



# S.H.I.T. about Asset Management

Arjan Sharma,  
Director, Business Integration  
Fleet and Facility Services  
City of Edmonton



S.H.I.T.

**S**trategic

**H**olistic

**I**ntegrated

**T**hinking

Disclaimer: The use of this acronym is not meant to offend the audience, but instead gives us something to laugh about and have the presentation be memorable.



# Outcomes

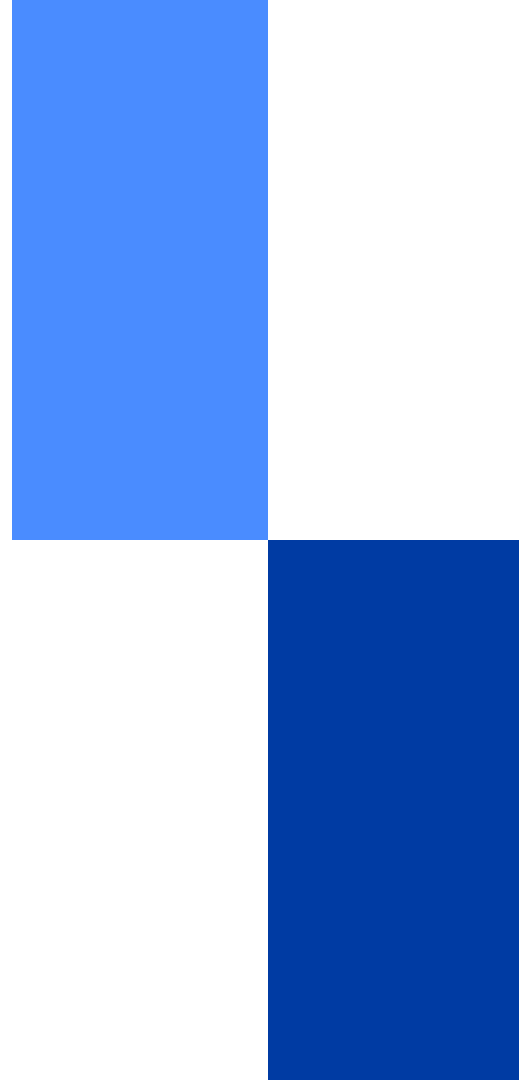
1. Learn more about S.H.I.T.
2. Leave this room as a more S.H.I.T. manager than you came in

# Overview

**01** 2 S.H.I.T Projects (Strategy)

**02** Green S.H.I.T. (Holistic)

**03** Group S.H.I.T. (Integrated)



# The Numbers

**1200+**

**EMPLOYEES**

14 different trades across the branch

Maintain **900 City-owned buildings**  
– Recreation Centres, City Hall, LRT,  
Libraries, Office Towers, Fire Halls,  
EPS, Waste Management, Spray  
Decks and Splash Pads

Complete mechanical and body  
midlife **refurbishment** of over  
**80 buses per year**

Performed **400 road tests** and  
provided support and training for  
**8,500 City drivers**

**>5000** vehicles &  
pieces of  
equipment

**4,600+** municipal vehicles

**1,047** buses & DATS vehicles

**22** Municipal, Transit, and Facility Maintenance  
facilities

**185** buildings have digital building automation

**100,000** fleet work orders

**59,000** facility work orders

**39 million** litres of fuel dispensed

A decorative graphic on the left side of the slide consisting of two overlapping squares. The bottom-left square is a dark blue, and the top-right square is a lighter blue, creating a stepped effect.

# Strategy

The essence of strategy is choosing what not to do.

