

FACILITIES

Dan Durham, Facilities, Parks & Property Management Director

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(336) 641-6100

Infrastructure

Provide safe and sustainable public facilities that support the service, access, and technological needs of the public while optimizing the utilization of all properties.



BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Facilities-Administration	1,002,307	826,717	956,480	801,564	801,564	(25,153)	(3.0%)
Facilities-Buildings	2,819,105	4,903,421	3,912,759	4,343,106	4,343,106	(560,315)	(11.4%)
Facilities-Operations	2,539,083	2,761,483	2,799,729	3,002,922	3,002,922	241,439	8.7%
Facilities-Distribution Services	207,278	218,440	222,129	220,050	220,049	1,610	0.7%
Facilities-Parking	90,800	138,022	175,819	139,228	139,228	1,206	0.9%
Facilities-Court	988,940	1,034,685	1,156,560	1,198,913	1,198,913	164,228	15.9%
Property Management	358,092	596,495	596,795	630,851	630,852	34,356	5.8%
Facilities	8,005,603	10,479,263	9,820,271	10,336,634	10,336,634	(142,629)	(1.4%)
EXPENSE							
Personnel Services	3,324,803	3,727,103	3,653,240	3,883,270	3,883,270	156,167	4.2%
Supplies & Materials	608,032	705,877	855,836	694,276	694,276	(11,601)	(1.6%)
Other Services & Charges	4,198,862	6,434,283	4,921,286	6,029,088	6,029,088	(405,195)	(6.3%)
Capital	192,857	12,000	789,909	130,000	130,000	118,000	983.3%
Other	(318,952)	(400,000)	(400,000)	(400,000)	(400,000)	0	0.0%
Total Expense	8,005,603	10,479,263	9,820,271	10,336,634	10,336,634	(142,629)	(1.4%)
REVENUE							
Charges for Services	718,122	693,000	693,000	763,000	763,000	70,000	10.1%
Miscellaneous Revenues	664,066	670,164	670,164	648,262	648,262	(21,902)	(3.3%)
Total Revenue	1,382,188	1,363,164	1,363,164	1,411,262	1,411,262	48,098	3.5%
County Funds	6,623,415	9,116,099	8,457,107	8,925,372	8,925,372	(190,727)	(2.1%)
Positions	60.00	60.00	61.00	61.00	61.00	1.00	1.7%

DEPARTMENTAL PURPOSE

The Facilities Department maintains County buildings, parks, and parking areas as well as the two County courthouses, provides internal and external mail distribution, manages County parking areas, provides project management, and provides property management services. Primary services include:

Administration: Performs overall business administration function of the entire department, including but not limited to: contracts management, maintaining inventory of supplies and materials, monitoring call line and processing work orders, prioritizing maintenance projects and managing the department's financial and human resources. Manages budget, processes

requisitions, and manages open purchase order accounts. Coordinates required safety training and schedules state licensing exams. The department manages 107 buildings consisting of approximately 2.5 million square feet. Over 6,000 acres of parks, trails and open space are also operated and maintained.

Projects: Manage capital and other projects for all county departments of Guilford County including new construction, major/minor renovations and system/equipment replacements and upgrades.

Building Management: Responsible for general and mechanical maintenance, janitorial and lawn maintenance services, plumbing, carpentry, locksmith, electrical, heating and air conditioning services, life safety system maintenance, and provides miscellaneous repairs for all County facilities. Manages the custodial, elevator, waste management, and pest control contracts. Furthermore, the Department also maintains and/or repairs and installs road signs throughout the County.

Mail Services: Delivers both interoffice and USPS mail between departments throughout the County, and meters all outgoing USPS mail.

Parking: Administers Guilford County's Parking Policy by assigning parking spaces to employees and collecting fees per policy guidelines.

Property Management: Provides real estate services (site selection, surveying, assessment, appraisal) as well as planning for the County's major building and renovations projects. Also manages all County leases and the sale of County surplus property.

The County's **Parks Division** is also part of the department; more information on this division can be found in the Parks Division narrative and budget section.

