STAFF REPORT TO COUNCIL
CORPORATE SERVICES

1100 Patricia Boulevard, Prince George, B.C., V2L 3V9

DATE: December 1, 2011

TO: MAYOR AND COUNCIL

FROM: SCOTT BONE, MANAGER, SUPPLY AND FLEET SERVICES

SUBJECT: City of Prince George Green Fleet Strategic Plan

ATTACHMENT(S): Towards a Greener Fleet Strategic Plan

RECOMMENDATION(S):

1. THAT the Staff Report be received.

2. THAT City Council approve the Green Fleet Strategic Plan.

PURPOSE:

This report requests approval of the City of Prince George Green Fleet Strategic Plan. The Plan is intended to guide the work of the City in achieving its green fleet objectives.

POLICY AND REGULATORY ANALYSIS:

City Council approved the Carbon Neutral Plan in December 2010. The Green Fleet Strategic Plan supports Council's commitment regarding the City Fleet's Greenhouse (GHG) emission reductions.

In addition, several higher level plans and strategies give guidance to the Plan, including:

1. myPG Integrated Community Sustainability Plan
2. City of Prince George Strategic Plan
3. City of Prince George Sustainable Procurement Policy

The Plan first provides background information on the framework to achieve GHG emission reductions by implementing initiatives from two streams, fleet purchasing and operations, and secondly, provides information on a three (3) year strategic plan and associated action plans for achieving the corporate green fleet objectives. The process in developing the Plan, and the content of the Plan itself, supports achieving Council's commitments by:

1. Providing the context and framework for a long term approach to a green fleet.
2. Working towards achieving Gold Status from the Fraser Basin Council's E3 Fleet Program.
3. Assessing the costs and benefits of fleet purchases based on life cycle costing.
4. Establishing the groundwork for our green fleet strategy which would include the development and implementation of initiatives to obtain organizational buy-in towards the Plan.
5. Developing guiding policies and strategies supporting action plans.

The focus of the Plan is to achieve the corporate goal of receiving *"Gold Status*" from the Fraser Basin Council's E3 Fleet Program in 2013. The E3 Fleet Program provides local governments with the tools and expertise to analyze opportunities to develop, implement, and measure a green fleet plan.

For example, the E3 Fleet assessment report provided to the City of Prince George in early 2010 defined the strengths and opportunities of our existing fleet practices resulting in our ability to develop a strategic plan that will focus on those opportunities. Using the E3 Fleet Program as a tool to assess and measure our plan, the City will focus on the following key components of a green fleet:

1. Measure fleet GHG emissions and set reduction targets through the use of aftermarket technology and changes to operations.
2. Continue to examine the use of alternative fuels and vehicles (hybrids, electric).
3. Expand and measure fleet idling reductions to support current policy.
4. Develop and implement a driver training efficiency program to focus on fuel use and safety use of vehicles.
5. Measure contracted services for GHG emissions and report accordingly.

Through this Plan, the City will continue making progress in reducing energy and GHG emissions, driver safety, and meeting our goal to achieve Gold Status from E3 Fleet. As a result of the existing Idling Policy, and future initiatives outlined in the Plan, the City expects continued annual fleet fuel savings and expects to meet our future fleet GHG reduction targets.

The Plan provides details on the strategies and action plans to guide and support the City's goal of achieving E3 Gold Fleet status by 2013. The following are key strategies from the Plan for Council's consideration:

1. Fuel Efficiency and GHG Reduction:

a. Provides broad commitments to fleet fuel efficiency and GHG reductions in support of and integration with the Carbon Neutral Plan;
b. Highlights a leadership role for the City in applying new technologies and alternative fuels;
c. Ensures a sustainable approach to fuel efficiency considering economic, social and environmental benefits.

2. Green Fleet Purchasing:

a. Establishes policy to guide decision-making on vehicle and equipment purchases;
b. Examines all fleet purchases based on right sizing (number of vehicles in the fleet and type of units to be used);
c. Continues examination of alternative technologies (battery, hybrid, electric);
d. Examines continued use of biodiesel and other alternative fuels (propane), and;

e. Provides internal awareness of fleet GHG reductions in the workplace.

3. Fleet Operations:

a. Examines how fuel efficiently the fleet is managed;
b. Evaluates improvements in fleet route planning through the use of technology (GPS);
c. Enhances vehicle idling strategies;
d. Implements a fleet preventative maintenance program and;
e. Develops a formal driver fuel and safety program.

