

# Getting to the Root of the Issues

30-60-90 Day

Plan of Action

Parks, Forestry and Recreation

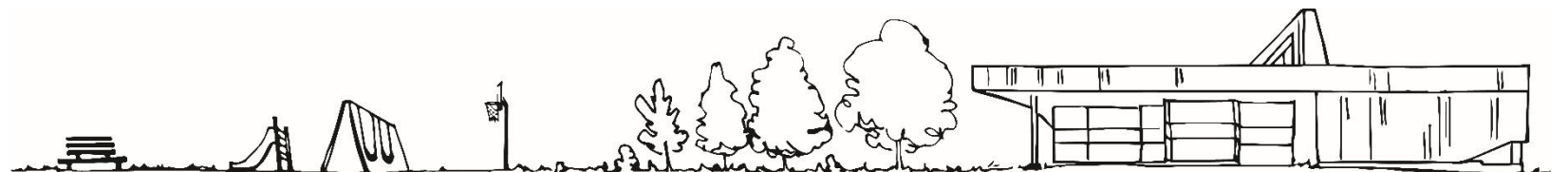
**Parks, Forestry and Recreation agrees with the Auditor General's recommendations from both the 2019 and 2021 audits on tree maintenance services.**

# PFR's Response

A key theme in the 2019 Audit recommendations was to **improve oversight of crews**. PFR responded with action:

- ✓ Improved the accuracy of daily work logs to GPS records
- ✓ Installed GPS units in 99% of City Forestry Operations vehicles
- ✓ Exceeded targets to complete contractor GPS/daily log review and on-site inspections
- ✓ Improved structure, terms and obligations for a new 2021 contract
- ✓ Continued to advance the implementation of "Maximo" the Enterprise Work Management System

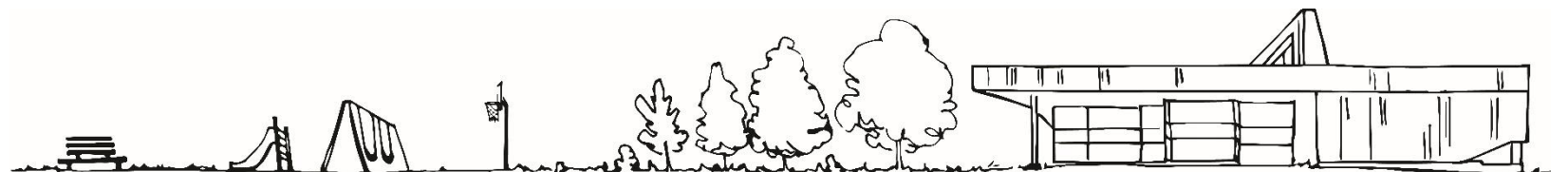
However, the findings presented in the 2021 Audit, through the first-time use of physical surveillance, makes it clear that **additional work needs to be done**.



# 2021 Audit Plan of Action- 30 Days

## Additional Crew Oversight:

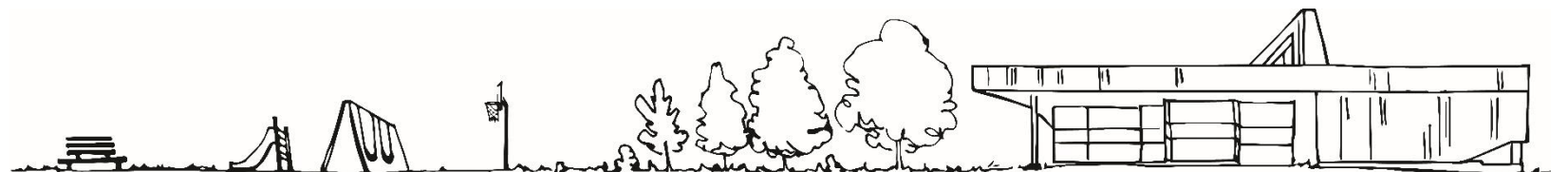
1. **Conduct physical surveillance** of all tree maintenance crews for an indefinite period of time (AG recommendation 1) and incorporate findings in review to determine compliance
2. Issue and enforce direction to vendors concerning **expectations for conduct** while working for the City of Toronto, including the verification that vendors fulfill their responsibilities for **health and safety compliance**
3. **Investigate tree maintenance staff** (vendor and City) in the 2021 Audit examples and undertake immediate and appropriate action