FY 2020 GOALS & OBJECTIVES

- Provide high quality, responsive services to the public and other County departments in the most efficient and effective manner possible. Assess and establish a goal to decrease corrective work order response time to improve customer service.
- Award the construction contract for the new Animal Shelter.
- Complete design and award the construction contracts for the new Mental Health Facility.
- Complete the design for a new facility for the Sheriff's Administrative Offices.
- Complete the design to renovate the Edgeworth Building (or alternate project).
- Work with the MWBE Director to implement practices to meet or exceed the recommended MWBE participation goal for construction and renovation projects.
- Execute all approved Special Facilities Maintenance projects.

FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The Facilities budget decreased by \$142,629 or 1.4% overall due primarily to a \$500,000 reduction in special facilities maintenance funds (part of Other Services & Charges under Buildings) which are used for projects like HVAC and roof replacements. This decrease was partially off-set in the budget by an increase in routine maintenance funds (\$187,000) as well as alignments of other lines with actual spending (-\$92,195).
- Personnel Services also increased by \$156,167 or 4.2% due to routine county-wide merit and other personnel adjustments including the transfer of one position (1.0 FTE) from the Parks Division to manage the County Farm.
- Miscellaneous Revenues decreased by about \$22,000 or 3.3% as the lease with Say Yes! for space at the Russell Street Building in High Point will not continue into FY 2020.

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Completed design and awarded the construction contract for the EMS Phase 1 Maintenance and Logistics Facility.
- Awarded the design contract to TFF Architects and the construction manager at risk contract to Samet Corporation for the new Mental Health Facility.
- Completed the renovation project to create the High Point Family Justice Center.
- Obtained project budget approval from the Board of Commissioners and initiated design of the new Animal Shelter. A bid opening in June is expected.
- Obtained Board of Commissioners approval to issue bonds to provide funding to demolish the Law Enforcement Center, build a new building for the Sheriff's Administrative Office on this site, demolish the Otto Zenke building, and build a new surface parking lot on its site. This will avoid significant future maintenance costs for the two existing buildings and provide much-needed additional parking for County employees.
- Obtained Board of Commissioners approval to issue bonds to provide funding to renovate the Edgeworth Building (or potential alternate project).
- Completed the sale of the Bellemeade Building (201 N. Eugene St.) to the City of Greensboro and initiated new leases with the City and with Sandhills Center.
- Completed the design and awarded the construction contract for renovation of the Greensboro Dental Clinic.
- Completed various projects including EMS Meadowood roof replacement, High Point Jail and Courthouse HVAC, Gibson Park parking lot paving, Hagan-Stone Park campground road paving/sidewalk repair, Hagan-Stone Park campground domestic water piping replacement, Greensboro Courthouse HVAC Phase 1, Agriculture Center HVAC, Greene Street HVAC, Northeast Park Events Center HVAC, Bur-Mil Events Center HVAC, and Juvenile Detention HVAC.

KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Building Management					
Total Square Feet Maintained	2,494,000	2,499,987	2,499,987	2,446,607	n/a
Repairs & Maintenance Funding per Sq. Ft	\$2.06	\$1.88	\$1.91	\$1.95	\$2.25
Special Facility Project Funding per Sq. Ft	\$1.07	\$1.66	\$1.12	\$1.14	\$2.00
Property Management					
Number of Leaseholders	32	34	35	34	32
Total Generated from Leases Annually	\$328,660	\$323,264	\$323,264	\$323,264	\$490,000
Surplus, Foreclosed, and other Properties Sold Annually	10	2	5	4	0
Operations					
Issues Received by Call Line	6,095	5,877	6,110	5,979	demand
Work Orders Completed	11,930	12,662	11,959	11,703	demand
Proactive & PM Work Orders	7,148	7,097	7,164	7,011	demand
Reactive Work Orders	4,035	5,058	4,046	3,959	demand
Other Work Orders	747	507	749	733	demand
Total Work Orders per FTE	385	408	386	378	400
Distribution					
Total Outgoing USPS Pieces	564,421	553,041	548,113	606,508	demand
Total Discounted Pieces	146,485	139,280	155,479	186,782	200,000
Annual Mail Room Postage Use	\$318,952	\$320,054	\$316,145	\$349,573	\$300,000
Total Pieces per FTE	141,105	138,260	137,028	151,627	demand
Parking Management					
Total Spaces Managed	1,445	1,219	1,219	1,184	demand
Non-Employee Parking Space Assignments	\$316	\$217	\$300	\$327	demand
Total Parking Revenue Collected	\$122,559	\$134,900	\$134,900	\$134,900	market