- Michael Porter

# 01 2 S.H.I.T Projects (Strategy)



**Facility Maintenance  
Services Transformation**



**Fleet Utilization  
Project**



# Facility Maintenance Transformation



**Better planning, organizing, and oversight of work**



**An improved inventory management and procurement approach allowing quick and easy access to parts**

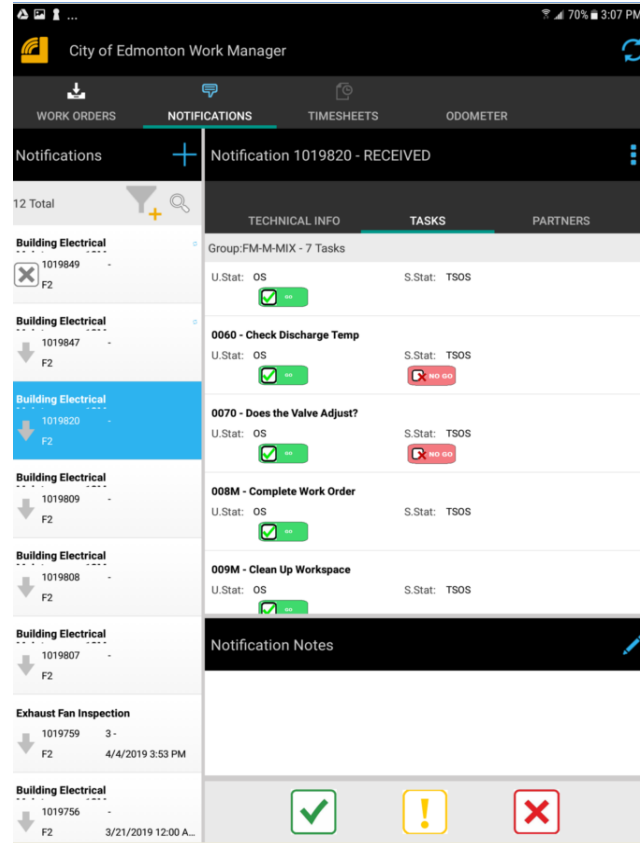
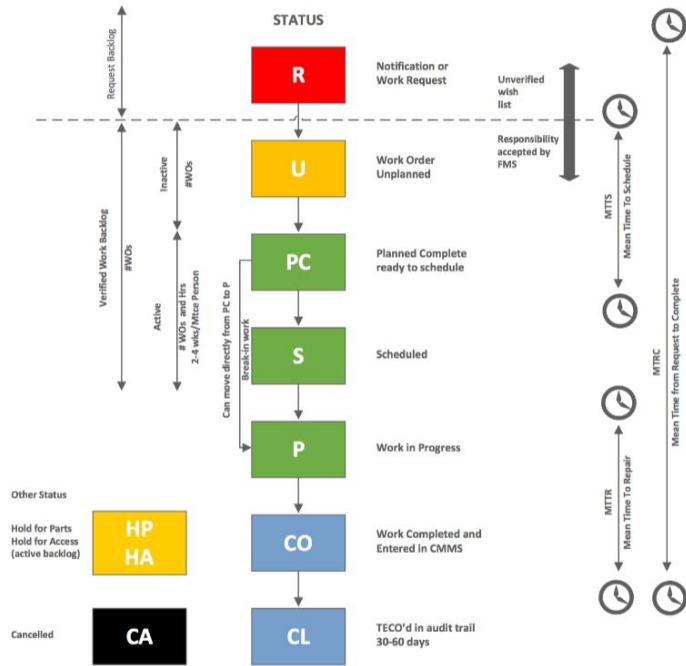


**A multi-zone operating model to reduce travel times and increase staff familiarity with clients and facilities**

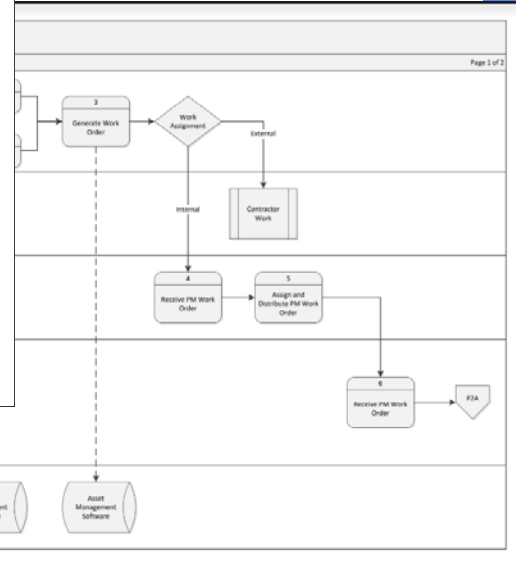
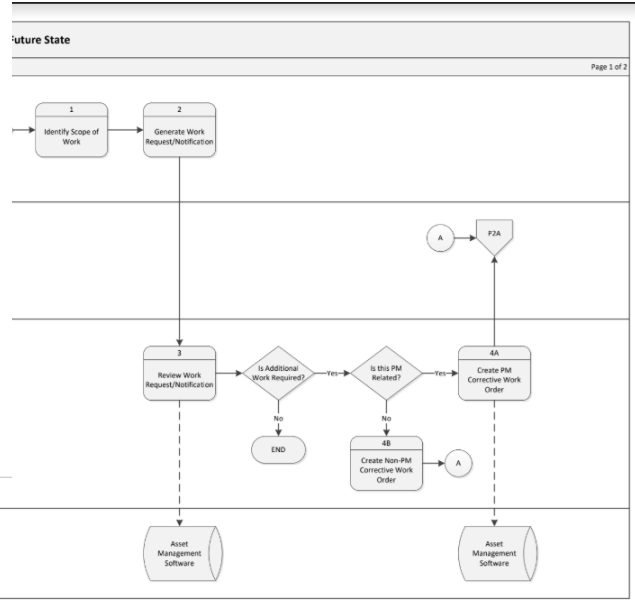
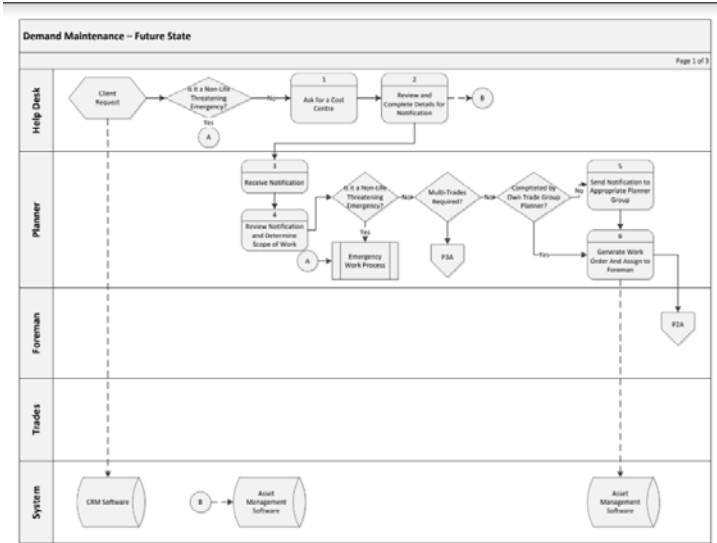


