



# Fleet Management Services

**Recommended FY18 Budget**

**\$80,056,028**

**Full Time Equivalent**

**204.10**

## Mission Statement

The mission of the Department of General Services Division of Fleet Management Services (Motor Pool Internal Service Fund) is to plan for, acquire, maintain, and dispose of the County's fleet of motor vehicles, buses, heavy equipment, and other vehicular equipment in support of the transportation and service delivery needs of all County departments. The Division maintains four shop locations and eleven fuel sites Countywide.

## Budget Overview

The total recommended FY18 Operating Budget for the Division of Fleet Management Services is \$80,056,028, an increase of \$85,684 or 0.11 percent from the FY17 Approved Budget of \$79,970,344. Personnel Costs comprise 26.58 percent of the budget for 200 full-time position(s) and no part-time position(s), and a total of 204.10 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 73.42 percent of the FY18 budget.

## Linkage to County Result Areas

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **An Effective and Efficient Transportation Network**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **A Responsive, Accountable County Government**

## Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 recommended budget and funding for comparable service levels in FY19.

## Initiatives

- ★ *Department Scorecards* - The Division of Fleet Management Services (DFMS) is creating a new tool to improve each departments' fleet. Each annual scorecard will provide a summary of the respective fleet, preventative maintenance (PM) compliance, accidents, and operating cost relative to the county fleet.
- ★ *Telematics* - In FY17, began implementation of a program based on a successful pilot where DFMS was able to demonstrate the potential for fuel reduction. The County-wide program is focused on improving fleet utilization, fuel and idle reduction,

and improved maintenance reliability.

## Accomplishments

- ✓ *National Fleet Recognition* - DFMS was named the third "leading" public fleet in the Nation and the Division Chief was named National Public Fleet Manager of the year by Government Fleet Magazine and the American Public Works Association (APWA). DFMS was recognized for the development of County's Replacement plan, fleet right-sizing, training program and improved maintenance program.
- ✓ *Advanced Technology Vehicle Contract*- In FY16, DFMS awarded the region's first advanced technology vehicle contract. This innovative contract enables the County to purchase any Class 1 to Class 8 fleet vehicle and specify electric or alternative fuel source (battery, hybrid drive, CNG, Hydrogen) to replace the work of an internal combustion engine.
- ✓ *Transit Bus Preventive Maintenance and Reliability* - DFMS greatly improved its transit bus preventive maintenance program and reliability in FY16 and was recognized by Federal Transit Administration (FTA) auditors during the FY16 Triennial inspections for its PM training program.

## Innovations and Productivity Improvements

- ✦ *New Vehicle Acquisition and Disposal Process* - DFMS created a new process ensuring all new fleet acquisitions are properly captured, processed, in-serviced, and disposed. Creating the new policy, electronic checklists, roles and responsibilities, and quality assurance has dramatically improved database inventory, fuel management, maintenance checklists, parts and warranty tracking, and Oracle reconciliation.
- ✦ *Transit Bus Major System Upgrade* -In FY16, DFMS updated the County's new transit buses including: Brake system - converted from drum to disc brakes, providing increased brake life and a reduction in brake maintenance time.
- ✦ *Text Messaging Service Alerts* - DFMS implemented text message alerts at its light fleet maintenance facility. This new service provides immediate notification to customers that their vehicle is completed and ready for pickup.

## Program Contacts

Contact Tammy Mulford of the Division of Fleet Management Services at 240.777.5733 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

## Program Descriptions

### ✦ Heavy Equipment and Automotive Services

This program is responsible for the maintenance and repair of the heavy equipment fleet which includes heavy dump trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. In addition, the program is responsible for the maintenance and repair of the automotive fleet which includes all administrative vehicles, public safety vehicles, vans, and light trucks. The maintenance and repair service for the automotive and light truck fleet is provided through contractual service at the Seven Locks maintenance facility.