- "demand" indicates target is demand for service -

FUTURE OPPORTUNITIES & CHALLENGES

- Projects:** Several large capital projects have either begun or are expected to begin design and/or construction this fiscal year. This includes the new Animal Shelter, EMS Phase 1, Mental Health Facility, a new facility for the Sheriff's Administrative Offices, and the comprehensive renovation of the Edgeworth Building (or alternate project). This is an unusual number of capital projects that will be in some stage of design or construction at the same time. These are important projects to address needs within the County and represent an opportunity to upgrade facilities and lower maintenance and operation costs. However, this in addition to the annual deferred maintenance projects are expected to stretch our project management and associated administrative resources for at least the next two fiscal years.

- **Deferred Maintenance:** The County has approximately \$126 million of deferred maintenance and this is evident in many buildings. This includes chronic water intrusion issues in the building envelope of several buildings including the High Point courthouse and both detention centers. An increase in Special Facilities Project funding from \$3 million to \$5 million has been requested for FY20 to address deferred maintenance needs.
- **Courthouse Maintenance:** We have received over \$300,000 in carpet, painting, and furniture replacement requests this fiscal year for both the Greensboro and High Point courthouses. Inspection of the buildings validates the maintenance need particularly replacement of carpet in many areas that is torn, rippled, and/or very worn. This greatly exceeds the annual budgeted amount available for courthouse maintenance. An annual budget increase of approximately \$200,000 has been requested to accomplish needed maintenance to provide adequate courthouse facilities.

INFORMATION SERVICES

Hemant Desai, CIO/Director

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Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Information Services-Administration	1,584,077	1,593,606	1,948,502	1,844,170	1,844,170	250,564	15.7%
Information Services-Program Management	151,226	191,785	191,785	271,391	271,391	79,606	41.5%
Information Services-Printing Services	5,635,320	5,944,084	6,818,938	6,644,598	6,644,598	700,514	11.8%
Information Services-Application Software Services	2,020,967	2,481,267	2,262,552	2,401,774	2,401,773	(79,493)	(3.2%)
Information Services-Telecommunications	228	3,001	3,001	3,001	3,001	0	0.0%
Information Services	9,391,818	10,213,743	11,224,778	11,164,933	11,164,933	951,190	9.3%
EXPENSE							
Personnel Services	4,284,080	4,785,326	4,388,616	4,845,471	4,845,471	60,145	1.3%
Supplies & Materials	434,522	793,600	569,960	473,600	473,600	(320,000)	(40.3%)
Other Services & Charges	4,439,896	4,634,817	5,153,631	5,845,862	5,845,862	1,211,045	26.1%
Capital	233,320	0	1,112,571	0	0	0	0.0%
Total Expense	9,391,818	10,213,743	11,224,778	11,164,933	11,164,933	951,190	9.3%
REVENUE							
Miscellaneous Revenues	5,340	3,216	3,216	3,216	3,216	0	0.0%
Total Revenue	5,340	3,216	3,216	3,216	3,216	0	0.0%
County Funds	9,386,478	10,210,527	11,221,562	11,161,717	11,161,717	951,190	9.3%
Positions	48.00	49.00	49.00	49.00	49.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Information Services (ISV) Department is the facilitator for the implementation of efficient business systems through continuous improvement in the use of technology and introduction of new solutions through collaboration with department staff. Core Services provided by Information Services are:

Project/Program Management

Program Management Division is responsible for formalizing and enhancing the use of project management and related processes and providing end user Computer training. More up-front analysis and definition of project scopes, constraints, priorities, demands and opportunities will

assist in projects that will be completed on time and within budget. Extensive use of project management will allow the department to balance expectations with the limited resources of the department. Additionally, Program management is also tasked with assessing, developing and delivering end user Computer training on basic software applications used by County staff on a daily basis.