**A software solution that is easy to use and captures the right information**

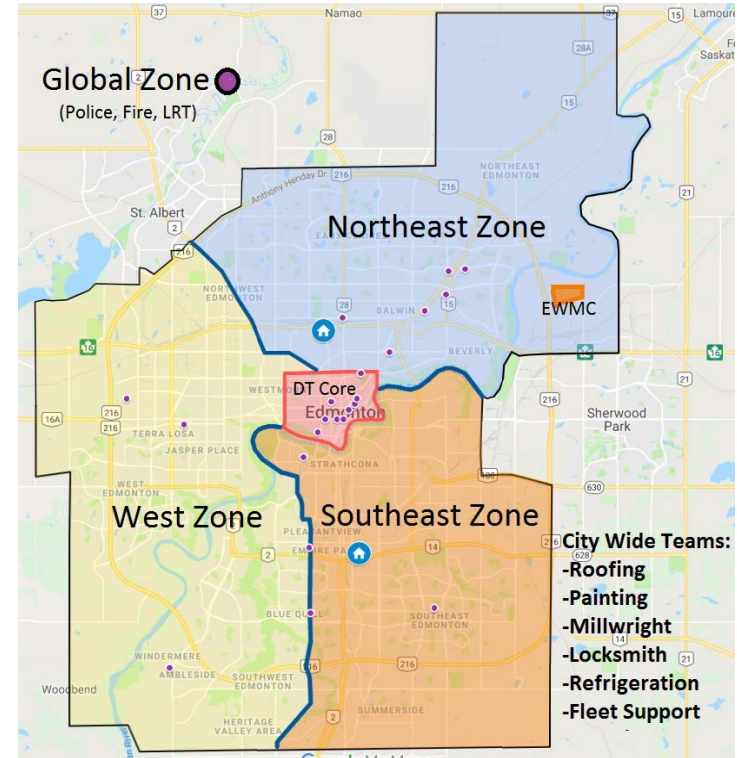
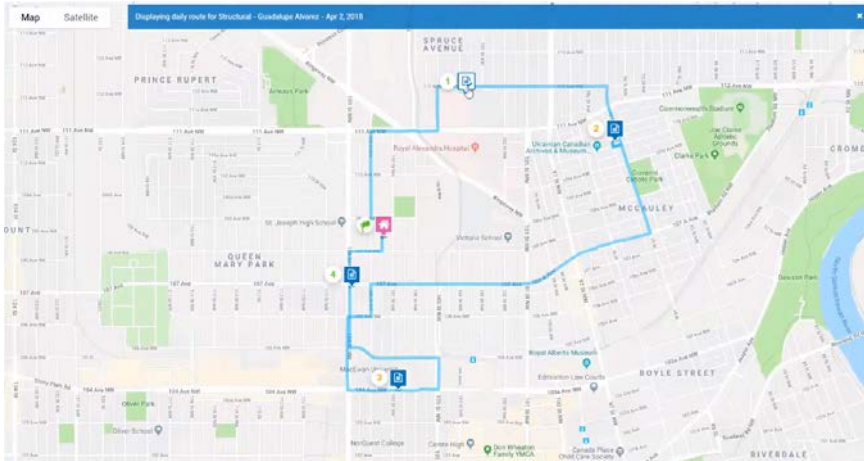
# Facility Maintenance Transformation