| Program Performance Measures  | Actual FY15 | Actual FY16 | Estimated FY17 | Target FY18 | Target FY19 |
|---|-------------|-------------|----------------|-------------|-------------|
| Fleet Maintenance and Operations: Mean distance between failure: Administrative | 10,065      | 14,585      | 12,000         | 12,500      | 13,000      |

| Program Performance Measures  | Actual<br>FY15 | Actual<br>FY16 | Estimated<br>FY17 | Target<br>FY18 | Target<br>FY19 |
|---|----------------|----------------|-------------------|----------------|----------------|
| light equipment (in miles)  |                |                |                   |                |                |
| Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)   | 17,587         | 24461          | 18,000            | 18,500         | 19,000         |
| Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)                                       | 26,653         | 26,681         | 25,500            | 25,800         | 26,000         |
| Heavy equipment fleet availability  | 88.75          | 88.00          | 89.00             | 89.50          | 90.00          |
| Percentage of customers satisfied with police vehicle maintenance   | 97.0           | 97.0           | 97.0              | 97.0           | 97.0           |
| Percentage of fleet availability for police vehicle maintenance   | 97             | 97             | 97                | 97             | 97             |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)       | 1.2            | .7             | 2.0               | 2.0            | 1.5            |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)               | 3.0            | 3.37           | 4.5               | 4.5            | 4.0            |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) | 1.5            | 1.45           | 1.5               | 1.5            | 1.5            |

| FY18 Recommended Changes  | Expenditures      | FTEs         |
|---|-------------------|--------------|
| <b>FY17 Approved</b>  | <b>12,478,279</b> | <b>39.00</b> |
| Increase Cost: Light Fleet Maintenance Contract   | 483,986           | 0.00         |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 431,785           | 4.00         |
| <b>FY18 Recommended</b>   | <b>13,394,050</b> | <b>43.00</b> |

## Transit Equipment Services

This program is responsible for the scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations.

| Program Performance Measures  | Actual<br>FY15 | Actual<br>FY16 | Estimated<br>FY17 | Target<br>FY18 | Target<br>FY19 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Average days out of service per bus for parts   | 1.50           | 3.39           | 3.0               | 2.5            | 2.5            |
| Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles)                                       | 10,065         | 12,894         | 11,500            | 12,000         | 12,500         |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) | 1.9            | 1.6            | 1.5               | 1.5            | 1.5            |

| FY18 Recommended Changes  | Expenditures      | FTEs          |
|---|-------------------|---------------|
| <b>FY17 Approved</b>  | <b>17,806,139</b> | <b>112.00</b> |
| Increase Cost: Transit Bus Service Lane   | 28,817            | 0.00          |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (159,392)         | (5.00)        |
| <b>FY18 Recommended</b>   | <b>17,675,564</b> | <b>107.00</b> |

## Management Services

This program provides policy development and planning; operational, personnel, and administrative oversight; and support for division activities. This program is also the central coordinator for the County on environmental stewardship and energy-related matters pertaining to emissions and motor fuel to include alternative fuels and applicable State and Federal legislation and fuel

management oversight. Additionally, the program oversees the parts inventory, facilities management, and vehicle acquisition and disposal functions.

| Program Performance Measures  | Actual FY15 | Actual FY16 | Estimated FY17 | Target FY18 | Target FY19 |
|---|-------------|-------------|----------------|-------------|-------------|
| Clean Air Commitment - Gallons of alternative fuels used <sup>1</sup> | 1,076,343   | 1,299,608   | 1,300,000      | 1,300,000   | 1,300,000   |
| Clean Air Commitment - Gallons of diesel/unleaded used                | 5,092,644   | 5,226,734   | 5,300,000      | 5,300,000   | 5,300,000   |
| Fiscal inventory parts turn rate                                      | 1.98        | 1.92        | 2.10           | 2.30        | 2.40        |
| Percentage of workorders completed without delay for parts            | 93.4        | 84.0        | 89.0           | 90.0        | 93.0        |

<sup>1</sup> Diesel Gallon Equivalent

| FY18 Recommended Changes  | Expenditures      | FTEs         |
|---|-------------------|--------------|
| <b>FY17 Approved</b>  | <b>32,945,698</b> | <b>17.10</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 414,955           | 2.00         |
| <b>FY18 Recommended</b>   | <b>33,360,653</b> | <b>19.10</b> |