Geographic Information Systems

The GIS functions include data creation and maintenance and the generation of geographic data representations for County departments, the private sector, governmental entities, and the public.

Technical support; data storage/network management

The Technical support team is part of the Enterprise Infrastructure team and 1) operates the County's Enterprise Computing infrastructure; 2) provides technical support for integrated Enterprise Computing solutions; installs/maintains systems software and the communications network; 3) manages data resources and security; 4) provides training and support for PC/LAN systems and end-user tools; 5) provides consultation and technical support for the various hardware platforms; 6) supports complex technical software and administration for Enterprise Resource Planning (ERP) systems such as Financial, Tax and Timekeeping, and 7) manages the contracts and performance of a growing number of outsourced services.

WAN and Telecommunications systems

Data and Telecommunication team is part of the Client Services and supports countywide telecommunication and data connectivity infrastructure including: Wireless connectivity in county buildings, site to site connectivity across all county buildings, voice communication including telephone setup, billing, negotiating contracts with vendors relating to communication needs.

Website and web applications development

Primary responsibilities include: Designing, implementing and updating citizen facing County Web site, developing interfaces with custom applications used by departments to service County needs.

Enterprise Applications and ERP

This team is primarily responsible for: Assessing needs, evaluation and selection of application packages, assistance with system implementation and software upgrades, design and development of web applications and development of end-user documentation for various Enterprise Resource Planning systems.

Desktop Support

The desktop team handles all day-to-day activities involving supporting countywide end-user support. This includes resolving issues, completing work orders, installing, configuring and troubleshooting desktops, and laptops and working on help-desk tickets.

Departmental administrative support

Staff of 3 includes CIO, deputy CIO and Administrative Assistant: Primary responsibilities include: Setting strategic goals and objectives, overseeing portfolio of projects and day to day operations, budgeting, procurement, staff development, managing vendor relationships and

prioritizing among competing requirements for financial and human resources.

FY 2020 GOALS & OBJECTIVES

- **Disaster Recovery / Business Continuity – DRaaS** – Continue building upon existing effort in our data Backup and Recovery and provide for a more comprehensive Disaster recovery for critical systems and services by leveraging Microsoft Azure platform.
- **Countywide Learning Management System** – Begin the implementation of new Learning Management System. This will enable various departments such as HR, IS, DHHS, Risk Management and Law to create, publish and manage staff training and development. Implementation of such a system will enable department staff and management to use centralized industry standard platform for continues learning initiatives.
- **Tyler Munis ERP Implementation** – Begin the migration for Countywide ERP system to Tyler Munis. This will be completed in several stages with phase 1 focusing on Financial system.
- **DataCenter consolidation** – Continue with phase 2 of our strategic initiative to consolidate datacenter by moving to a Hyper-converged infrastructure. This will enable for a more streamlined server management and overall reduction in energy consumption and footprint. Additionally, this will provide for a substantial cost savings in the long run by removing the complexity involved in managing disparate systems.

FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The FY 2020 Information Services budget reflects increases in personnel costs due to county-wide merit and other adjustments plus shifts in technology funds to reflect planned FY 2020 projects including Energov and Munis
- Technology fund moves and updates to the Five Year Technology Plan also resulted in an additional \$1.2 million in Services & Charges, which is partially offset by a \$320,000 reduction in desktop replacement funds (shown in Supplies & Materials).

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- **Backup and Disaster Recovery – Phase 2** – Migrated to a dedicated appliance for backup and recovery. This appliance will provide for a more secure backup process and a faster recovery time in an event of a disaster.
- **County Web site upgrade** – Completed our new web site refresh project successfully. The new site provides for a modern user friendly interface with many new enhancements such as ease of navigation and search, ability to conduct surveys and provision for future growth.

