



Enterprise Fleet Management Overview

August 7, 2023 / Eric Vlaz, Manager

Key Contract Points

- 💧 Fleet Maintenance and Repair Coordination
- 💧 Availability of multiple vendors in the network to support vehicle repairs
- 💧 Vehicle recycling process
- 💧 Vehicle Sourcing
- 💧 Accident Claims handling
- 💧 One monthly invoice
- 💧 Vehicle repair record keeping

Budget Spend Analysis

Total Spend By GL String

Row Labels	Sum of Amount
FY2020	347,641.20
FY2021	3,589,951.88
FY2022	2,110,481.72
FY2023	3,076,700.16
Grand Total	9,124,774.96

Average Annual Spend Prior Three Fiscal Years 2,925,711.25

Total Contract Amount	9,232,500.00
Total Expenditure to date (less 06/2023 invoice)	9,124,774.96
Total Contract Amount Remaining	107,725.04
Deficit After 06/2023 invoice	(39,373.98)

Row Labels	Sum of Amount	
5506-882422.000-901100-CENT01	6,790,729.30	Vehicle Purchases & Upfitting
5910-882422.000-617900-WS7310	2,332,004.06	Vehicle Maintenance
5910-882422.000-628501-WS7310	2,041.60	Title Fees for New Vehicle Purchases
Grand Total	9,124,774.96	

Contract Expiration Date (Per Bonfire)	11/4/2024
Total Whole Months Remaining	16
Average Monthly Spend (adj)	259,321.55
Potential Spend (based on Avg)	4,149,144.81
Plus Deficit amount	<u>39,373.98</u>
Total Proposed Amendment Amount	<u>4,188,518.79</u>
Rounded	4,200,000.00

EFM Contract Funding Shortage Analysis

- ◆ Fleet Size – Corrected from 290 to 375 – after incorporating Geo-Tab / Enterprise databases and auditing each teams utilization, an accurate post bifurcation count was established. Actual team needs were established.
- ◆ Vehicle Upfits – expenses were unknown and not factored into original assumptions.
- ◆ Accident Repairs – unknown cost per year
- ◆ Specialty Vehicle Purchases – HazMat trucks / Dump truck / Gate closer / Brick truck
- ◆ Custom Upfits / Safety Modifications – Hyd. wet kits / Updated hyd. trash pumps
- ◆ Vehicle Purchase Delays – inflated vehicle purchases in one budget cycle due to limited spend in 2015/2016/2017

Custom Upfits

These were units that GLWA would not typically purchase. We have started looking at vehicles that will better support our teams in the field.

- 💧 *Pictured top right:* Maintenance Team and Meter Ops Van – universal design that is being used by different teams with the same upfits – standardization.
- 💧 *Pictured bottom right:* Team Leader truck – smaller / purpose built, cheaper than full-size trucks.



Specialty Builds

These are just a few examples of specialty builds that were not planned in the original funding of this contract.

- 💧 *Pictured top right: Garbage Truck*
- 💧 *Pictured bottom right: Brick / Basin Truck*



Unplanned Purchases

These are examples of unplanned vehicles that were bought to serve a specific purpose throughout our organization.

- 💧 *Pictured top right: EV Truck Program – Green Technology – lower emissions.*
- 💧 *Pictured bottom right: Dump Truck bought after rain event in 2021 to assist WRRF with Grit removal.*

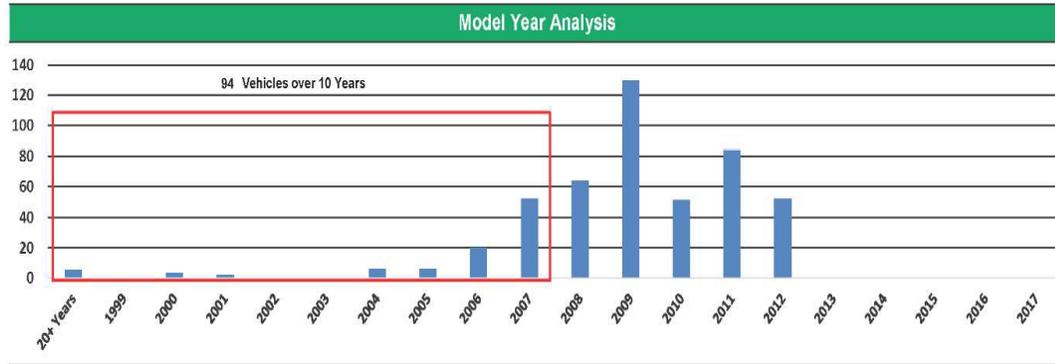
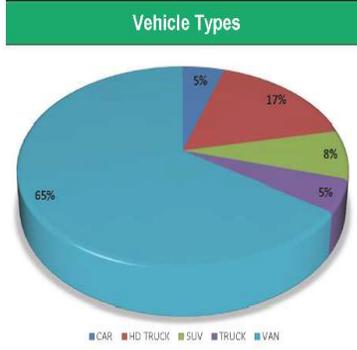