# Role Consistency



# Route and Travel Optimization



# Both Reporting to a S.H.I.T. Manager



S.H.I.T. Manager  
Arjan Sharma



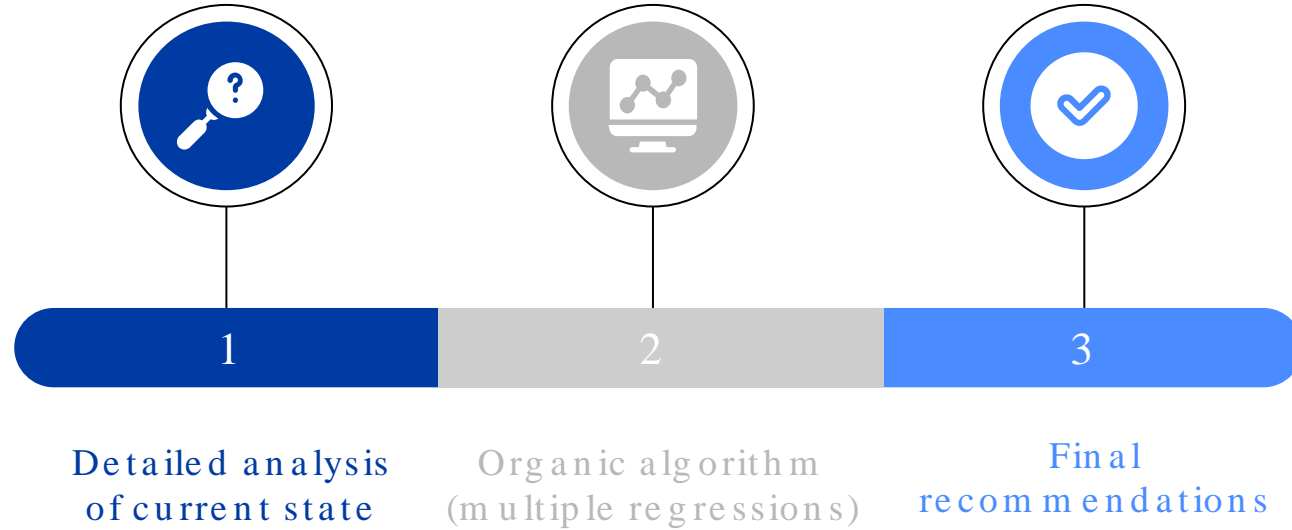
Facility Maintenance  
Services Transformation

