

Service Plan for Customer and Technical Services

2016-2019
(2019)

Capital Regional District

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1 Overview

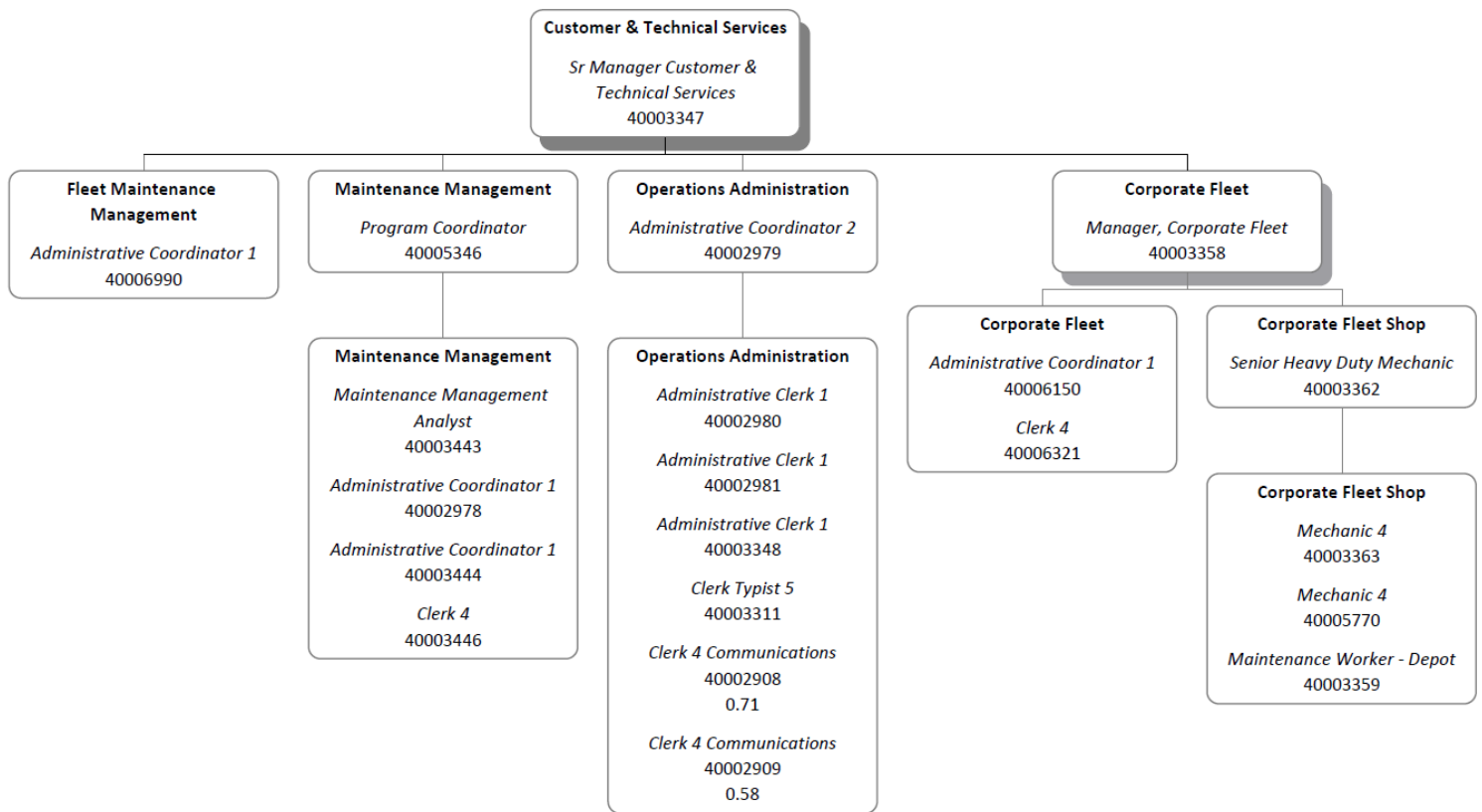
1.1 Division & Service Summary

Customer and Technical Services Division provide a range of services to support Integrated Water Services and other departments of the Capital Regional District, including Fleet Management Services, Maintenance Management Services, Building Services and Safety Program Support.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Building Services Provides access control (pass cards, security codes and key's), office space and furniture and liaises with the security company and various ongoing service providers to ensure building is managed to meet user needs.</p>	All IWS Divisions, Local Service Committees/Commissions, and other CRD staff at 479 Island Hwy	Internal recoveries through allocations	Through various standing service Com-missions and Committees as required
<p>Fleet Management Services Management of 300 vehicles and equipment to achieve a well maintained, compliant, economical and reliable fleet. This service includes managing vehicle and equipment procurement and disposal; preventive maintenance and repair programs for vehicles and equipment; monitoring driver abstracts, review collisions, vehicle and driver files, perform commercial vehicle inspections and arrange training to provide a Fleet Safety program; data entry, review and reporting; development of policy, procedures and standards for fleet usage and upkeep.</p>	CRD Departments	Internal recovery through allocations to IWS divisions and labour rates	Through various standing service Commissions and Committees as required
<p>Maintenance Management Services Maintenance management and purchase order processing to maintain assets, inform decision-making, and to assign work and costs appropriately. This service includes: managing data for infrastructure and equipment; work order creation and completion; Preventative Maintenance (PM) planning; processing purchase orders; data entry, analysis and reporting; monitor user activities and data integrity; and user support and training.</p>	IWS Operations and Centralized Fleet section	Internal recoveries through allocations	Through various standing service Commissions and Committees as required
<p>Safety Program Support Providing Occupational Health and Safety support to Department when required. Ensure OHS requirements are achieved for Division and 479 Island Hwy.</p>	IWS	Internal recoveries through allocations	Through various standing service Commissions and Committees as required

1.2 Organization Chart

Customer & Technical Services



1.3 Key Trends, Issues & Risks – Service Specific

- There is an increasing demand by CVSE Inspectors for accurate and well-maintained records and safety programs that meet the requirements of the BC Motor Vehicle Act division 37 and National Safety Code. At present, there are not enough resources in Fleet to meet this demand.
- The growth and renewal of assets, the changing needs of managers, supervisors and users and the requirement to update and maintain the asset data and preventative maintenance programs results in an increased demand on staffing resources. The opportunity exists (with appropriate resourcing) to expand the service provided through the section to include other corporate assets.