**GLWA FLEET STATUS
NEW VEHICLES PER YEAR
2020 thru JULY 2023**

GLWA FLEET BY AREA	NEW VEHICLES 2020	NEW VEHICLES 2021	NEW VEHICLES 2022	NEW VEHICLES 2023 (to date)
Administrative & Compliance Services	2	0	0	0
Executive Office	1	0	0	0
Financial Services	4	0	0	0
Information Technology	2	0	0	0
Planning Services	5	2	2	4
Security and Integrity	15	0	2	0
Water and Field Services	38	9	17	7
Water Resource Recovery Facility	21	8	7	6
TOTAL	88	19	28	17

Great Lakes Water Authority - Fleet Profile

Fleet Profile				Fleet Replacement Schedule							Replacement Criteria
Vehicle Type	# of Type	Average Age (years)	Average Annual Mileage	2017	2018	2019	2020	2021	Under-Utilized		
Compact Sedan	23	9.3	5,500	2	5	12	0	0	4	* Fiscal Year 2017 = 12 years old and older, or odometer over 100,000	
Minivan-Cargo	62	6.1	3,900	1	0	1	26	11	23	* Fiscal Year 2018 = 10 years old and older, or odometer over 93,300	
1/2 Ton Van Cargo	126	8.4	5,900	8	36	42	29	0	11	* Fiscal Year 2019 = 8 years old and older, or odometer over 86,600	
1 Ton Van Cargo	123	8.1	5,500	2	6	58	22	10	25	* Fiscal Year 2020 = 6 years old and older, or odometer over 79,900	
Compact SUV 4x2	33	7.8	10,100	8	5	12	6	0	2	* Fiscal Year 2021 = Remaining Vehicles	
Mid Size SUV 4x2	4	8.3	6,100	1	0	1	2	0	0	* Underutilized = Annual Mileage less than 2,500	
1/2 Ton Pickup Reg 4x2	24	9.1	5,000	4	1	6	1	0	12		
3/4 Ton Pickup Reg 4x2	42	7.3	4,100	3	0	15	0	8	16		
1 Ton Pickup Reg 4x2	38	9.4	4,200	1	11	7	8	2	9		
Totals/Averages	475	8.0	5,500	30	64	154	94	31	102		

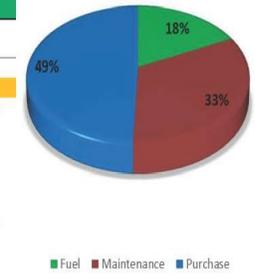


Great Lakes Water Authority - Fleet Planning Analysis

Current Fleet	475	Fleet Growth	-4.93%	Proposed Fleet	373
Current Cycle	10.96	Annual Miles	7,000	Proposed Cycle	5.00
Current Maint.	\$125.00	Insurance	\$0.00	Proposed Maint.	\$26.56
Fuel Info		MPG	15	Price/Gallon	\$2.20

Fleet Costs Analysis

Fiscal Year	Fleet Size	Fleet Mix				Fleet Cost				Annual	
		Annual Needs	Owned	Leased	Purchase	Lease*	Maintenance	Insurance	Fuel	Fleet Budget	Net Cash
Average	475	43.3	475	0	1,067,097	0	712,500	0	383,167	2,162,763	0
'17	454	30	424	30	0	129,729	645,563	0	376,837	1,152,130	1,010,634
'18	433	64	339	94	0	425,432	538,465	0	362,371	1,326,268	836,495
'19	412	154	164	248	0	1,160,961	325,057	0	325,506	1,811,524	351,239
'20	391	94	49	342	0	1,594,074	182,523	0	299,380	2,075,977	86,786
'21	373	31	0	373	0	1,524,113	118,905	0	287,375	1,930,392	232,370
'22	373	30	0	373	0	1,274,885	118,905	0	287,375	1,681,164	481,598
'23	373	64	0	373	0	585,660	118,905	0	287,375	991,940	1,170,822
'24	373	154	0	373	0	1,072,914	118,905	0	287,375	1,479,194	683,568
'25	373	94	0	373	0	1,487,184	118,905	0	287,375	1,893,463	269,298
'26	373	31	0	373	0	1,524,113	118,905	0	287,375	1,930,392	232,369
10 Year Savings										\$5,355,179	\$567,531