## Administrative Services

This program includes the preparation and monitoring of the division operating and capital budgets. The program also oversees financial management of the Motor Pool Internal Service Fund; payment processing; solicitations and contracts; and computer and office automation system activities.

| FY18 Recommended Changes  | Expenditures      | FTEs         |
|---|-------------------|--------------|
| <b>FY17 Approved</b>  | <b>16,740,228</b> | <b>36.00</b> |
| Decrease Cost: Replacement Plan   | (1,181,250)       | 0.00         |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 66,783            | (1.00)       |
| <b>FY18 Recommended</b>   | <b>15,625,761</b> | <b>35.00</b> |

## BUDGET SUMMARY

|   | Actual FY16       | Budget FY17       | Estimate FY17     | Recommended FY18  | %Chg Bud/Rec |
|---|-------------------|-------------------|-------------------|-------------------|--------------|
| <b>MOTOR POOL INTERNAL SERVICE FUND</b>                 |                   |                   |                   |                   |              |
| <b>EXPENDITURES</b>                                     |                   |                   |                   |                   |              |
| Salaries and Wages                                      | 15,699,378        | 15,648,969        | 15,648,968        | 16,180,471        | 3.4 %        |
| Employee Benefits                                       | 4,903,209         | 5,047,525         | 5,047,526         | 5,100,571         | 1.1 %        |
| <b>Motor Pool Internal Service Fund Personnel Costs</b> | <b>20,602,587</b> | <b>20,696,494</b> | <b>20,696,494</b> | <b>21,281,042</b> | <b>2.8 %</b> |
| Operating Expenses                                      | 41,363,495        | 48,030,140        | 48,030,140        | 48,712,526        | 1.4 %        |
| Capital Outlay  | 12,179,654        | 11,181,250        | 11,181,250        | 10,000,000        | -10.6 %      |
| Debt Service Other                                      | 0                 | 62,460            | 62,460            | 62,460            | —            |
| <b>Motor Pool Internal Service Fund Expenditures</b>    | <b>74,145,736</b> | <b>79,970,344</b> | <b>79,970,344</b> | <b>80,056,028</b> | <b>0.1 %</b> |
| <b>PERSONNEL</b>  |                   |                   |                   |                   |              |
| Full-Time   | 200               | 200               | 200               | 200               | —            |

## BUDGET SUMMARY

|  | Actual<br>FY16    | Budget<br>FY17    | Estimate<br>FY17  | Recommended<br>FY18 | %Chg<br>Bud/Rec |
|--|-------------------|-------------------|-------------------|---------------------|-----------------|
| Part-Time  | 0                 | 0                 | 0                 | 0                   | —               |
| FTEs   | 204.10            | 204.10            | 204.10            | 204.10              | —               |
| <b>REVENUES</b>                                  |                   |                   |                   |                     |                 |
| Insurance Recoveries                             | 1,504,791         | 1,388,655         | 1,388,655         | 1,485,681           | 7.0 %           |
| Investment Income                                | 46,765            | 118,330           | 92,040            | 157,780             | 33.3 %          |
| Miscellaneous Revenues                           | 1,302,268         | 0                 | 0                 | 1,000,000           | —               |
| Motor Pool Charges/Fees                          | 71,299,627        | 77,201,207        | 77,201,207        | 78,526,656          | 1.7 %           |
| <b>Motor Pool Internal Service Fund Revenues</b> | <b>74,153,451</b> | <b>78,708,192</b> | <b>78,681,902</b> | <b>81,170,117</b>   | <b>3.1 %</b>    |

