



Fleet Management Services

APPROVED FY20 BUDGET

\$84,759,177

FULL TIME EQUIVALENTS

211.10

 DAVID DISE, DIRECTOR

MISSION STATEMENT




The mission of the Department of General Services Division of Fleet Management Services (DFMS, 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 its four shop locations and thirteen fuel sites, and operates out of six depots Countywide.

BUDGET OVERVIEW

The total approved FY20 Operating Budget for the Division of Fleet Management Services is \$84,759,177, an increase of \$10,961,059 or 14.85 percent from the FY19 Approved Budget of \$73,798,118. Personnel Costs comprise 28.41 percent of the budget for 208 full-time position(s) and no part-time position(s), and a total of 211.10 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 71.59 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES


While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **Easier Commutes**
-  **A Greener County**
-  **Effective, Sustainable 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Approved Budget and funding for comparable service levels in FY21.

INITIATIVES

-  ***Articulated Bus Maintenance Bay Retrofit*** - DFMS is retrofitting four current maintenance bays at the Equipment

Maintenance and Transit Operations Center (EMTOC) to allow for fleet management support of Transit's future Ride On 60-foot articulated buses. The retrofiting will not only allow Fleet to service the 60-foot buses, but will also increase capacity to meet future transit fleet levels.

- ★ **Reverse Auction Contract** - DFMS generated a Request for Proposal (RFP) which resulted in a Reverse Auction Contract. The goal of this contract is to provide reverse auction services for the procurement of fuel as well as other energy procurements. The contract is expandable to support other commodities and services throughout the County. The costs of reverse auction services are not billed to the County but are passed on to the awardee.

ACCOMPLISHMENTS

- ✔ **Achieved Significant Improvements in Inventory Parts Handling** - The Parts fill rate ended the year at 88 percent and the Parts stock turns improved to 2.07. The annual Parts inventory had the best ever year-end variance at .02 percent.
- ✔ **Material Handling Upgrade (Space Saver)** - The existing material handling equipment at the Brookville Maintenance Facility (BMF) received the first phase of upgraded technology for the operating system of the Space Saver's automated parts shelving system. The upgrade allows for the continued use of this material handling equipment that provides more efficient parts storage and processing.
- ✔ **Expansion of Automated Tool Boxes, Computerized Cabinet/Locker Systems** - Due to the successful results of the initial installation of Automated Tool Boxes at the Equipment Maintenance and Transit Operations Center (EMTOC) in maximizing tool availability for repairs while minimizing tool losses, an additional automated tool box was added to the EMTOC transit operations.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ **Implemented a Preventive Maintenance (PM) Contractor-based Business Model** - An increased emphasis was placed on Preventive Maintenance (PM) to reduce bus repair costs and to prepare for a replacement campaign for major components, which impacted the PM scheduling. To address these areas and to increase capacity to meet PM requirements, DFMS implemented a new PM Business Model.
- ★ **Developed and Implemented a Recall Tracking Tool** - Utilizing SharePoint, DFMS developed and implemented a Recall Tracking Tool which reduced the Recall Corrective Action timeline and allowed for better information on where vehicles were in the process. This also improved the overall management of the contractor.

COLLABORATION AND PARTNERSHIPS

- ★ Acquisition of New Complements of Transit Buses for Expansion of Routes and Services
Montgomery County is adding new types of buses to the fleet (Rapid Transit Buses, Microbuses, Electric Buses, and 60-foot Articulated Buses). In conjunction with the Department of Transportation (DOT) Division of Transit Services, DFMS developed specifications and completed a Request for Proposals (RFP). During the build cycle, DFMS will participate in on-site inspections.

PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Naeem Mia of the Office of Management and Budget at 240.777.2786 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, straight 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 services at the Seven Locks maintenance facility.

| Program Performance Measures | Actual FY17 | Actual FY18 | Estimated FY19 | Target FY20 | Target FY21 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles) | 20,523 | 11,847 | 12,500 | 12,500 | 12,500 |
| Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) ¹ | 33,349 | 13,778 | 18,500 | 18,500 | 18,500 |
| Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles) | 27,487 | 24,893 | 25,800 | 25,800 | 25,800 |
| Heavy equipment fleet availability | 90.00 | 89.00 | 89.00 | 89.00 | 89.00 |
| Percentage of customers satisfied with police vehicle maintenance | 97.0 | 96.0 | 97.0 | 97.0 | 97.0 |
| Police vehicle fleet availability | 97.0 | 96 | 97 | 97 | 97 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days) | 0.6 | 0.82 | 1.0 | 1.0 | 1.0 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days) | 3.2 | 1.7 | 3.0 | 3.0 | 3.0 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) | 2.2 | 2.3 | 1.5 | 1.5 | 1.5 |