Current Fleet Equity Analysis

YEAR	2017	2018	2019	2020	2021
QTY	51	85	175	115	49
RESALE	\$1,000	\$2,000	\$3,500	\$6,500	\$8,500
TOTAL	\$51,000	\$170,000	\$612,500	\$747,500	\$416,500
Estimated Current Fleet Equity*					\$1,997,500

Key Objectives

- Lower average age of the fleet
 - 20% of the current light and medium duty fleet is over 10 years old - goal is to reduce TCO by reducing average age of fleet over a shorter cycle. Current 10.96 year cycle based on last 10 years of buying history - 2007 through 2016
 - Maximize equity in depreciating asset by selling at most cost-effective time in vehicles life cycle - reduce operational costs and implement sustainable replacement plan
- Reduce operating costs
 - Newer vehicles cost less to maintain - goal is to preventative maintenance driven with a fixed maintenance cost over the life of the vehicles term
 - Newer vehicles are more fuel efficient - analysis assumes a combined 15 MPG today vs. a conservative estimate of 20 MPG in the future with a new fleet - goal is to flatten fuel spend
- Maintain a manageable vehicle budget
 - Buy well, sell at the right time, flat line operational expenses to implement sustainable replacement plan and drive down TCO
 - Fixed costs with more manageable budget forecasts

Summary

10 Year Savings	\$5,355,179
Estimated Fleet Equity	\$1,997,500
Net Cash***	\$7,352,679

* Lease Rates are conservative estimates

**Estimated Current Fleet Equity is based on the current fleet "sight unseen" and can be adjusted after physical inspection

***Net Cash is the sum of the 10 year savings from the Fleet Planning Analysis and the Estimated Current Fleet Equity

GLWA FLEET STATUS
VEHICLES IN-SERVICE AVAILABLE FOR USE
JANUARY 2019 thru MARCH 2019

GLWA FLEET BY GROUP	TOTAL VEHICLES ASSIGNED TO GROUP	JANUARY Available	FEBRUARY Available	MARCH Available	AVERAGE PERCENTAGE OF FLEET AVAILABLE FOR USE	Benchmark (Min units in service)
Financial Services	10	6	6	6	60.00%	90%
GLWA Executive Office	1	1	1	1	100.00%	90%
Information Technology	8	8	8	8	100.00%	90%
Planning Services	16	12	12	15	81.25%	90%
Security and Integrity	25	12	14	21	62.67%	90%
Water and Field Services	136	97	90	92	68.38%	90%
Water Resource Recovery Facility	112	85	79	79	72.32%	90%
TOTAL	308	221	210	222	70.67%	90%

GLWA FLEET STATUS
VEHICLES IN-SERVICE AVAILABLE FOR USE
JANUARY thru MARCH 2020

GLWA FLEET BY GROUP	TOTAL VEHICLES ASSIGNED TO GROUP	JANUARY Available	FEBRUARY Available	MARCH Available	AVERAGE PERCENTAGE OF FLEET AVAILABLE FOR USE	Benchmark (Min units in service)
Financial Services	13	11	11	10	82.05%	90%
GLWA Admin & Compliance Services	1	1	1	1	100.00%	90%
GLWA Executive Office	1	1	1	1	100.00%	90%
Information Technology	8	8	8	8	100.00%	90%
Planning Services	16	10	10	12	66.67%	90%
Security and Integrity	31	22	20	22	68.82%	90%
Water and Field Services	140	103	105	113	76.43%	90%
Water Resource Recovery Facility	120	84	83	92	71.94%	90%
TOTAL	330	240	239	259	74.55%	90%

GLWA FLEET STATUS
VEHICLES IN-SERVICE AVAILABLE FOR USE
JANUARY 2021 thru MARCH 2021

GLWA FLEET BY AREA	TOTAL VEHICLES ASSIGNED TO AREA	JANUARY Available	FEBRUARY Available	MARCH Available	AVERAGE PERCENTAGE OF FLEET AVAILABLE FOR USE	Benchmark (Min units in service)
Executive Office	1	1	1	1	100.00%	90%
Information Technology	8	8	7	8	95.83%	90%
Financial Services	12	8	10	10	77.78%	90%
Water and Field Services	186	138	145	143	76.34%	90%
Planning Services	19	14	14	14	73.68%	90%
Water Resource Recovery Facility	122	91	89	89	73.50%	90%
Administrative & Compliance Services	3	2	2	2	66.67%	90%
Security and Integrity	39	27	26	24	65.81%	90%
TOTAL	390	289	294	291	74.70%	90%
Less Decommissioned	(40)					
Net Total	350					

