# HALTON REGION

## SAVING TAXPAYER DOLLARS WITH BETTER FLEET MANAGEMENT

## QUICK FACTS

**Industry**
Public sector

**Revenue**
Over CAD 573 million (US$495 million) (2008)

**Employees**
1,765 (excluding police)

**Location**
Oakville, Ontario, Canada

**Web Site**
www.halton.ca

**SAP® Solutions and Services**
Fleet management with the SAP® Product Lifecycle Management application

**Implementation Partners**
SAP Consulting and Vision Shift

Canada's dynamic Halton Region is responsible for an ever-growing fleet of police cars, ambulances, field trucks, and other vehicles. To increase its efficiency, the region chose to implement fleet management functionality from SAP. The software met Halton Region's specific fleet maintenance and reporting requirements, provided real-time vehicle information, and integrated with existing finance, supply chain, and HR processes.

### Key Challenges

- Replace manual paper processes with automated processes
- Eliminate delays in acquiring information from current processes and provide information in a timely manner
- Increase efficiency and volume of work capacities
- Provide data analysis to forecast resources based on requirements of fleet size and maintenance activities

### Why SAP Was Selected

- Covered specific fleet-maintenance functional requirements
- Provided integration with real-time costing, inventory and asset status, and HR processes
- Eliminated delays in accessing up-to-date vehicle information and the need for costly interfaces
- Met Halton Region's future integration needs for bar-code and data collection, mobile devices, and enterprise portal access over the Internet

### Implementation Best Practices

- Specific and broad buy-in and sponsorship
- Process-focused, site-specific implementation
- Clearly defined goals and objectives
- Dedicated, full-time operations and business users
- Smooth implementation due in part to internal, leader-based end-user training

### Low Total Cost of Ownership

- Limited need for expertise from external resources
- Only 1 in-house SAP business analyst required
- Ongoing IT support reduced to 15% of analyst's time
- Trouble-free performance due to application scalability and reliability

### Financial and Strategic Benefits

- Improved ability to provide safe vehicles to the municipality with better fleet operations and maintenance processes
- Efficiently supported Halton's increase in work-order volume from 5,400 to 9,000
- Supported increase in fleet size from 350 to 704 vehicles while improving fleet composition of police, ambulance, and other vehicles

### Operational Benefits

| Key Performance Indicator | Impact |
|---|---|
| "Wrench time" of mechanics | +5% to +10% |
| Work-order volume | Up nearly 100% |
| Fleet size | +100% |
| Reporting delays | -100% |
| Delayed access to fleet information | -100% |

"The fleet management functionality from SAP has enabled us to increase mechanic 'wrench time' by 5% to 10%, minimizing nonproductive activities such as searching for vehicle and part information."

**Jim McDowell,** Manager of Equipment Services, Halton Region

**www.sap.com/contactsap**

Every day, employees of the Halton Region in Ontario, Canada, deliver a diverse portfolio of regional programs and services – from public works to public health. To ensure fiscal accountability and transparency to taxpayers, these employees must continually find efficiencies in operations and processes. This requires accurate and timely reporting of performance from the region's many service branches.

In 1998 Halton Region had the responsibility of providing and maintaining a large – and growing – fleet of police cars, ambulances, field trucks, and other vehicles. With the fleet's growth came an increasing demand for reporting on assets to improve efficiency and to comply with escalating regulatory requirements.

However, accurate data for fleet performance reporting was difficult to obtain from existing processes. And at the same time that the fleet size was increasing, legacy applications were outdated and fostered manual and paper-intensive processes that resulted in increased staff and additional labor by mechanics to conduct administrative tasks. In addition, the lack of consolidated asset and maintenance data prevented management from having current and reliable information. Outdated information was common, as was duplicate data, and historical data for decision making was difficult to access and collate.

## Halton Region Gets Its Wheels Rolling with SAP® Software

Halton Region needed comprehensive fleet management with automated processes to enable real-time availability of data to all employees – and to put an end to manual processes. After evaluating fleet-specific point solutions, Halton Region chose to implement fleet management functionality from SAP. This software, part of the SAP® Product Lifecycle Management application, met Halton Region's specific fleet maintenance and reporting requirements and provided real-time vehicle information, and it integrated with existing finance, supply chain, and HR processes – avoiding the need for costly point-solution interfaces.

With broad management support, the implementation began in August 1998, scheduled to go live in January 1999 at the fleet's two garages. Following clearly defined objectives, the rapid six-month implementation focused on processes and leader-based end-user training, with the implementation team moving out to the garages.

## Halton Region Rolls Out a Fleet of Benefits to Its Citizens

The benefits Halton Region has experienced begin with fleet operations and maintenance process improvements that have saved taxpayer dollars by requiring only three additional employees to manage a fleet that has doubled in size since 1998. Automated work orders have replaced manual processes and helped to efficiently support Halton's increase in work order volume from 5,400 to 9,000. Now users requesting vehicle information have it at their fingertips in an instant. Operationally, mechanic "wrench time" has increased up to 10%.

Halton Region intends to ride on the success of its fleet management with plans to meet mandated Public Sector Accounting Board (PSAB, Canada) Section PS 3150 asset-reporting requirements. Bar coding for inventory and work orders and computer-aided time sheets are coming soon, as are enterprise portal and business warehouse capabilities. There is no doubt Halton Region will be rolling out the benefits to its taxpayers far into the future.

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