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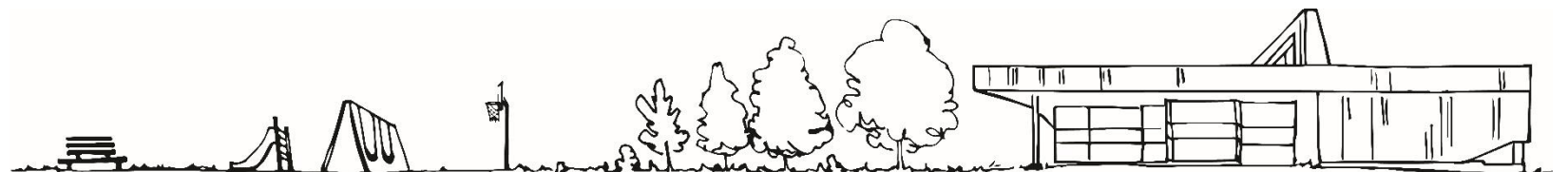
## Additional Crew Oversight:

4. **Increase the number and scope of reviews**, which now includes using daily log, GPS records, photo documentation and surveillance data (AG recommendation 2)
5. Implement a **centralized call log and photo documentation** for parked cars in real time to ensure evidence is provided concerning downtime at the work site. Crews will be expected to identify additional work that can be completed while waiting (AG recommendation 7). Work with MLS and Toronto Police Service on additional actions to **expedite the process**



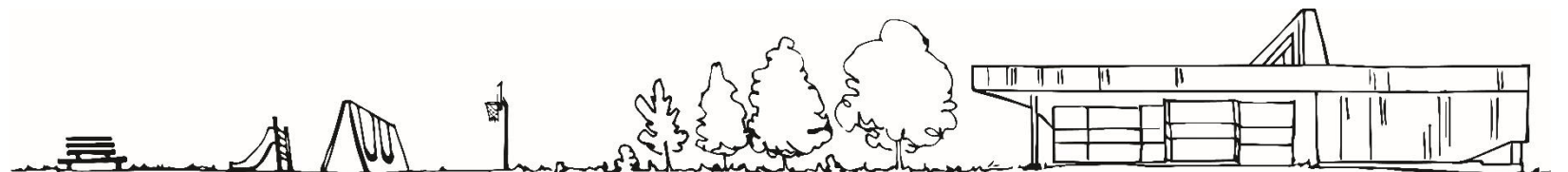
## Additional Contract Management:

6. Provide immediate written notice that the **City will no longer pay for breaks**, to ensure that payment for services is consistent with the express terms of the contract (AG recommendation 9).
7. Put **tree maintenance vendors on notice of improvements** in performance necessary for contract compliance including increased supervision by the vendors of their staff, and actions City will take if vendors fail to improve performance
8. Move final approval of invoices and contract compliance out of the Urban Forestry Branch and into PFR's Management Services Branch which provides an additional **assurance of oversight**