STRATEGIC PRIORITIES:

This initiative falls within Council's Core Focus Areas of "Taking Care of our Air, Water, and Land Resources" and "Continuing Progressive and Responsible Fiscal Management".

FINANCIAL CONSIDERATIONS:

There are no budget commitments attached to this report.

SUMMARY AND CONCLUSION:

The Green Fleet Plan describes the guiding policies and action plans necessary to achieve the corporate GHG reduction strategies for the fleet along with the various actions that will continue to meet the objectives.

Respectfully submitted:

Scott Bone, Manager,
Supply and Fleet Services

CITY OF
PRINCE GEORGE

Towards a Greener Fleet

City of Prince George Green Fleet Strategic Plan

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1. EXECUTIVE SUMMARY

The objective of a Green Fleet Strategic Plan (GRSP) is to reduce GHG emissions, improve fuel efficiency, consider equipment and fuel alternatives, and implement effective driver systems through the purchasing and operational practices of the fleet. To be successful, the strategy must consider both the Municipality's financial constraints and operational need to continue delivering services.

2. KEY FINDINGS

The review of comparable green fleet programs through our membership in the E3 Fleet Program resulted in the development of a framework for the City of Prince GRSP which includes achieving the objective of reductions in GHG emissions by implementing initiatives from two streams, fleet purchasing and operations. The purchasing component of the framework includes fleet and vehicle right-sizing, alternative technologies and fuels, alternative forms of transportation, aftermarket technologies and conducting a life cycle cost analysis. The operations component of the framework includes trip and route planning, idling reduction strategies, driver fuel-efficiency training, fleet maintenance, and fleet monitoring and benchmarking.

The framework was also developed in conjunction with the results from the E3 Fleet Silver Rating that was presented to the City in June 2010, which identified successes and gaps in our fleet management program.

The E3 Fleet Program has provided greater insight on our benefits and challenges in implementing a green fleet strategic plan. Benefits and challenges were experienced in the implementation of both the purchasing and operations components of a green fleet program. The common green fleet initiatives that were identified as being beneficial included green purchasing, life cycle costing, the use of aftermarket technologies, idling reduction and education campaigns, fleet monitoring and participation in the E3 fleet program.

The key challenges of implementing a green fleet strategy were in the areas of right-sizing, the adoption of alternative fuels and vehicles due to the lack of employee buy-in and budget constraints.

Our research also found that the common challenges to implementing a green fleet strategy included: the cost of implementing green fleet initiatives; the lack of knowledge on green fleet programs and their benefits among key stakeholders; and employees' resistance to change. Our green fleet strategy, and its implementation plan, would need to address these challenges to be successful.

3. RECOMMENDATIONS:

It is recommended that the City of Prince George implement a green fleet strategic plan in three (3) phases over 3 years with a completion date of 2013.

- **Phase I (2011)** establishes the groundwork of our green fleet strategic plan which would include the development and implementation of initiatives to obtain organizational buy-in towards implementing green fleet action plans. This entails organizing a Green Fleet Review Committee, creating a communications plan, measuring fleet GHG emissions through the Carbon Neutral Plan approved by Council in December 2010, setting a short-term GHG emission target, implementing a green fleet purchasing procedure, monitoring the municipal fleet, and continued membership in the Fraser Basin Council's E3 Fleet Program.

- **Phase II (2011-2012)** achieves significant reductions in GHG emissions from fleet operations through direction and guidance from the Carbon Neutral Plan. This entails adopting the continued use of alternative fuels and vehicles, having an E3 Fleet review conducted on the municipal fleet to achieve gold status, and implementing an idling reduction strategy, driver efficiency training and fleet preventative maintenance program.

- **Phase III (2013**) evaluates the green fleet program's cost-effectiveness and ability to meet the short-term targets. This evaluation then leads to the establishment of longer-term targets and actions.

4. BACKGROUND

This section provides the relevant background on why Fleet Services wishes to implement a green fleet program. First, several recommendations are included in the approved Carbon Neutral Corporate Plan that are directly integrated and aligned with the management of the city fleet and targets to reduce GHG. Second, the goal is to develop, implement, and monitor specific action plans to achieve results in fleet operations and purchasing.