## FY18 RECOMMENDED CHANGES

|   | Expenditures                       | FTEs                     |
|---|------------------------------------|--------------------------|
| <b>MOTOR POOL INTERNAL SERVICE FUND</b>   |                                    |                          |
|   | <b>FY17 ORIGINAL APPROPRIATION</b> | <b>79,970,344 204.10</b> |
| <b><u>Other Adjustments (with no service impacts)</u></b>                                 |                                    |                          |
| Increase Cost: Light Fleet Maintenance Contract [Heavy Equipment and Automotive Services] | 483,986                            | 0.00                     |
| Increase Cost: FY18 Compensation Adjustment   | 439,187                            | 0.00                     |
| Increase Cost: Annualization of FY17 Compensation Increases                               | 109,926                            | 0.00                     |
| Increase Cost: Risk Management Adjustment   | 88,331                             | 0.00                     |
| Increase Cost: Fuel Management (P361112)  | 84,000                             | 0.00                     |
| Increase Cost: Contract CPI   | 53,550                             | 0.00                     |
| Increase Cost: Transit Bus Service Lane [Transit Equipment Services]                      | 28,817                             | 0.00                     |
| Increase Cost: Annualization of FY17 Personnel Costs                                      | 21,900                             | 0.00                     |
| Increase Cost: Retirement Adjustment  | 13,535                             | 0.00                     |
| Increase Cost: Tires (Heavy & Transit)  | 13,086                             | 0.00                     |
| Decrease Cost: Printing and Mail  | (9,660)                            | 0.00                     |
| Decrease Cost: Motor Pool Adjustment  | (27,964)                           | 0.00                     |
| Decrease Cost: Retiree Health Insurance Pre-Funding                                       | (31,760)                           | 0.00                     |
| Decrease Cost: Replacement Plan [Administrative Services]                                 | (1,181,250)                        | 0.00                     |
|   | <b>FY18 RECOMMENDED</b>            | <b>80,056,028 204.10</b> |

## PROGRAM SUMMARY

| Program Name                            | FY17 APPR<br>Expenditures | FY17 APPR<br>FTEs | FY18 REC<br>Expenditures | FY18 REC<br>FTEs |
|---|---------------------------|-------------------|--------------------------|------------------|
| Heavy Equipment and Automotive Services | 12,478,279                | 39.00             | 13,394,050               | 43.00            |
| Transit Equipment Services              | 17,806,139                | 112.00            | 17,675,564               | 107.00           |
| Management Services                     | 32,945,698                | 17.10             | 33,360,653               | 19.10            |

## PROGRAM SUMMARY

| Program Name            | FY17 APPR<br>Expenditures | FY17 APPR<br>FTEs | FY18 REC<br>Expenditures | FY18 REC<br>FTEs |
|-------------------------|---------------------------|-------------------|--------------------------|------------------|
| Administrative Services | 16,740,228                | 36.00             | 15,625,761               | 35.00            |
| <b>Total</b>            | <b>79,970,344</b>         | <b>204.10</b>     | <b>80,056,028</b>        | <b>204.10</b>    |

## FUTURE FISCAL IMPACTS

CE RECOMMENDED (\$000S)

| Title  | FY18          | FY19          | FY20          | FY21          | FY22          | FY23          |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>MOTOR POOL INTERNAL SERVICE FUND</b>  |               |               |               |               |               |               |
| <b>EXPENDITURES</b>  |               |               |               |               |               |               |
| <b>FY18 Recommended</b>  | <b>80,056</b> | <b>80,056</b> | <b>80,056</b> | <b>80,056</b> | <b>80,056</b> | <b>80,056</b> |
| No inflation or compensation change is included in outyear projections.  |               |               |               |               |               |               |
| <b>Retiree Health Insurance Pre-funding</b>  | <b>0</b>      | <b>4</b>      | <b>15</b>     | <b>18</b>     | <b>23</b>     | <b>23</b>     |
| <b>Labor Contracts</b>   | <b>0</b>      | <b>153</b>    | <b>153</b>    | <b>153</b>    | <b>153</b>    | <b>153</b>    |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. |               |               |               |               |               |               |
| <b>Subtotal Expenditures</b>   | <b>80,056</b> | <b>80,213</b> | <b>80,224</b> | <b>80,227</b> | <b>80,232</b> | <b>80,232</b> |