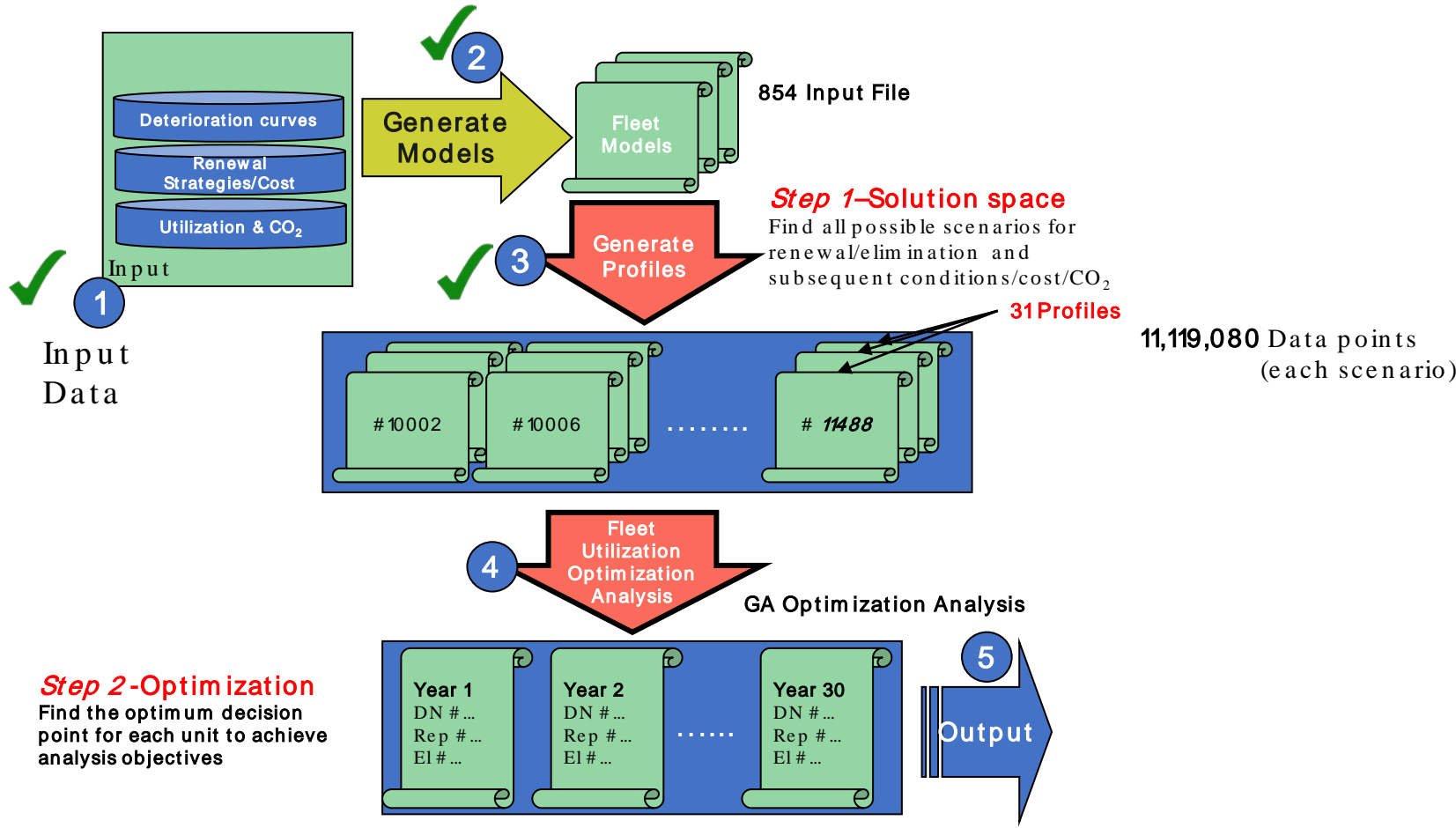


Fleet Utilization Project &  
Program and Service Review

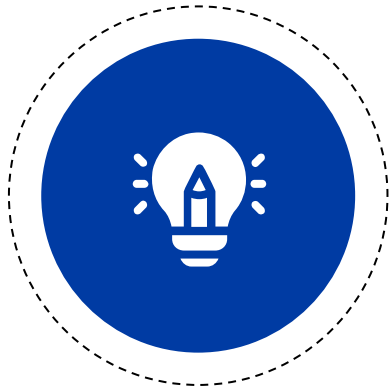


# Fleet Utilization





# Big Win Opportunity?



## Initial Recommendation:

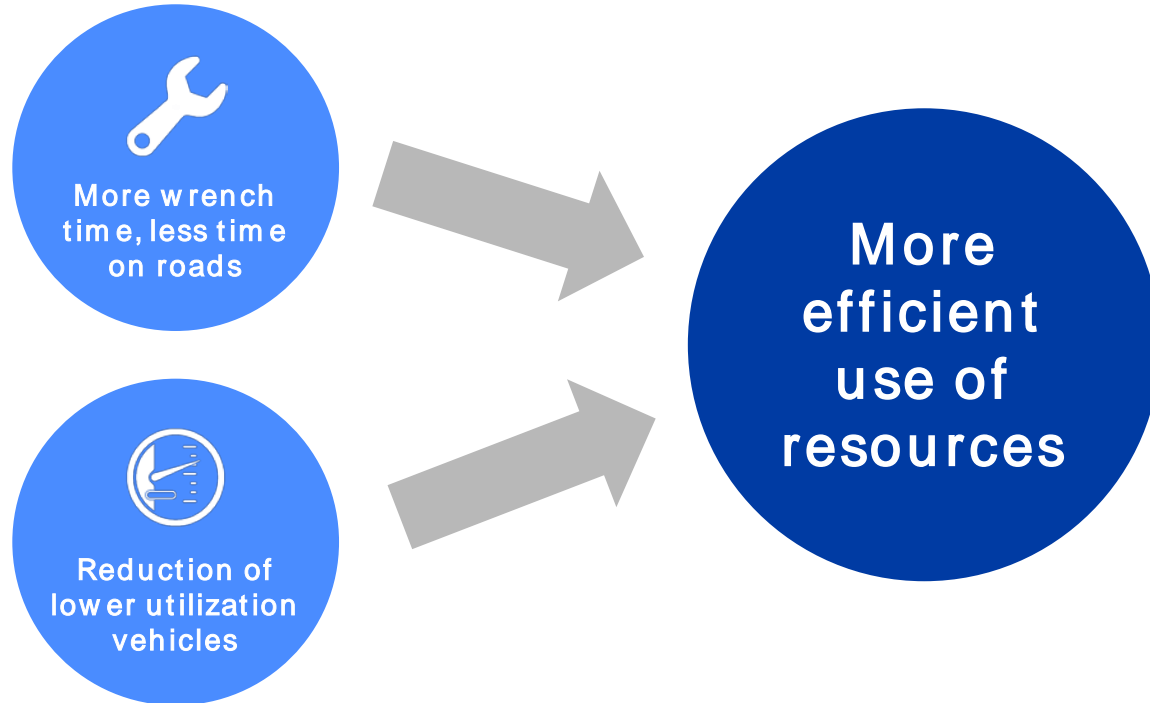
Identification and reduction of low utilization vehicles such as those in

**Facility Maintenance Services**  
(low utilization)



# What outcome are you trying to achieve?

Dive deeper into your outcomes.



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# Holistic

Mechanistic thinking focuses on “what”, and holistic thinking digs into “why”.