5. CORPORATE GHG EMISSIONS BY AREA

The city municipal fleet is the second largest contributor to our corporate GHG emissions. In 2010, Prince George had 400 vehicles and pieces of equipment in its fleet. These units are used by Operations, Community Services, Fire Rescue, and RCMP in the provision of services such as waste collection, road, park and sewer maintenance, and public safety. The fleet is organized into four categories based on the characteristics of the unit. Categorization is important as different types of fleet units produce higher or lower levels of GHG emissions compared to others. Equipment is used only to perform a specific task; therefore, it is not used as a mode of transportation.

According to our GHG inventory performed in 2009, the operation of our fleet cost $1.3 million dollars in fuel and produced 2063 tonnes of GHG emissions. To lower the cost of purchasing carbon offsets in the future, the City will have to implement measures for reducing GHG emissions. The most effective option to reduce the fleet's GHG emissions to zero is to dispose of all GHG emitting units. This option is unrealistic as our operations require their vehicles and equipment for the delivery of municipal services. For this reason, this report will develop a strategy for the reduction of GHG emissions based on plans within the Carbon Neutral Plan.

6. OBJECTIVE OF A GREEN FLEET PROGRAM

According to the Fraser Basin Council E3 Fleet Program, a resource for municipal fleet operations, implementing a green fleet program is an effective strategy to reduce GHG emissions. The Carbon Neutral Plan (December 2010) states that based on a 2002 assessment of GHG emissions, the City fleet accounted for 21% of the total corporate emissions. Being a major contributor to corporate GHG emissions, a GFSP will assist with the development of specific strategies which will focus on increasing the fuel efficiency of our fleet resulting in achieving targets to reduce emissions.

The possibility of achieving zero or very low emissions is not feasible for most local governments which require a fleet to deliver services to their community. The desire to balance GHG emissions reductions with the need to continue the municipality's service delivery tasks, leads to the next two subsections on fleet purchasing and operations.

7. GREEN FLEET PURCHASING

The following section will outline the initiatives that comprise the vehicle and equipment purchase decision-making and that describe green *"purchasing*" initiatives which include: purchasing procedures, fleet and vehicle right-sizing, the purchase of vehicles that use alternative technologies, the purchase of alternative fuels, and the purchase of aftermarket technologies.

A green fleet purchase decision-making process is best managed by having procedures in place that embody the organization's goals of operating a fuel-efficient fleet. The purpose of a green fleet purchasing procedure is to ensure the most fuel-efficient vehicles, which offer the greatest reduction in GHG emissions, are the type of vehicles being purchased.

The following purchasing components discuss in detail how a procedure can identify the most fuel-efficient purchasing options.

- **Fleet & Vehicle Right-Sizing**

Fleet and vehicle right-sizing is the process of examining the use of the fleet and determining the right number and size of vehicles needed to complete a municipality's service delivery tasks. Fleet right-sizing involves a thorough examination of fleet operations and use of vehicles based on number of trips and capacity used in order to identify underused vehicles. Underused vehicles can be shared with another operating division in order to optimize their use, or be removed from the fleet completely through sale or disposal. The benefits of having an optimally sized fleet creates an opportunity to reduce vehicle count, which in turn reduces operating costs and GHG emissions from the excessive number of vehicles that were previously in operation.

The following are benefits of fleet right-sizing:

- greater efficiency in operating practices by reducing the number of underutilized vehicles;
- reduced level of GHG emissions and pollutants;
- reduced fuel consumption, lower operating and insurance costs; and
- reduced level of capital investment in the fleet.

Moreover, right sizing can be evaluated based on a number of parameters to ensure the right-sized vehicles for the required tasks are purchased including: engine size, vehicle weight, average carrying capacity, average passenger capacity and average terrain.

8. ALTERNATIVE TECHNOLOGIES

The purchase of vehicles and equipment that are powered by alternative technologies, such as battery-electric and hybrid vehicles are being incorporated into many green fleet purchasing policies and/or procedures. These technologies offer fuel cost savings and produce lower levels of GHG emissions compared to conventional combustion engines.

- **Battery-Electric:**

Battery-electric vehicles often referred to simply as 'electric', use the power stored in a battery to propel a car. The advantage of electric vehicles is that they do not produce any tailpipe emissions and are therefore seen to have great potential in reducing GHG emissions and smog related pollutants. The current challenges to the commercial adoption of electric cars include: the availability of recharging infrastructure, the time required for recharging, and the need for better battery technology. The current purchasing options for electric vehicles are limited; however, there is the opportunity for vehicle conversions.