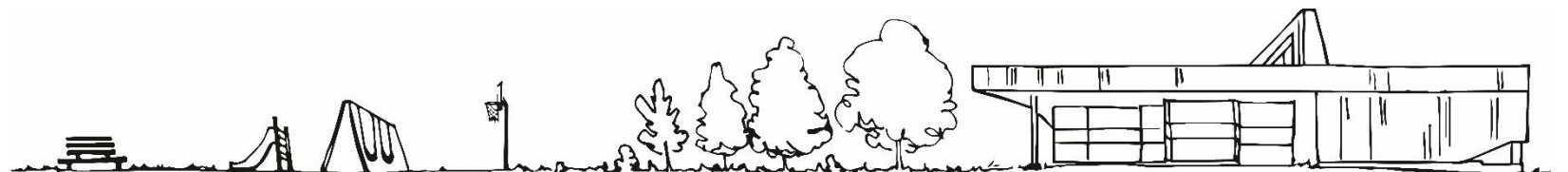
## Additional Action:

9. Provide **new signage on tree maintenance vehicles**, specifically adding "Call 311" in case of complaints (AG recommendation 16)
10. **Centralize all complaints** for Urban Forestry into database and use data to inform where closer monitoring is required, including regular reporting and review with senior management (AG recommendation 4)
11. **Minimize unproductive time** through the improvement of parked car and hydro hold-off downtime, and idle time before returning to yards and actively monitor to ensure compliance (AG recommendations 2, 6, 7, 8)



# 2021 Audit Plan of Action- 90 Days and Beyond

12. The implementation of the **2021 Arboricultural Contract** will address AG Recommendations 2, 5, 6, 7, 11, 13, 15. To inform a much improved and more accessible contract, PFR conducted **marketplace surveys** through PMMD and their external category management consultant. The improved contract includes:
- Developed **new pricing structure** around different maintenance activities, (such as proactive maintenance, stumping, newly planting trees) which made bidding more accessible to additional vendors in the marketplace
  - Introduction of **unit rate pricing** which will reduce paying for supportive and non-productive time, include minimum productivity requirements, and transfer more accountability onto vendors
  - Full access to **live GPS systems** and requirement to provide geotagged photos of tree work undertaken to further oversight
  - Roles and responsibilities clearly enhanced including the **outline of expectations**
  - Several **qualitative factors**, such as quality control plans, innovative/value-added services and risk mitigation strategies, were included in the scoring evaluation of bids; not just lowest price

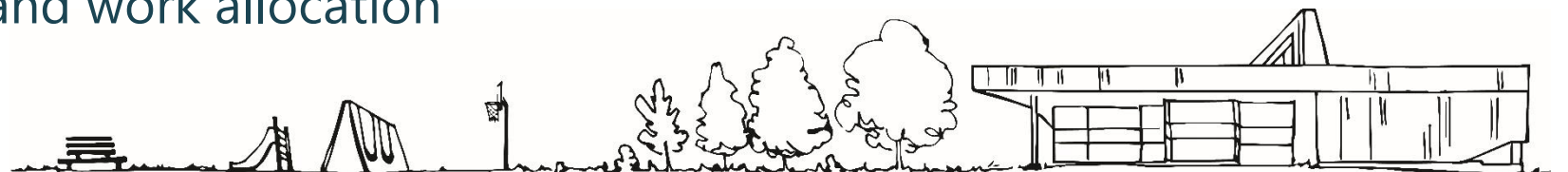




# 2021 Audit Plan of Action- 90 Days and Beyond

13. The launch of Maximo, the City's **Electronic Work Management System (EWMS)** will address AG Recommendations 2, 6, 13, 14. This will replace the current manual process and includes:

- Use of mobile devices in the field and applications that **record work in real time**
- **Electronic allocation of work** to reduce yard time
- Dashboard feature to display **real time KPIs** to support crew oversight and effective work management
- Ability to collect and use **data to monitor trends**, and inform expected outcomes, performance measures and work allocation



**Parks, Forestry and Recreation agrees with the Auditor General's recommendations from the 2021 audit on tree maintenance services.**

**Parks, Forestry and Recreation will continue to strengthen its performance and transformation to ensure continuous improvement of its staff, contract management, customer service and operational efficiency.**

**Parks, Forestry and Recreation commits to reporting regularly on progress.**