

Fleet Operations

Vehicles and Equipment Asset Management Processes

September 14, 2021

Fleet Operations Mission

To provide timely and cost effective services that ensure safe, reliable and environmentally responsible vehicles and equipment that meet the operational requirements of the County and all legislative requirements.

Establishing Vehicle / Equipment Lifecycle

Lifecycles are determined by a combination of:

- Anticipated use
- Job function (Ambulance vs. By-law vehicle)
- Original Equipment Manufacture (OEM) recommendations
- American Public Works Association (APWA) standards
- Network with other municipalities with similar vehicles / equipment
- County history with similar vehicles/equipment.

Replacement Criteria

All vehicles and equipment will be assigned to a class with an appropriate lifecycle and replacement cost. Haldimand County's vehicle replacement process is conducted using best practices in lifecycle asset management and conducive to the County's operations and requirements.

All The following criteria will be used to determine if replacement is required:

- **Age:** Chronological age based on in-service date
- **Kilometers/Hours:** Total operating distance or time based on in-service date
- **Type of Service:** Demand of duty, e.g. Ambulance versus a By-law Enforcement vehicle
- **Reliability:** Average amount of maintenance performed to meet functional requirements of the vehicle
- **M&R Costs:** Life to date maintenance and repair costs and any anticipated repairs
- **Condition:** Body condition, i.e. rust, interior, accident history
- **Operational Requirements:** Changes in service levels, vehicle / equipment technology, condition of units in Fleet Pool.

Fleet Pool and Repurposed Vehicles

To assist County departments in meeting their service levels the Fleet Division manage a Fleet Pool of Vehicles and Equipment. The Fleet Pool consists of surplus V&E that have met their life cycle and been replaced through the Capital Budget process but are reliable/safe to provide to divisions on a short term basis. The intent of the Fleet Pool is to provide spare V&E as “loaners” when division assigned equipment is due for preventative maintenance or “out of service” due to breakdowns, warranty work or unscheduled maintenance on a short term basis (few hours up to 2-3 days depending on the situation).

The Fleet Operations Division will also repurpose V&E that have reached their life cycle or purchase used or demonstrator equipment if/when warranted. Some divisions require the equipment but with limited use, significant savings can be had buying demonstrator or used equipment if available. Short term rentals is an option but can be inefficient due to availability and training issues.

Some examples of used / demonstrator* purchases:

- **Fleet** – forklift purchased used
- **Roads** – asphalt hot box, street sweeper purchased demonstrator
- **Environmental Operations** – sewer cleaning truck purchased demonstrator
- **FPCF** – aerial lift purchased used, wide-area mower purchased demonstrator.

*Demonstrators are typically purchased with full manufacturers warranty.

Repurposed Vehicles / Equipment (V&E)

Some examples of repurposed V&E below:

- **Ambulances:** repurposed as Fleet on road service vehicle, EMS support vehicle
- **Pick-up Trucks:** reassigned to divisions with low-use or Fleet Pool
- **Plow Trucks:** Converted to Fire Tanker trucks.

Determining Need for Vehicles / Equipment

Individual Divisions determine the need for vehicles / equipment as per Council approved service levels, current staffing levels, legislated requirements and percentage of activities performed in-house vs. contracted thorough external contractors.

In consultation with the their General Manager, Division managers determine the amount and type of vehicles required to transport staff/equipment to perform work and specialised equipment required.

The Manager of Fleet assists Divisions in determining types of vehicles required and research equipment and new technology available to provide the most efficient/cost effective equipment available to perform the work as required.

Any additions to the divisions fleet (New Initiative) will be determined using the above process and will include a business case to justify the purchase. All replacements (State of Good Repair) and New Initiatives (NI) will be brought forward in the Capital budget process.

1. Division Manager
2. Department General Manager
3. Finance Review
4. Peer Review Committee
5. Senior Management Team and
6. Council

Vehicle Acquisitions

All purchases must follow the County's procurement policy and are acquired using the below methods:

- **Direct purchases** (under \$20,000) preference is given to local vendors if equipment meets the County's requirements and the cost is reasonable.
- **Request for Quotations** (\$20,000 - \$75,000) minimum of three (3) quotes required and preference is given to local vendors if equipment is available, at a reasonable cost and meets the County's requirements. The lowest bid meeting the specifications is determined to be the successful bid.
- **Tender** (over \$75,000) advertised on the County's website and available to vendors world-wide. The lowest bid meeting the specifications is determined the successful bid.
- **Cooperative Purchases** (Sourcewell, LAS, Grand River Co-op Procurement Group) government agencies holding competitively solicited contracts with numerous vendors ready for use, for participating government agencies.

Special Equipment – Vehicle Outfitting

While each Divisions have specific job functions and individual vehicles can have unique outfitting requirements which increases the overall cost.

While outfitting increases the overall cost of the asset, another factor affecting costs is the location of the manufacture. Most heavy equipment, specialized vehicles/equipment and trucks are manufactured in the USA or overseas. The Canadian exchange rate to US funds is a significant factor when purchasing this type of equipment. While the ten year Capital costs for the County's vehicle and equipment fleet is reviewed/revised yearly, it can be challenging due to the vulnerable exchange rate which can change quickly and unexpectedly.

Ambulances: power load systems (Council approved initiative to reduce workplace injuries) and Automated Vehicle Locator (AVL) as required by Ministry of Health.

Pickup trucks: two-way radio, four wheel drive option (if required), cab design (crew cab / standard cab) back racks, beacon lights, running boards, traffic advisors, truck bed mounted fuel tanks (to provide fuel on site to small/off road equipment), tool boxes (small equipment storage and supplies), towing requirements, pavement temperature sensors (Roads).

Special Equipment – Vehicle Outfitting

- **Sign Maintenance Trucks and One Ton Trucks with Dump Body:** two-way radio, high quality aluminum bodies purchased with the intent to provide two life cycles, attachments such as slide out work platforms, inverter to operate power tools, plows, slide in salt spreaders and brooms.
- **Fire Support Vehicles:** emergency lighting (NAFPA requirement), bed caps, and rollout beds for supplies/ equipment.
- **EMS Supervisors and Fire Chief Vehicle:** conversion to first responder vehicles (must meet Ministry of Health criteria).
- **Vans:** two-way radio, shelving/drawers for parts and equipment storage, beacon lights, ladder storage, cab divider.
- **Light Duty Vehicles:** two-way radio, beacon lights, computer stands, all wheel drive (if required).
- **Dump/Plow Trucks:** two-way radio, backup camera, dump box sensors, auto lubrication system, emergency lighting, pintle plate for towing, pavement edger attachment, aluminum rims and aluminum dump bodies for weight reduction and reduced maintenance.
- **Heavy Equipment:** assortment of buckets, attachments such as windrow eliminator (shouldering), gravel recyclers and auto lubrication system.

Disposal of Vehicles and Equipment

It is the responsibility of the Fleet Operations Division to dispose of surplus vehicles and equipment as per the approved Haldimand County Procurement Policy.

Vehicle and equipment disposal arises as a result of:

- End of established life cycle as determined by evaluation
- Changes in operational needs
- Excessive maintenance costs or downtime
- Write-offs due to major component failure where it is not financially feasible to repair
- Write-offs due to accident / incident.

Assets can be disposed of numerous ways such as local auctions, on-line auction, trade-in as part of the tender/RFQ process, reassigned to other Divisions if warranted, kept as spares and assigned to the Fleet Pool if required, or retained as a parts source depending on a mechanical and financial assessment.