- **Hybrid Electric:**

Hybrid electric vehicles combine a battery powered electric motor with a conventional combustion engine. Unlike plug-in battery-electric vehicles, a hybrid's engine battery recharges from the energy produced through coasting, breaking and idling. Hybrid-electric cars produce fewer GHG emissions and related pollutants compared to conventional combustion vehicles. Natural Resources Canada reports that hybrid electric vehicles are 30% lower in GHG emissions compared to conventional combustion vehicles that use gasoline. Hybrid electric cars have been more commercially successful than electric cars as they offer the same convenience as conventional vehicles in terms of refueling and driving range.

The city currently has two (2) hybrid passenger vehicles

9. ALTERNATIVE FUELS

Many green fleet programs incorporate using alternative fuels to traditional petroleum gas or diesel. These alternatives, such as biodiesel, ethanol, natural gas, propane and hydrogen fuel cells, typically emit lower carbon and GHG emissions than diesel or gasoline. Progress in the development and commercial availability of alternative fuels is being made as a result of the increasing cost of petroleum gasoline and increased awareness on the negative effects of GHG emissions and other pollutants. Key factors in adopting alternative fuel include cost, the requirement for vehicle conversion, availability of refueling infrastructure, the fuel's GHG emissions, and the availability and accessibility of high quality fuel.

The most common type of alternative fuel used in local governments' green fleet program is biodiesel, and the City of Prince George adopted the use of biodiesel to fuel in 2006. In late 2010, the biodiesel product used in the City fleet is no longer available, and efforts are on-going to examine local alternative sources of supply.

10. AFTERMARKET TECHNOLOGIES

Aftermarket technologies can be installed after the initial purchase to reduce a vehicle's fuel consumption and GHG emissions. Fleet Services is examining the adoption of some of the following aftermarket technologies to increase vehicle fuel-performance: advanced tires, GPS systems, auxiliary power units, engine control modules, engine coolant heaters, refrigeration systems, and tire pressure systems. For example, the value of a tire pressure system is highlighted in the *E3 Fleet Rating System Guidelines* which reports that under inflated tires can increase fuel consumption by 10% or more.

11. LIFE CYCLE COSTING

Traditionally, the City's purchase decision-making has been based on selecting the lowest cost option. A green purchasing procedure shifts the decision-making criteria from up-front cost to the total cost of owning and maintaining a vehicle over its operating life. This purchasing evaluation is achieved through the use of life cycle costing analysis. In addition to the initial acquisition cost, life cycle costing calculates the cost of operations and maintenance over the asset's entire operating life. This is a significant component to a green purchasing policy as options requiring greater fuel consumption, and thereby producing more GHG emissions, will have a higher life cycle cost than lower energy options.

As signatory to the BC Climate Action Plan, as of 2012 to achieve carbon neutrality, the City of Prince George will need to purchase carbon offsets for each tonne of GHG it emits. This introduces the need to place a monetary value on each purchasing option's GHG emissions. The cost of a carbon offset will then be added to the life cycle cost equation of purchasing one option over another.

The application of life cycle costing is not limited to new purchases. Life cycle costing can be used to evaluate the true cost of continuing to own and operate older vehicles and equipment when compared to replacing them with new vehicles.

12. OPERATIONS

The following section will outline the initiatives that comprise the *"operations*" in a green fleet program. As opposed to examining the type of vehicles and equipment in a fleet, this section reviews how fuel-efficiently the fleet is being used and managed. The green "operation" initiatives discussed in this section include: trip and route planning, idling reduction strategies, driver fuel- efficiency education, fleet maintenance, and fleet monitoring and benchmarking. The operations components uncovered in the review of green fleet programs and discussed in the following sections are:

- **Trip and Route Planning**

The number of trips and routes travelled by the city fleet can be examined for GHG emission reduction opportunities. Trip planning should be the first area examined by fleet supervisors to determine whether passenger and equipment capacity is being optimized in every vehicle trip. Route planning identifies the best routes to minimize the overall distance and time traveled. To achieve this, an improved logistics system must be implemented which defines the location, schedules deliveries, avoids redundancy, and plans routes that use less congested roads. A tool, such as a Global Positioning System (GPS), can be used to track and plan routes.

