

Report TR-TAPS-21-14

To: Chair and Members of the Transportation and Public Safety Committee
From: M.J. Kelly, Director of Transportation Services
Meeting Date: February 20, 2014
Subject: Transportation Services Internal Review Implementation Plan February 2014 Update
Status: Recommendation adopted by Committee as presented per Resolution TAPS36-14 February 20, 2014; Endorsed by County Council March 4, 2014 per Resolution CC37-14;

Recommendation(s)

WHEREAS County Council endorsed the Grey County Transportation Internal Review Summary Report dated May, 2013 per Resolution CC88-13 and requested the Director of Transportation Services to develop an action plan for the recommendations contained within the Report;

AND THAT County Council endorsed the Transportation Services Internal Review Implementation Plan Report TR-TAPS- 04-14 that also identified bi-monthly updates on the plan;

NOW THEREFORE BE IT RESOLVED THAT Report TR-TAPS-21-14 regarding the Transportation Services Implementation Plan February 2014 Update be received.

Background

On June 26, 2013 the Transportation Services Internal Review Summary Report dated May, 2013 was presented to County Council. At that meeting County Council made the following resolution:

THAT “Grey County Transportation Internal Review Summary Report” dated May 2013 be endorsed;

AND THAT the Director of Transportation Services be requested to develop a detailed action plan for the implementation of the recommendations contained in the report.

On January 7, 2014 County Council endorsed the Transportation Services Internal Review Implementation Plan approved at the December 5, 2013 Transportation and Public Safety Committee meeting. The resolution also indicated that a bimonthly update would be provided.

The Transportation Services Internal Review Implementation Plan consists of the seven (7) major categories including Sign Shop, In-House Construction, Summer Maintenance, Winter Maintenance, Fleet, Engineering and Administration.

The attached Transportation Services Internal Review Implementation Plan has been updated. Updates have been highlighted in yellow.

The following is a brief update on the seven (7) categories:

Sign Shop

Mark Cronin is now in the position of the Sign Coordinator / Lead Hand.

Staff that were working out of the Sign Shop have been redeployed. This resulted in some “bumping” with Union positions. The Sign Shop Supervisor elected to leave Grey County.

Municipalities and Grey County departments are aware of the Sign Shop’s revised role.

A Draft Sign Tender has been completed and has been issued to the local municipalities for their consideration.

Expected Tender advertisement is in February, 2014.

In-House Construction

The hiring of a Structural Engineer has been placed on hold.

A Bridge Crew Foreman position will be posted in the near future.

County Council has approved the elimination of the Construction Crew for 2014.

Summer Maintenance

A staffing review has been completed and it is recommended to outsource the following activities that have previously been completed by County staff:

- Guiderail weed spaying
- Hand paint intersection painting

All full time staff will have a full time position; however there will be minimal opportunity for seasonal staff in the summer of 2014.

Winter Maintenance

No change.

Fleet

The Transportation Services department is currently trying to complete a request for proposal to review the fleet management.

Engineering

No change.

Administration

No change.

Quarry

A Quarry Request for Proposals was issued and received. Before the assignment is awarded, clarification is being sought on several deliverables.

Financial / Staffing / Legal / Information Technology

Considerations

The implementation of the recommendations will improve efficiencies and reduce overall activity costs. It is essential however, to implement the plans strategically to ensure there is a seamless transition.

Link to Strategic Goals / Priorities

The strategic implementation of the recommendations identified in the Transportation Services Internal Review Implementation Plan will achieve excellence in governance and service.

Attachments

[TR-TAPS-37-13 Transportation Services Reviews](#)

[Attachment TR-TAPS-37-13 Transportation Services Internal Review Summary Report May 2013](#)
[Transportation Services Internal Review Implementation Plan](#)

