



Saskatchewan  
Ministry of  
Government  
Services

# Fleet Management Framework

Central Vehicle Agency



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# Background

The Central Vehicle Agency (CVA) is working to reduce the impact of government's environmental footprint and practice accountability and transparency in managing government business.

Regarding the environmental aspect of CVA's operations, Environment Canada states that transportation accounts for approximately one-quarter of Canada's total greenhouse gas (GHG) emissions. Of that amount, passenger cars and light-duty trucks account for nearly half, contributing 12 per cent of Canada's total GHG emissions.<sup>1</sup>

The Government of Saskatchewan has a large fleet of light and medium-duty vehicles that travel a significant distance each year. CVA serves many clients within government, providing a full range of vehicle rental, leasing and fleet management services, like environmental consulting, advice and analysis.

The Fleet Management Framework will inform transportation choices with a framework for current and future initiatives such as:

- Right-sizing the vehicle fleet
- Optimizing fleet management by achieving the right mix of vehicles matched to duty requirements
- Improving vehicle use through enhanced driver awareness and training, like green defensive driving courses
- Improving vehicle maintenance tracking
- Timely and more comprehensive reporting on vehicle operations
- Enhanced two-way communication with CVA clients
- Enhanced reporting to government and the people of Saskatchewan
- Continuing use of pilot projects to identify opportunities for improvement and to provide more information for decision-making
- Encouraging the ongoing development of a culture of continuous improvement within CVA

<sup>1</sup> "Government of Canada to Reduce Greenhouse Gas Emissions from Vehicles" [online]. Available: <http://www.ec.gc.ca/default.asp?lang=En&n=714D9AAE-1&news=29FDD9F6-489A-4C5C-9115-193686D1C2B5> [Access Date: 2009 May]

# Development of the Framework

## Objective

The objective of the framework is to maximize the efficiency of the CVA vehicles by reducing operational costs and reduce the impact on the environment in the most economically feasible manner, while meeting the travel needs of the Government of Saskatchewan.

## Green Fleet Framework

### Measure Emissions and Set Goals

The CVA will establish fleet emission reduction targets that are in line with the Government of Saskatchewan's overall emission reduction targets, using 2004-05 as the baseline year for comparison.

### Improve Vehicle Selection

#### Right-Sizing Vehicles

Careful matching of work requirements to the best available vehicle is an effective investment, operational and environmental strategy. Client organizations are required to submit the following information with their vehicle requests:

- Explanation of usage
- Functional description of need
- Estimated number of kilometres the vehicle will travel annually (including whether it is highway or city driving)
- Requested vehicle type and basic specification

The CVA assesses the requests from client organizations and then recommends the most appropriate vehicle for the job. The goals are to maximize vehicle efficiency, to reduce the governmental footprint and effectively manage individual client's fleets.

The CVA has conducted a right-sizing pilot involving approximately 90 vehicles operated by Government Services. The lessons learned from the pilot will be applied when the right-sizing initiative is extended to all CVA clients.

## **Optimizing the Fleet**

Optimizing the Fleet refers to CVA's management of the entire fleet and managing the vehicles used by each of its client organizations. Optimizing the fleet involves managing several variables to achieve a more efficient fleet size, with the right mix of vehicles to help reduce unnecessary trips and encourage better use of the vehicles. In moving toward these efficiencies, CVA will consider the following criteria when assigning and re-deploying vehicles:

- Useful remaining life of the vehicle
- Duty requirements of the vehicle
- The fleet size and distribution
- Exceptional costs
- Amount of downtime

## **Procurement Process**

The 2010 Minister's Mandate Letter outlined that "Ministry of Government Services will continue to ensure that all new vehicles purchased by the province are high fuel efficiency vehicles, where workable."

CVA vehicle purchasing specifications will be in accordance with industry standards and practices.

The purchasing evaluation and qualification processes may consider:

- Environmental impacts and emissions
- Life-cycle cost analysis, depending on the class of the vehicle
- Fuel consumption
- Product dependability and durability
- Purchase price
- Operational requirement
- Availability of service and support
- Assessment of results from the pilot projects

# **Improve Vehicle Use**

## **Driver Awareness and Training Program**

Vehicle operators can reduce collisions, damage to vehicles, fuel consumption and emissions by changing their driving habits. CVA will implement a Driver Awareness and Training Program for all fleet vehicle operators. The Driver Awareness and Training Program will focus on factors that drivers can substantially control and that have the most impact on fuel economy. Specific, measurable and realistic goals will be set to evaluate program outcomes.

As part of this program, CVA has identified low-cost, online, green defensive driving course that will be offered to drivers who wish to improve their driving behaviors.

## **Anti-Idling Program**

CVA has implemented an anti-idling program as part of the Driver Awareness and Training Program. Eliminating unnecessary idling reduces emissions and fuel consumption, while also reducing wear and tear on the engine. As a result, maintenance costs are lower. CVA will use pilot projects to monitor and measure the success of the program.

## **Maintenance**

Vehicle maintenance improves dependability and is an important part of the framework. Vehicles are required to be maintained in accordance with the standards set out for semi-annual safety inspections recommended by the CVA. See the Operator's Handbook for details. Between inspections, vehicle operators should take action themselves when warning indicators issue alerts or take the vehicle to a shop for diagnosis and repairs.

# Report Progress

## Evaluation Reporting for the CVA

In order to confirm the operational efficiencies of fleet vehicles, CVA will generate reports for evaluation purposes. Information will be tracked in the fleet system. Standard reports for internal use include, but are not limited to:

- Fuel analysis
- Vehicle costing analysis
- Fleet cost analysis
- Cost per kilometre analysis

## Assessment Reporting for Client Organizations

The CVA will provide client organizations with annual reports covering their use of vehicles, the size and composition of their fleet and the environmental impact of their activities. The goal is to provide client organizations with relevant and timely information so they can make informed decisions about their fleet management practices.

## Progress Reporting for Government

To demonstrate accountability and transparency, CVA will submit progress reports to the Government of Saskatchewan on an annual basis. These reports will present the activities and results of the Fleet Management Framework, assess what has been accomplished and look at future CVA initiatives.

## Continuous Improvement

CVA will continue looking for opportunities to improve its operations by conducting external research, impact analysis and initiatives. Government Services will monitor vehicle fuel consumption, durability, maintenance requirements, drive cycles, idling times and usage, in order to make future purchasing decisions and identify opportunities for improving the fleet.

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