13. IDLING REDUCTION

The City's idling reduction strategy, which was approved by City Council in June 2010, is an immediate and cost-effective way to decrease a fleet's fuel consumption and GHG emissions. The approved Fleet Idling Policy will be complemented by measures and metrics to reduce fuel wastage from idling, and an awareness and training program for employees on anti-idling practices.

Some of the key benefits to the Idling Policy are:

- reduces fuel performance resulting in saving 10% on annual fuel costs;
- reduces vehicle wear and maintenance costs;
- improves the public image of an organization;
- creates awareness and educates staff on the environmental and financial benefits that can result from idling reduction;
- Increases opportunities to develop a "common community idling strategy".

14. DRIVER EDUCATION

To communicate and gain buy-in from employees who are responsible for implementing many initiatives within a green fleet program, driver education and awareness on organizational fuel-efficient policies and procedures is critical. Training can be streamed into the regular staff training schedule or be an independent session. The training can be in-class or in-vehicle depending on our needs. Our driver education initiative will inform employees on the appropriate driving practices and techniques that can be taken to achieve the organization's targets on fuel efficient fleet operations coupled with safety plans.

15. MAINTENANCE

A green fleet program is not just limited to the type of vehicles and fuels purchased and its operation; it also includes the maintenance of these capital assets.

Fleet Services is implementing a preventative maintenance program in early 2011 that will result in improvements to fuel performance, driver and mechanic satisfaction due to improved fleet performance, reduction in GHG emissions, extended life, and a higher resale value.

16. MONITORING & BENCHMARKING

Fleet monitoring and benchmarking programs are an important component of evaluating realized fuel and GHG reductions from a green fleet program and improve fleet performance through the collection of data to measure performance and / or to make purchasing decisions. Performance indicators that can be monitored include vehicle fuel efficiency, preventative maintenance, repair costs, and vehicle idling time. The *E3*

Fleet Review Guidelines outlines several ways to measure idling time: estimation based on first- hand observation; use of tracking technology such as a GPS; and / or tracking engine hours and distance traveled to calculate average vehicle speed. Fleet performance measurement areas may include: by vehicle, by employee or by operating division; as an internal baseline for performance measurements over time; and as a baseline for comparison to other fleets' performance. The benefits of a monitoring and benchmarking program is to measure what green fleet initiatives are effective and identify new opportunities for improved fuel efficiency and greater GHG reductions.

The leading resource for fleet monitoring and benchmarking is the Fraser Basin Council's E3 Fleet Program of which the City is a member and has received a Silver award in 2010.

17. CONCLUSION:

The above described fleet purchasing practices and operational components form a framework for a green fleet program. These two streams of a green fleet program, and its components, all share the same key objectives - the reduction of fleet GHG emissions, effective driving training programs, lower costs, and an overall focus on the action plans integrated with the myPG community plan and Carbon Neutral corporate plan. To achieve the key objectives of the Green Fleet Plan, the following initiatives and action plans are expected to be implemented.

Scott Bone
Manager, Supply and Fleet Services

APPENDIX 1 – ACTION PLANS – 2011 TO 2013

A. Fleet Purchasing Action Plans: The following action plans focus on the vehicle and equipment purchase decision-making with respect to green "purchasing".

(1) Fleet and Vehicle Right Sizing:

Fleet Services currently meets with every division to discuss vehicle purchase requests for the year. During this meeting, justifications for purchase requests are required including intended use of the vehicle requested. Fleet Services will often recommend a smaller, alternate vehicle that better aligns with the vehicle's intended use.

Action Plan: Review every new vehicle purchase request and modify as necessary to ensure that the vehicle class to which the requesting vehicle belongs is appropriate for the duty requirements that the vehicle will be called upon to perform. Timeline 2011

(2) Alternative Technologies

The purchase of vehicles and equipment that are powered by alternate technologies, such as battery-electric and hybrid vehicles, offer fuel cost savings and produce lower levels of GHG emissions compared to conventional engines.

Action Plans:

- Incorporate hybrid technology into our annual fleet replacement program (when feasible and cost effective) in order to assess operational, environmental, and financial costs and benefits.
- Consult and report on other municipal fleets' challenges and successes with battery electric vehicles.
- Consult with BC Hydro on a potential partnership agreement similar to that of the City of Terrace for electric vehicles.
- Examine the costs/benefits of installing fuel efficient tires for the fleet.