¹ The methodology for calculating mileage was changed at the end of FY17, that took into account the average fuel economy for vehicles in the same class.

| FY20 Approved Changes | Expenditures | FTEs |
|---|-------------------|--------------|
| FY19 Approved | 13,165,751 | 39.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 973,891 | 0.00 |
| FY20 Approved | 14,139,642 | 39.00 |

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 FY17 | Actual FY18 | Estimated FY19 | Target FY20 | Target FY21 |
|--|----------------|----------------|-------------------|----------------|----------------|
| Average days out of service per bus for parts | 2.84 | 2.09 | 3.0 | 3.0 | 3.0 |
| Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) ¹ | 17,565 | 14,762 | 12,000 | 12,000 | 12,000 |

| Program Performance Measures | Actual FY17 | Actual FY18 | Estimated FY19 | Target FY20 | Target FY21 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) | 1.8 | 1.6 | 2.0 | 2.0 | 2.0 |

¹ The Federal Transit Administration requirement is 12,000 miles.

| FY20 Approved Changes | Expenditures | FTEs |
|---|-------------------|---------------|
| FY19 Approved | 18,508,109 | 112.00 |
| Enhance: US 29 FLASH Operating Costs | 1,934,176 | 6.00 |
| Increase Cost: Bus Service Lanes | 533,627 | 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. | (451,480) | 0.00 |
| FY20 Approved | 20,524,432 | 118.00 |

☀ Management Services

This program provides policy development and planning; operational, personnel, and administrative oversight; and support for division activities. Management Services is 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 coordination, and vehicle acquisition and disposal functions.

| Program Performance Measures | Actual FY17 | Actual FY18 | Estimated FY19 | Target FY20 | Target FY21 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Clean Air Commitment - Gallons of alternative fuels used ¹ | 1,499,289 | 1,479,278 | 1,500,000 | 1,600,000 | 1,600,000 |
| Clean Air Commitment - Gallons of diesel/unleaded used | 4,976,010 | 4,942,973 | 5,000,000 | 4,900,000 | 4,900,000 |
| Fiscal inventory parts turn rate | 2.27 | 2.07 | 2.0 | 2.0 | 2.0 |
| Percentage of workorders completed without delay for parts | 85.0 | 88.0 | 85.0 | 85.0 | 85.0 |

¹ The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents.

| FY20 Approved Changes | Expenditures | FTEs |
|---|-------------------|--------------|
| FY19 Approved | 31,659,813 | 19.10 |
| Increase Cost: Fuel price adjustment | 1,908,482 | 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. | 1,638,525 | (1.00) |
| FY20 Approved | 35,206,820 | 18.10 |

☀ 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.

| FY20 Approved Changes | Expenditures | FTEs |
|---|-------------------|--------------|
| FY19 Approved | 10,464,445 | 36.00 |
| Increase Cost: Vehicle Replacement | 4,243,428 | 0.00 |
| Increase Cost: Vehicle Replacements funded by Insurance Reimbursement | 687,425 | 0.00 |
| Technical Adj: Net To Gross Adjustment | 0 | (1.00) |

| FY20 Approved Changes | Expenditures | FTEs |
|---|-------------------|--------------|
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (507,015) | 1.00 |
| FY20 Approved | 14,888,283 | 36.00 |

