodology to prioritize vehicle replacement (Level 2)**

The timeline for this activity will be based on when it is able to acquire FMIS system.

**Task 11. Adopt a proactive PM schedule and work towards 95% compliance. (Level 2)**

The timeline for this activity will be based on when it is able to acquire FMIS system.

**The following should be accomplished in the longer term:**

**Task 12. Assess the need for a full-time fleet manager position as the organization grows. (Level 3)**

This will need to be reassessed once our fleet inventory grows and our demand for vehicles become more complicated.

**Task 13. Consider future facility needs as the organization grows. (Level 3)**

The City will need to reassess this as it grows and the need for additional bays are required.

**Task 14. Determine which KPIs are most valuable to their organization and develop regular reporting procedures. (Level 2).**

The timeline for this activity will be based on when it is able to acquire FMIS system.

**Task 15. Develop future operating (maintenance) budgets using information provided by the FMIS. (Level 1)**

The timeline for this activity will be based on when it is able to acquire FMIS system.