(3) Alternative Fuels:

Alternate fuels to traditional gasoline or diesel, such as biodiesel, ethanol, natural gas, propane and hydrogen cells typically emit lower emissions.

Action Plans: 2011

- Examine and report on five year history of the City's costs and benefits associated with the use of biodiesel fuel.
- Continue to examine key factors to consider in the adoption of alternate fuels, such as natural gas and electric units, vehicle conversion, availability of refueling infrastructure, emissions, and availability of high quality fuel.

(4) Aftermarket Technologies – 2011

Aftermarket technologies and products support the overall objective of supporting fuel efficient equipment and emission reductions**.**

Action Plans:

- Examine the benefits and financial payback for the purchase and installation of COBI (computer on board) systems to measure baseline idling times and vehicle speed patterns.
- Examine the costs and benefits of the purchase of an exhaust gas analyzer to measure corporate vehicle emissions to ensure compliance with regulatory and corporate goals.
- Consult with the RCMP Fleet group to determine the effectiveness of stop-idle technology in emergency vehicles.
- Examine the costs and benefits of propane fuel conversions to selected city vehicles.

(5) Fleet Procurement Practices:

Implement procurement policies, practices and a communications plan to advance the City's green efforts including:

Action Plans:

- Include a minimum efficiency standard in miles per gallon/km for each vehicle class for which the City has procurement specifications.
- Review all vehicle/equipment specifications and modify as necessary to ensure that the most fuel efficient vehicles possible are being purchased.
- Write bid specifications in a manner flexible enough to allow the purchase of alternative fuel or hybrid vehicles when possible.

- Develop and award vehicle contract awards based on life cycle costing.
- Write specifications for off-road equipment/vehicles in a way that favors green options when available.
- Require all passenger vehicles and light duty trucks that are purchased be rated as ultra-low emission or zero emission vehicles, when this option is available.

B. Green Fleet Operational Action Plans -The following action plans will comprise the "operations" in a green fleet program. As opposed to examining the type of vehicles and equipment in a fleet, these action plans will focus on improved fuel-efficiency.

(1) **Idling Policy:**

Unnecessary idling wastes fuel and increases emissions. The City Fleet Services has taken several steps to reduce unnecessary idling, including the development of a corporate Anti Idling Policy approved by City Council in August 2010.

Action Plans:

- Develop and implement an educational program for staff relative to the purpose and benefits of the Idling Policy.
- Develop and implement a comprehensive communications strategy to inform City staff and the Community about the Idling Policy.
- Consult with all of the operating divisions, including RCMP, on the development of idling standards and timelines.
- Develop baseline data as a framework to measure idling times for the City and RCMP Fleet.
- Implement the COBI (computer on board) monitoring system to measure and report on idling performance and the development of targets to reduce fuel consumption.
- Review results from the COBI program to determine if City fleet units are candidates for oil/engine coolant modifications (reduces emissions).

(2) Driver Efficiency Training

Ensure drivers are re-trained, re-tested, and/or re-certified so as to ensure knowledge is retained and the benefit of initial training is maintained.

Action Plans:

- Develop a communications plan that will focus on sharing and seeking information from operating divisions.
- Identify, develop, and implement one or a combination of appropriate training techniques.

- Implement short in-class or in-vehicle training sessions.
- Implement one-on-one training sessions for key groupings of equipment.
- Seek input from operating divisions on type of training required.

(3) Driver Training Program:

Provide training to drivers focusing on fuel efficient driving techniques.

Action Plans:

- Develop and implement a joint training program for all operating divisions that will provide training to employees on effective driving techniques.
- Implement a recording system to ensure that all staff are provided the training.

(4) Corporate Fuel Efficiency Program Orientation Training

To provide new personnel an orientation program focused on communicating corporate vehicle usage procedures (i.e. idling and/or speed policies) and fuel efficiency targets and to provide an overview of fuel efficient driving techniques that relate to the City's business activities:

Action Plan:

- Collaborate with Human Resources and Risk and Benefits on the development and implementation of an effective program for new personnel.

(5) Fleet Management Training Program

Provide training to the fleet management and operations teams focusing on strategies for minimizing fuel consumption and driver training.

Action Plans:

- Develop and implement a training program for Management staff that will focus on the operational and legislative requirements of city operators while operating vehicles.
- Provide a training program on the City Fleet Damage Procedure.