- Pearl Zhu

# 02 Green S.H.I.T. (Holistic)



Zero  
emission  
vehicles

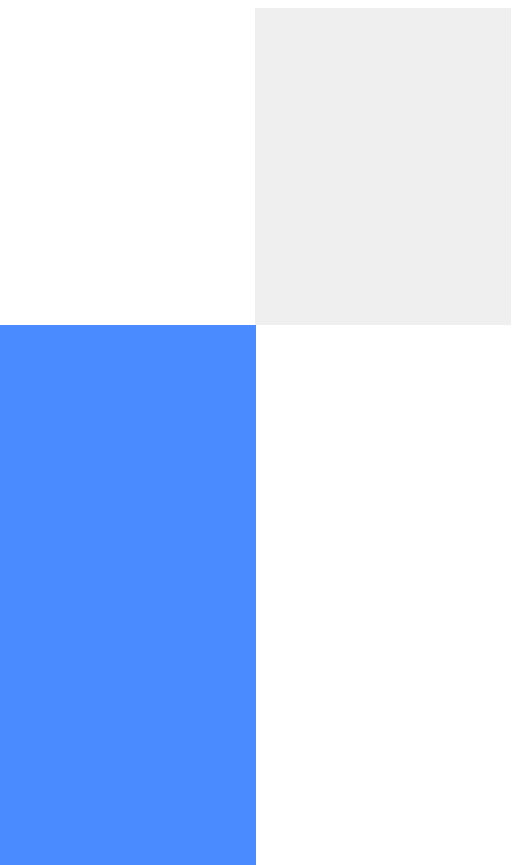


Challenges  
greening  
our fleet

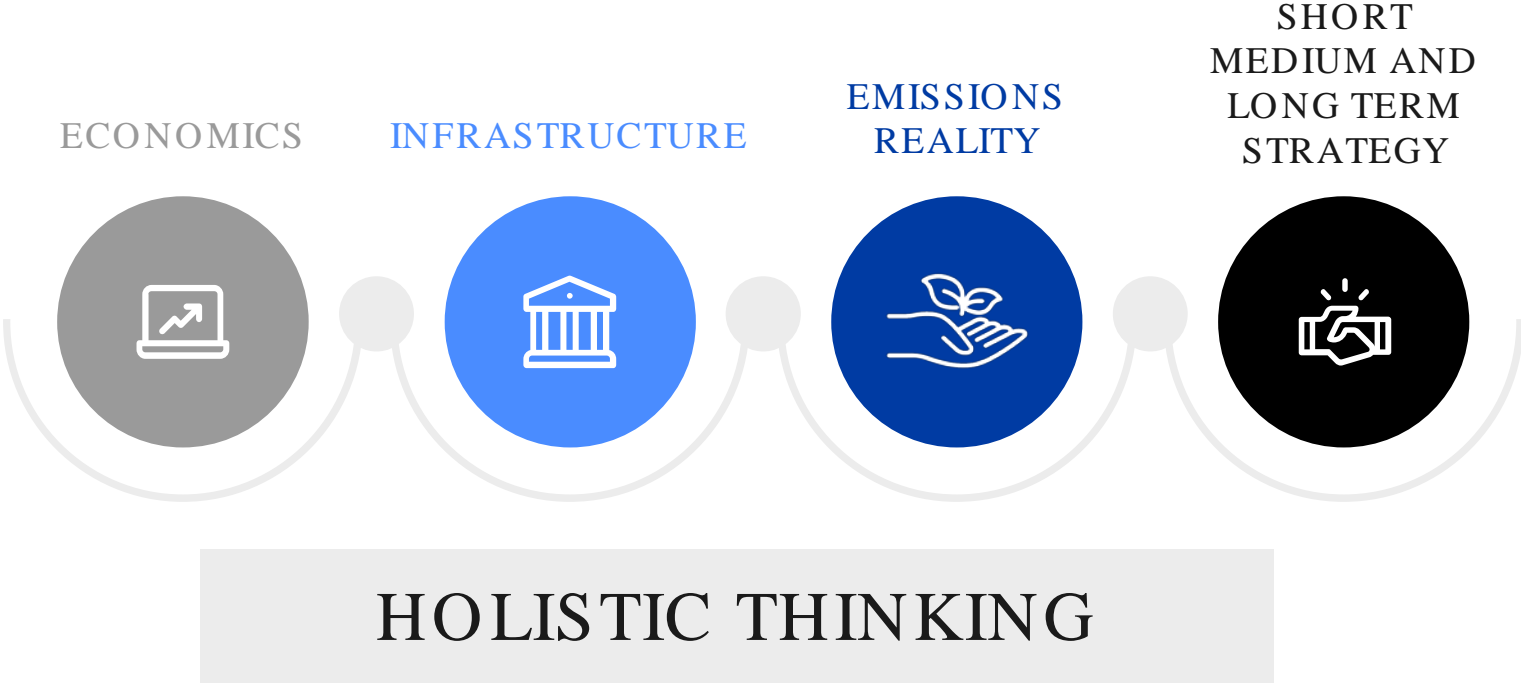


Conversations  
about Electric  
vs. Hydrogen





# 02 Green S.H.I.T. (Holistic)





# Integrated

It takes humility to seek feedback. It takes wisdom to understand it, analyze it and appropriately act on it.