BUDGET SUMMARY

| | Actual FY18 | Budget FY19 | Estimate FY19 | Approved FY20 | %Chg Bud/App |
|---|-------------------|-------------------|-------------------|-------------------|-----------------|
| MOTOR POOL INTERNAL SERVICE FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 16,349,546 | 17,033,601 | 16,777,987 | 18,405,281 | 8.1 % |
| Employee Benefits | 5,034,894 | 5,291,786 | 5,188,902 | 5,675,053 | 7.2 % |
| Motor Pool Internal Service Fund Personnel Costs | 21,384,440 | 22,325,387 | 21,966,889 | 24,080,334 | 7.9 % |
| Operating Expenses | 47,373,247 | 46,586,497 | 48,208,758 | 50,588,492 | 8.6 % |
| Capital Outlay | 6,372,601 | 4,823,774 | 4,823,774 | 10,027,891 | 107.9 % |
| Debt Service Other | 0 | 62,460 | 62,460 | 62,460 | — |
| Motor Pool Internal Service Fund Expenditures | 75,130,288 | 73,798,118 | 75,061,881 | 84,759,177 | 14.9 % |
| PERSONNEL | | | | | |
| Full-Time | 200 | 202 | 202 | 208 | 3.0 % |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 204.10 | 206.10 | 206.10 | 211.10 | 2.4 % |
| REVENUES | | | | | |
| Insurance Recoveries | 1,601,658 | 1,587,425 | 1,800,000 | 1,787,425 | 12.6 % |
| Investment Income | 159,331 | 157,780 | 314,130 | 157,780 | — |
| Miscellaneous Revenues | 2,025,272 | 1,203,000 | 1,203,000 | 203,000 | -83.1 % |
| Motor Pool Charges/Fees | 77,672,207 | 72,950,295 | 72,950,295 | 77,032,289 | 5.6 % |
| Motor Pool Internal Service Fund Revenues | 81,458,468 | 75,898,500 | 76,267,425 | 79,180,494 | 4.3 % |

FY20 APPROVED CHANGES

| | Expenditures | FTEs |
|---|------------------------------------|--------------------------|
| MOTOR POOL INTERNAL SERVICE FUND | | |
| | FY19 ORIGINAL APPROPRIATION | 73,798,118 206.10 |
| Changes (with service impacts) | | |
| Enhance: US 29 FLASH Operating Costs [Transit Equipment Services] | 1,934,176 | 6.00 |
| Other Adjustments (with no service impacts) | | |
| Increase Cost: Vehicle Replacement [Administrative Services] | 4,243,428 | 0.00 |
| Increase Cost: Fuel price adjustment [Management Services] | 1,908,482 | 0.00 |
| Increase Cost: FY20 Compensation Adjustment | 749,926 | 0.00 |
| Increase Cost: Vehicle Replacements funded by Insurance Reimbursement [Administrative Services] | 687,425 | 0.00 |
| Increase Cost: Wage Equity Study impact | 546,885 | 0.00 |

FY20 APPROVED CHANGES

| | Expenditures | FTEs |
|---|-------------------|---------------|
| Increase Cost: Bus Service Lanes [Transit Equipment Services] | 533,627 | 0.00 |
| Increase Cost: Adjust budget for Overtime to address structural budget deficiencies | 344,791 | 0.00 |
| Increase Cost: Risk Management Adjustment | 259,819 | 0.00 |
| Increase Cost: Retirement Adjustment | 25,251 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 18,534 | 0.00 |
| Technical Adj: Net To Gross Adjustment [Administrative Services] | 0 | (1.00) |
| Decrease Cost: Annualization of FY19 Personnel Costs | (62,895) | 0.00 |
| Decrease Cost: OPEB Adjustment | (228,390) | 0.00 |
| FY20 APPROVED | 84,759,177 | 211.10 |

PROGRAM SUMMARY

| Program Name | FY19 APPR Expenditures | FY19 APPR FTEs | FY20 APPR Expenditures | FY20 APPR FTEs |
|---|---------------------------|-------------------|---------------------------|-------------------|
| Heavy Equipment and Automotive Services | 13,165,751 | 39.00 | 14,139,642 | 39.00 |
| Transit Equipment Services | 18,508,109 | 112.00 | 20,524,432 | 118.00 |
| Management Services | 31,659,813 | 19.10 | 35,206,820 | 18.10 |
| Administrative Services | 10,464,445 | 36.00 | 14,888,283 | 36.00 |
| Total | 73,798,118 | 206.10 | 84,759,177 | 211.10 |

FUTURE FISCAL IMPACTS

CC APPROVED (\$000S)

| Title | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| MOTOR POOL INTERNAL SERVICE FUND | | | | | | |
| EXPENDITURES | | | | | | |
| FY20 Approved | 84,759 | 84,759 | 84,759 | 84,759 | 84,759 | 84,759 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| BRT support - net annualization and one-time | 0 | (155) | (155) | (155) | (155) | (155) |
| Retiree Health Insurance Pre-funding | 0 | (3) | (10) | (69) | (110) | (140) |
| Labor Contracts | 0 | 268 | 268 | 268 | 268 | 268 |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| Subtotal Expenditures | 84,759 | 84,869 | 84,862 | 84,803 | 84,762 | 84,732 |