GLWA FLEET STATUS
VEHICLES IN-SERVICE AVAILABLE FOR USE
JANUARY thru MARCH 2022

GLWA FLEET BY AREA	TOTAL VEHICLES ASSIGNED TO AREA	JANUARY Available	FEBRUARY Available	MARCH Available	MARCH PERCENTAGE OF FLEET AVAILABLE FOR USE	Goal is Over Benchmark at 90% (Units in service)
Administrative & Compliance Services	3	3	3	3	100.00%	90%
Executive Office	1	1	1	1	100.00%	90%
Financial Services	11	11	10	11	100.00%	90%
Information Technology	8	8	8	8	100.00%	90%
Planning Services	19	15	15	15	78.95%	90%
Security and Integrity	26	24	24	26	100.00%	90%
Water and Field Services	184	173	169	172	93.48%	90%
Water Resource Recovery Facility	110	98	96	97	88.18%	90%
TOTAL	362	333	326	333	91.99%	90%
Less Decommissioned	(4)					
Net Total	358					

KPI = KEY PERFORMANCE INDICATOR?

KEEP PEOPLE INFORMED



KEEP PEOPLE INVOLVED



KEEP PEOPLE INTERESTED



KEEP PEOPLE INSPIRED

GLWA FLEET STATUS

VEHICLES IN-SERVICE AVAILABLE FOR USE

JANUARY thru MARCH 2023

GLWA FLEET BY AREA	TOTAL VEHICLES ASSIGNED TO AREA	JANUARY Available	FEBRUARY Available	MARCH Available	MARCH PERCENTAGE OF FLEET AVAILABLE FOR USE	Goal is Over Benchmark at 90% (Units in service)
Administrative & Compliance Services	2	2	2	2	100.00%	90%
Executive Office	1	2	1	1	100.00%	90%
Financial Services	11	11	11	11	100.00%	90%
Information Technology	7	7	7	7	100.00%	90%
Planning Services	21	15	19	19	90.48%	90%
Security and Integrity	25	23	24	24	96.00%	90%
Water and Field Services	192	180	178	184	95.83%	90%
Water Resource Recovery Facility	119	112	110	117	98.32%	90%
TOTAL	378	352	352	365	96.56%	90%
Less Decommissioned	0					
Net Total	378					

**GLWA FLEET STATUS
FLEET AVERAGE AGE
2016 thru DECEMBER 2022**

	Average of Year 2016	Average of Year 2017	Average of Year 2018	Average of Year 2019	Average of Year 2020	Average of Year 2021	Average of Year 2022 thru December
Model Year	2007.4	2007.9	2008.9	2009.4	2012.2	2013.2	2014.3
2016	9.8						
2017		9.6					
2018			9.1				
2019				9.6			
2020					7.8		
2021						7.8	
2022							7.7

Electric Vehicle Demo Program

Electric Vehicle Options

3 – 2022 Ford F150 Lightning Pro Electric Pickup Trucks – 4 door Super Crew - 5.5ft bed – All Wheel Drive

1 - 2023 Rivian R1T Electric Pickup Truck – 4 door – All Wheel Drive

2022

2023



Electric Vehicle Demo Program



Charging Stations and Locations

- 2 – DC Fast Chargers at WRRF
- 1 – DC Fast Charger at WWP
- Onboard 120v (slow) Chargers with each Electric Truck
- Access to the National Charge Point Network via WEX Card

Additional Funding Justification

- 💧 Vehicle Purchases account for approx. \$6.8 million of the original budget.
- 💧 Vehicle maintenance is a relatively stable and predictable monthly expense with a spend to date of \$2.3 million.
- 💧 The additional funds would feed both the vehicle purchasing and vehicle maintenance costs for the remainder of the original contract term expiring 11/2024.
- 💧 Determining proper funding for the next contract term has become much easier with 5 years of data to analyze.

Summary

The vehicle and upfit expenses are passed through costs that would be the same no matter the method used to procure them. The takeaway from administering this contract is the monthly maintenance costs and vehicles available for use. These additional funds are needed because the original scope of this agreement did not capture all the items necessary for GLWA to provide a safe, modern and reliable fleet. The monthly maintenance costs are relatively consistent at an average of \$50k per month. The vehicles available are tracked monthly and continue to provide metrics of increased reliability and availability. The increased reliability and predictable costs to maintain the fleet remain our focus today.