Respectfully submitted by,

M.J. Kelly
Director of Transportation Service

Section	Recommendation	Steps	Start	Status	Completion	Comments
Sign Shop						
	Transform sign shop to complete TS signs only and staff with 0.5FTE	Complete Job Description	August, 2013	Started	December, 2013	Begin Process In September
		Job Competition	January, 2014	Started	Complete	Require Union Agreement Regarding Compensation
		Train Staff	February, 2014	Planning	Ongoing	Confirm Date Of Start Up With County Council
		Advise Municipalities Of Elimination Of Services	December, 2013	Planning	Complete	Confirm Date Of Start Up With County Council
		Advise County Departments Of Elimination Of Services	December, 2013	Planning	Complete	
		Complete Sign Tender	October, 2013	Ongoing	February, 2014	Send To Municipalities For Review
		Award Sign Tender	March, 2014		March, 2014	
		Start Sign Contract	April, 2014		April, 2014	
		Full Implementation	May, 2014		May, 2015	
In-House Construction						
Construction	Modify Working Hours	Collective Agreement	April, 2014		Complete	Implement In 2014
	Utilize Inspectors On County Contracts	Retain And Train Inspectors	April, 2013	Ongoing	Ongoing	
	Non-Union Construction Supervisor	Retain Staff	April, 2013	Ongoing	Complete	Not Required Now That There Is No Longer A Construction Crew
	Eliminate Equipment Not Required	Do Not Replace Equipment When Life Cycle Completed	January, 2014	Ongoing	May, 2014	As Life Cycle Ends Consider Selling Equipment That Will Not Be Used Often In 2014
	Establish Accurate Accounting To Properly Consider All Aspects Of The Project	Work With Finance To Capture All Projects Cost (WEAVE)	April, 2013	Started	Complete	Assessment Completed And Approved By County Council
	Trial Project With Crew - Pulverize And Pave, Culvert Installation, Minor Capital	Assess And Compare Costs And Make Modifications	February, 2014	Started	Complete	Results Presented To County Council
	Maintain Consistent Crew Staff	Implement Provisions To Maintain A Constant Crew For Efficiency	April, 2013	Started	Complete	With The Elimination Of The Construction Crew In 2014 This Is Not An Issue
Bridge Crew	Hire Bridge Crew Lead Hand		September, 2013	Complete	October, 2013	Continuously Monitor And Make Adjustments
	Provide More Direction	Administration Becoming More Involved In Planning	April, 2013	Started	April, 2015	Must Obtain Full Understanding Of All Structures To Be Completed By Structural Engineer
		Complete 5 Year Plan	April, 2015	Not started	April, 2015	Structural Engineer Responsibility- Need to reassess
		Establish Asset Management For Structures	April, 2015	Not Started	April, 2015	Structural Engineer Responsibility- Need to reassess
	Accounting	Establish A Process To Budget And Account For Bridge Crew Work And Establish Performance Measures	April, 2015	Started	April, 2015	Structural Engineer Responsibility- Need to reassess
Structural Engineer	Hire Structural Engineer	Request Support From Grey County Municipalities	August, 2013	Complete		Limited Response
		Obtain Agreements From Grey County Municipalities	December, 2013		February, 2014	Not Enough Commitment From Local Municipalities
		Complete Job Description	August, 2013	Ongoing	December, 2013	On Hold
		Have Job Description Evaluated	August, 2013		December, 2013	On Hold
		Competition	January, 2014		February, 2014	On Hold
		Begin Work	March, 2014		March, 2014	On Hold
		Supervise Bridge Crew	April, 2014		April, 2014	On Hold
		Complete Structure Inspections	May, 2014		Ongoing	Will Complete With Consultant
Summer Maintenance						
	Summer Shifts	Collective Agreement	May, 2014		May, 2014	
		Outsourcing Selective Operations	May, 2013	Started	Ongoing	Have Eliminated And Outsourced Some Activities Will Continue To Consider Options Based On Core Staffing
		Reduce Seasonal Staff - Core Staffing	May, 2014	Started	Ongoing	Will Consider Duties For Full Time Staff With The Intent To Use Only Full Time Staff In The Summer. Cost Of Work Must Be Considered.
		Reduce To 3 Summer Patrols	May, 2015		May, 2015	Experiment For 2015 Summer Season
Winter Maintenance						
	Winter Shifts	Collective Agreement	December, 2013		Ongoing	Essential To Cost Reduction
		Review Plow Routes	February, 2014		March, 2014	For Implementation 2014 Winter
		Outsource Plow Routes	June, 2015		June, 2015	Must Consider Equipment And Staff
		More Qualified Patrollers	November, 2013	Ongoing	Ongoing	Depending On Collective Agreement
Fleet						
	Assess Life Cycle For Equipment Replacement	Complete An RFQ	February, 2014		November, 2014	
	Consider Fleet Manager	Included In RFQ	February, 2014		November, 2014	
	Minor Repairs	Outsource Or By Patrol Staff	November, 2013	Started	Ongoing	Improve Planning - Already Started
	Outsource Body Shop / Paint Work	Outsource Body/Paint Work	July, 2013	Started	July, 2013	Modifications To Paint Shop Are Very Expensive
	Re-Assess Hourly Rate Calculations	Include In RFQ	February, 2014		November, 2014	
Engineering						
	Asset Management Implementation	Assessing Roads	July, 2012	Started	August, 2016	Constantly Improving Data
		Identifying Minor Capital Improvements In Advance	November, 2013	Started	August, 2015	
		Coordinate Work With Maintenance	April, 2013	Started	Ongoing	Constant Communication Among The Sections To Plan Work And Staff
Administration						
	Establish Asset Management	Begin Implementation Based On Needs	April, 2012	Started	August, 2016	
		Establish Coordination Of Work Plan - Construction And Maintenance	April, 2013	Started	Ongoing	
		Establish Accomplishments And Performance Measures	April, 2014	Started	Ongoing	Weave Will Assist
		Upgrade Policies And Procedures	April, 2013	Started	Ongoing	Have Upgrades Several Polices To Date
		Monitor Outsourced Work	April, 2012	Started	Ongoing	Established Better Contracts And Utilizing Inspectors
		Promote Awareness Of Staff Duties	April, 2012	Started	Ongoing	Performance Appraisals Have Been Updated To Promote Discussion
		Promote Team Approach	April, 2012	Started	Ongoing	Constantly Promoted
		Tracking And Monitoring Expenditures	April, 2012	Started	Ongoing	WEAVE Will Assist
		Core Staffing	April, 2014	Started	Ongoing	
		Reduce Area Foreman Position From 4 To 2	April, 2017			When Staffing Permits
Quarry						
	Quarry Assessment	Complete Quarry RFP	November, 2013	Complete	Complete	
		Award RFP	January, 2014		February, 2014	Need To Discuss With Preferred Proponent
		Complete RFP	March, 2014		July, 2014	
		Present Study to County Council	August, 2014		September, 2014	
		Implementation	October, 2014		January, 2015	