1.4 Link to Board Strategic Priorities

The Division will provide support to all divisions within the IWS Department across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically, the division has a direct link to the following priorities:

CLIMATE CHANGE

- Realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- Develop a climate framework to guide decision making, establish a working group to identify climate change priorities and maximize partnerships

CLIMATE ACTION

- Continue to use a climate lens when making decisions on vehicle replacements and policies that demonstrate how decisions align with CRD's GHG reduction target, climate action objectives and strategic priorities
- Establish a fleet management approach that includes: GHG footprint calculations and reports when possible and install monitoring system to gather data on vehicle operation and utilization
- Use a climate lens for reduction of GHG emissions in existing buildings, facilities and infrastructure

REGIONAL INFRASTRUCTURE

- Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

CORPORATE DEVELOPMENT

- Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- Ensure CRD service delivery is effectively supported through the development of best practices
- Enhance and ensure effective financial and audit reporting practices
- Support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Building Services	Provide services to 120 staff Coordinate the services of 6 outside service and manages capital projects of \$370,000 per year	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Fleet Management	Manage 95% of CRD fleet procurement & disposal Manage 85% of CRD fleet preventive maintenance and perform repairs Provide a limited fleet safety program of establishing driver records, provide driver training and collision review (2015: 270 files for CRD drivers created of which 6% are complete)	Adjust to meet service delivery needs, as required Manage 100% Perform 75% Complete driver record setup and driver abstract review
Maintenance Management	Maintain 36,000 asset records by collecting, reviewing and entering information Maintain 19,000 work orders per year Maintain 3,500 preventative maintenance plans Data entry, analysis, monitoring and reporting Process 6,000 purchasing transactions per year User support and training	Review & Assess
Safety Support	Provide Safety Program support to the IWS Department	

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administrative Support	7.29	7.29	7.29	7.29	1
Fleet Services	7	7	7	7	7
Maintenance Management	5	6	6	6	6
Safety Advisor	1	1	1	0	0
Total	20.29	21.29	21.29	20.29	14

2016

- Fleet Clerk (No new FTE pending use of IWS Custodian position)
 The administration required to maintain records for regulatory compliance, policy and maintenance planning requires an additional FTE. Areas of current noncompliance include driver records and hours of work for drivers, areas of backlog include vehicle records, maintenance data and asset data.
- Maintenance Management Clerk
 A Maintenance Management Clerk is required to maintain asset information and a related maintenance plan, provide transactional reports, monitoring and improve user support and documentation. This position will be essential to ensure the backlog of a maintenance plan setup is eliminated with all assets requiring operation and maintenance being included in the management system, then working closely with operations staff to administer the maintenance planning and maintenance work flow moving forward.

2017

- 1 FTE transferred from Watershed Protection to Customer & Technical Services (the total FTE count for IWS remains the same).

2018

- 1 FTE transferred from Customer & Technical Services to Human Resources.

2019

- 6.29 FTE's transferred to the centralized IWS Administration section

2020

- 1 FTE Maintenance Management Coordinator – required in the Maintenance Management section to ensure the knowledge transfer from the Core Area Wastewater Project team, developing the planned maintenance system, to the Maintenance Management Team. Provide ongoing support to the Core Area Wastewater operations in maintaining master data and maintenance plans as well as work order monitoring.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Fleet Management Software	Facilitate all aspects of fleet management in one platform Do a gap analysis to determine how well the existing ERP system meets the Fleet Management needs and implement a solution	Climate Change Regional Infrastructure Corporate Development	\$150,000 capital project
Fleet Safety Plan and Policies	Compile and implement a Fleet Safety Plan and update Fleet Policies to ensure regulatory compliance. Review with the input from the Corporate Safety Manager	Corporate Development	Funding requirements TBD by Fleet & Corporate Safety

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Contribute to Corporate Climate Action Objectives	<ul style="list-style-type: none">• Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency*

	<ul style="list-style-type: none"> Annual GHG emissions of corporate fleet* (baseline year 2016)
Increase knowledge and Compliance with Corporate Fleet Policies	<ul style="list-style-type: none"> Complete CRD Central Fleet Policies and Strategic Plan by end of 2018
Maintain High-Quality Support to IWS and Other CRD Divisions	<ul style="list-style-type: none"> Measure internal customer satisfaction rates with Centralized Fleet and Maintenance Management in 2019 (target minimum of 75% satisfaction rate annually)

**Corporate indicator – multiple divisions may contribute to this measure*

Please see revised table below.

Indicator Name	2016 Planned	2016 Projected	2017 Planned
Vehicle and Equipment Policies and Procedures	Complete update of policies	Complete 10 Fleet policies related to GHG and a Green Fleet.	Appoint consultant to complete Fleet management policies
GHG Emissions	Fuel card implementation to measure fuel use	Complete business case for implementation	Complete fuel card implementation
Fleet Maintenance Study	Complete study		Develop corporate initiatives from study results in 2018

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