KEY PERFORMANCE MEASURES

	FY18 Actual	FY19 Estimated	FY20 Projected	FY21 Projected	Target
Program and Project Management					
IT projects managed that are completed on schedule and within budget	92%	95%	97%	97%	99%
Vendors that meet contractual obligations	98%	100%	100%	100%	100%
Application Software Services					
Service Requests resolved within ten business days	95%	95%	95%	95%	95%
Client Services					
PCs Managed Total	2,797	2,800	2,800	2,800	N/A
Servers Managed Total	220	195	180	170	N/A
Number of PC's and servers managed per FTE	67	65	60	55	N/A
Work Orders / Incident Tickets Received*	11,870	11,500	11,500	11,500	N/A
Work Orders / Incident Tickets Completed per FTE*	650	680	680	680	N/A
Work Orders / Incident Tickets completed within seven business days	90%	95%	95%	95%	97%
Network Up-time					99.99%

* Future year projections for these measures are estimated based on current operations and projects but are subject to change based on actual operations and projects that may be implemented in future fiscal years.

FUTURE OPPORTUNITIES AND CHALLENGES

IT job market continues to be tight, making it extremely difficult to find and attract experienced staff with our salary range. However, our current staff continue to demonstrate excellence and as a result have completed several major initiatives this year.

With IT landscape changing at a fast rate, and customer requirements becoming more complex and often interconnected, we look forward to opportunities presented and strive to improve and evolve our core competencies.

FLEET OPERATIONS

Raymond Lowe, Fleet Manager

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Organizational Excellence

Provide the highest possible level of services by maintaining a fiscally sound organization that values a high performing, professional, and innovative workforce.



BUDGET SUMMARY

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2020 Recomm	FY2020 Adopted	\$ Chg	% Chg
EXPENSE							
Fleet Operation	1,144,444	1,305,536	1,356,927	1,096,999	1,096,999	(208,537)	(16.0%)
Fleet Operation	1,144,444	1,305,536	1,356,927	1,096,999	1,096,999	(208,537)	(16.0%)
EXPENSE							
Personnel Services	110,651	111,675	111,675	113,817	113,817	2,142	1.9%
Supplies & Materials	1,193	39,935	39,101	3,600	3,600	(36,335)	(91.0%)
Other Services & Charges	315,064	499,336	513,838	463,582	463,582	(35,754)	(7.2%)
Capital	717,536	654,590	692,313	516,000	516,000	(138,590)	(21.2%)
Total Expense	1,144,444	1,305,536	1,356,927	1,096,999	1,096,999	(208,537)	(16.0%)
REVENUE							
Other Financing Sources	21,516	22,559	22,559	25,000	25,000	2,441	10.8%
Miscellaneous Revenues	15,299	0	15,630	0	0	0	0.0%
Total Revenue	36,815	22,559	38,189	25,000	25,000	2,441	10.8%
County Funds	1,107,629	1,282,977	1,318,738	1,071,999	1,071,999	(210,978)	(16.4%)
Positions	2.00	2.00	2.00	2.00	2.00	0.00	0.0%

DEPARTMENTAL PURPOSE

The Fleet Operations Department operates the County motor pool and manages fleet operations for all county vehicles, excluding the Sheriff's Department, Emergency Services & Guilford County Transportation & Mobility Services. This includes managing the County's contracts with outside vendors to ensure proper and timely preventive maintenance and repairs are performed on vehicles. The department also prepares all titles held by the county for all county owned vehicles.

FY 2020 GOALS & OBJECTIVES

- Continue to provide services including vehicle replacement, surplus recommendations, acquisition and disposal, monitoring of maintenance and repairs, vehicle assignments and monitoring of daily reserved vehicles.
- Continue working with each department to ensure proper types of vehicles are being purchased for intended use.

- Continue to utilize contract vendors for services including vehicle purchase, cleaning, repairs and maintenance needs.
- Continue to use Telematics to capture and provide more data to get a better understanding of the needs of departments and efficient vehicle use.
- Continue to integrate full use of Fleet Commander Kiosk, automated reservation system, and vehicle key dispensers to become more efficient in the use of motor pool and shared vehicles.
- Continue and increase the use of mileage and maintenance functions of Agile Fleet software to track motor pool and assigned vehicle utilization, and to use the maintenance functions to track and send reminder functions more accurately.
- Continue to direct defensive driving classes for all new employees and as a refresher class for existing staff.
- Begin use of automated Fleet Commander vehicle reservation and kiosk for High Point Offices.