- Stephen Covey

# 03 Group S.H.I.T. (Integrated)

## Understanding User Needs and Perspectives

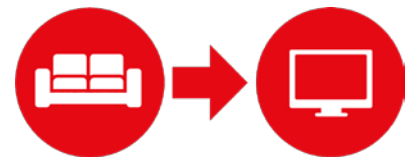
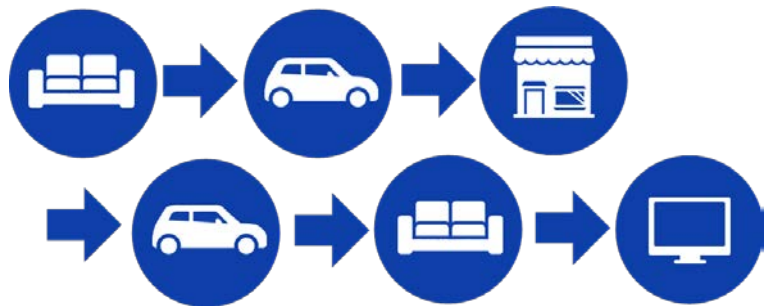


Different users/clients have different needs



How can we cater to the diverse needs of our users, clients or partners?

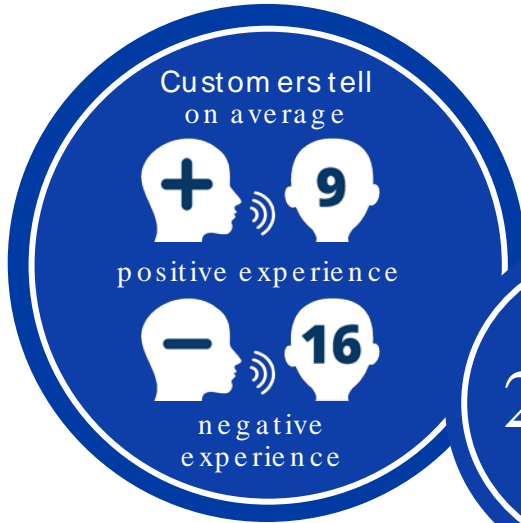






# Journey Mapping

## *Why?*



# Customer Profiles (Journey Mapping)



**VEHICLE  
OPERATOR**  
(Operations Focused)



**VEHICLE  
COORDINATOR**  
(Relationship Focused)

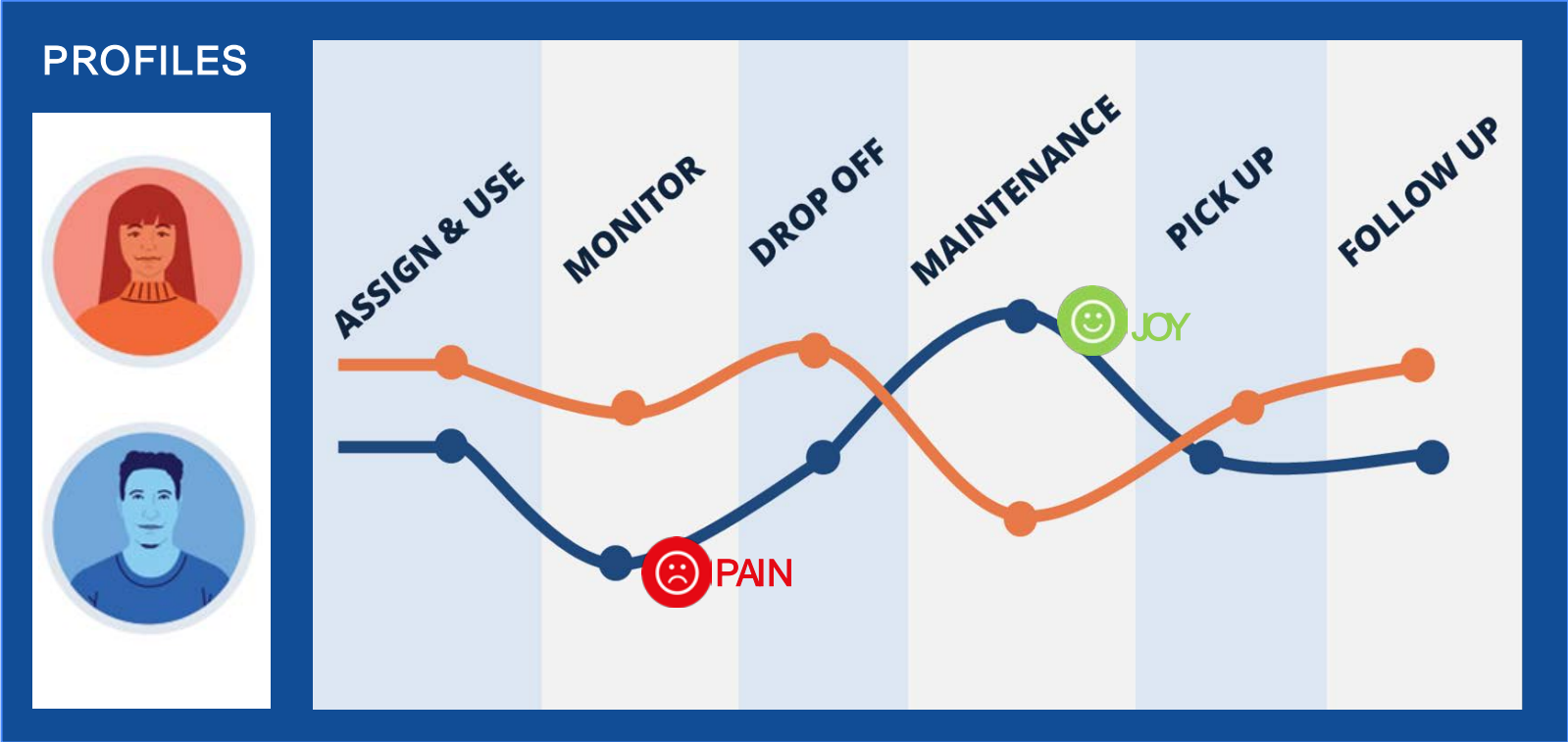


**VEHICLE  
COORDINATOR**  
(Process Focused)



**SENIOR MANAGER**  
(Results Focused)

# Customer Journey



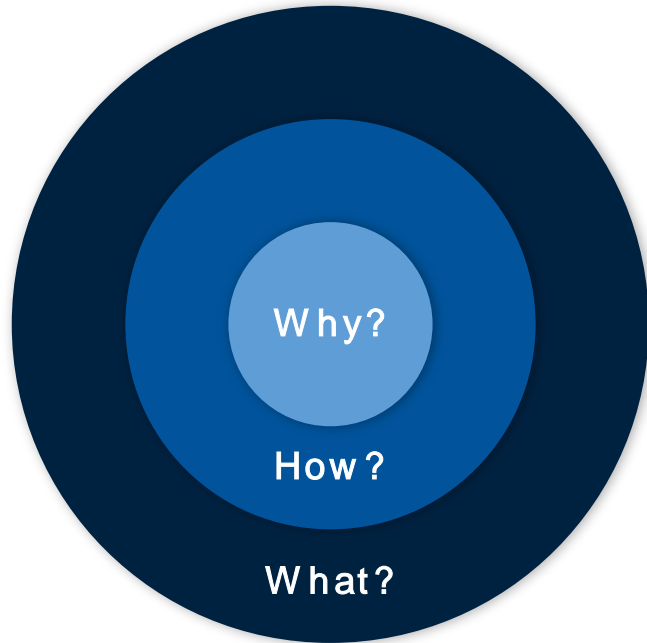
# Review

01 What is the overall outcome you are trying to achieve (Strategy)

02 What are the upstream and downstream impacts of your goal (Holistic)

03 How does your work impact the journey of your stakeholders (Integrated)

# Fleet Strategy - Start with 'Why?'



## Why?

We're in the business of enabling City of Edmonton business partners to deliver best value services to citizens through efficient and optimized fleet support and management.

## How?

We work collaboratively with our business partners to understand their operational service needs. We base our strategies on data. We establish a systemic approach. We adapt as fleet requirements change.

## What?

We will implement a fleet asset management framework and governance model to optimize the fleet size, lifecycle, and service delivery model to deliver the best value for the organization and the citizens of Edmonton.

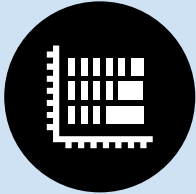
# FLEET STRATEGY AND GOVERNANCE PROJECT

## Driving Principles



### Data Driven

to build and implement strategies that work



### Systemic

thinking across the whole system



### Adaptive

to changing circumstances

## Goals and Objectives

### Optimize the Fleet Size and Composition

based on the services provided

### Optimize the Fleet Lifecycle

based on maintenance costs, asset use and service delivery

### Implement Fleet Strategy

to standardize how and when we procure vehicles, based on service delivery and asset management plans

# Thanks

Do you have any questions?

arjan.sharma@edmonton.ca

edmonton.ca/fleetandfacilitieservices

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