FY 2020 ADOPTED BUDGET HIGHLIGHTS

- The Fleet FY 2020 Adopted net budget decreased by \$210,978, or 16.4%, primarily driven by decreases in Supplies & Materials, Other Services & Charges and Capital expenses.
- Personnel Services increased by \$2,142, or 1.9%, to reflect merit-based raises which were offset by other benefit adjustments.
- Supplies & Materials decreased by \$36,335, or 91%, as funding for small computer equipment needed for implementation of the Vehicle Telematics program was removed according to the five-year major equipment plan.
- Other Charges & Services decreased by \$35,754, or 7.2%, primarily driven by decreases in vehicle repair services and vehicle fuel to more accurately reflect historical expenditures.
- Capital expenses decreased by \$138,590, or 21.2%, resulting from a decrease in General Fleet vehicles included on the FY 2020 Adopted Vehicle plan.

Vehicle Purchases: FY 2019 - 2020 Adopted Budget

Type	Assigned	Vehicle Type	Count	Cost
Fleet Operations				
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Parks & Recreation	Truck	1	\$ 30,000
Replace	Social Services	Van	1	\$ 24,000
Replace	Social Services	Van	1	\$ 24,000
Replace	Social Services	Sedan	1	\$ 20,000
Replace	Social Services	Sedan	1	\$ 20,000
Replace	Facilities	Truck	1	\$ 34,000
Replace	Facilities	Van	1	\$ 34,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	Sedan	1	\$ 20,000
Replace	Public Health	Truck	1	\$ 30,000
Replace	Public Health	SUV	1	\$ 28,000
Replace	Tax	Sedan	1	\$ 20,000
Replace	Tax	Sedan	1	\$ 20,000
Replace	Planning	Truck	1	\$ 30,000
New	Fleet Operations	Truck	1	\$ 32,000
New	Public Health	Sedan	3	\$ 60,000
Total	Fleet Operations		20	\$ 516,000
Fleet Operations (Other-Maintenance & Fuel Management Only)				
Replace	Animal Control	Truck	3	\$ 138,000
New	Solid Waste	Truck	1	\$ 48,000
Total	Fleet Operations (Other)		4	\$ 186,000
Emergency Services				
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	Ambulance	1	\$ 234,000
Replace	Emergency Services	SUV	1	\$ 50,000
Total	Emergency Services		5	\$ 986,000
Law Enforcement				
Replace	Law Enforcement	LE Vehicle	38	\$ 1,355,000
Total	Law Enforcement		38	\$ 1,355,000
TOTAL			67	\$ 3,043,000

FY 2019 SIGNIFICANT ACCOMPLISHMENTS

- Fleet Operations was able to reassign vehicles for temporary use that were scheduled for replacement due to accidents or needing major repairs to prevent costly repairs.
- Increasing the number of vehicles available for motor pools and identifying other areas where vehicles are needed, to reduce the overall use of employee-owned vehicles.
- Began installation and use of Telematics/GPS to track vehicle use, posted speeding violations, vehicle utilization, engine idle time, and diagnostic reports. This information is shared with each department director, as well as, Risk Management to compile a data base reflecting the driving habits of our county drivers. Between September 2018 to January 2019, Telematics/GPS reporting showed a 58% reduction (or 1,111 fewer recorded instances) in posted speeding violations. As we Fleet continues working with departments in this area, we hope to see further decreases in the future.
- Integrate GPS/Telematics data to Fleet Commander software to increase the accuracy of tracking vehicle mileage/usage on a daily basis.

FUTURE OPPORTUNITIES & CHALLENGES

- Continue to work with departments to increase the utilization of Fleet vehicles and identify if vehicles are currently being used efficiently.
- Identify departments that may not need all vehicles assigned and reassign to other areas for increased utilization of assets.
- Update current vehicle use policy.