



# Fleet Management Services

## RECOMMENDED FY20 BUDGET

\$84,869,295

## FULL TIME EQUIVALENTS

212.10

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 recommended FY20 Operating Budget for the Division of Fleet Management Services is \$84,869,295, an increase of \$11,071,177 or 15.00 percent from the FY19 Approved Budget of \$73,798,118. Personnel Costs comprise 28.50 percent of the budget for 208 full-time position(s) and no part-time position(s), and a total of 212.10 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 71.50 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 Recommended 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

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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.

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## PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Bruce Meier of the Office of Management and Budget at 240.777.2785 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) <sup>1</sup>	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

<sup>1</sup> 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 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>13,165,751</b>	<b>39.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	984,430	0.00
<b>FY20 Recommended</b>	<b>14,150,181</b>	<b>39.00</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 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) <sup>1</sup>	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

<sup>1</sup> The Federal Transit Administration requirement is 12,000 miles.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>18,508,109</b>	<b>112.00</b>
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.	(421,207)	0.00
<b>FY20 Recommended</b>	<b>20,554,705</b>	<b>118.00</b>

## ☀ 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 <sup>1</sup>	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

<sup>1</sup> The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>31,659,813</b>	<b>19.10</b>
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.	1,697,878	0.00
<b>FY20 Recommended</b>	<b>35,266,173</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.

FY20 Recommended Changes	Expenditures	FTEs
<b>FY19 Approved</b>	<b>10,464,445</b>	<b>36.00</b>
Increase Cost: Vehicle Replacement	4,243,428	0.00
Increase Cost: Vehicle Replacements funded by Insurance Reimbursement	687,425	0.00

FY20 Recommended 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.	(497,062)	0.00
<b>FY20 Recommended</b>	<b>14,898,236</b>	<b>36.00</b>

## BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
<b>MOTOR POOL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	16,349,546	17,033,601	16,427,533	18,478,221	8.5 %
Employee Benefits	5,034,894	5,291,786	5,142,791	5,712,231	8.0 %
<b>Motor Pool Internal Service Fund Personnel Costs</b>	<b>21,384,440</b>	<b>22,325,387</b>	<b>21,570,324</b>	<b>24,190,452</b>	<b>8.4 %</b>
Operating Expenses	47,373,247	46,586,497	47,666,218	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	—
<b>Motor Pool Internal Service Fund Expenditures</b>	<b>75,130,288</b>	<b>73,798,118</b>	<b>74,122,776</b>	<b>84,869,295</b>	<b>15.0 %</b>
<b>PERSONNEL</b>					
Full-Time	200	202	202	208	3.0 %
Part-Time	0	0	0	0	—
FTEs	204.10	206.10	206.10	212.10	2.9 %
<b>REVENUES</b>					
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 %
<b>Motor Pool Internal Service Fund Revenues</b>	<b>81,458,468</b>	<b>75,898,500</b>	<b>76,267,425</b>	<b>79,180,494</b>	<b>4.3 %</b>

## FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>MOTOR POOL INTERNAL SERVICE FUND</b>		
<b>FY19 ORIGINAL APPROPRIATION</b>	<b>73,798,118</b>	<b>206.10</b>
<b>Changes (with service impacts)</b>		
Enhance: US 29 FLASH Operating Costs [Transit Equipment Services]	1,934,176	6.00
<b>Other Adjustments (with no service impacts)</b>		
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	860,044	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 RECOMMENDED 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
Decrease Cost: Annualization of FY19 Personnel Costs	(62,895)	0.00
Decrease Cost: OPEB Adjustment	(228,390)	0.00
<b>FY20 RECOMMENDED</b>	<b>84,869,295</b>	<b>212.10</b>

## PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Heavy Equipment and Automotive Services	13,165,751	39.00	14,150,181	39.00
Transit Equipment Services	18,508,109	112.00	20,554,705	118.00
Management Services	31,659,813	19.10	35,266,173	19.10
Administrative Services	10,464,445	36.00	14,898,236	36.00
<b>Total</b>	<b>73,798,118</b>	<b>206.10</b>	<b>84,869,295</b>	<b>212.10</b>

## FUTURE FISCAL IMPACTS

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Title	FY20	FY21	FY22	FY23	FY24	FY25
<b>MOTOR POOL INTERNAL SERVICE FUND</b>						
<b>EXPENDITURES</b>						
<b>FY20 Recommended</b>	<b>84,869</b>	<b>84,869</b>	<b>84,869</b>	<b>84,869</b>	<b>84,869</b>	<b>84,869</b>
No inflation or compensation change is included in outyear projections.						
<b>BRT support - net annualization and one-time</b>	<b>0</b>	<b>(155)</b>	<b>(155)</b>	<b>(155)</b>	<b>(155)</b>	<b>(155)</b>
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(3)</b>	<b>(10)</b>	<b>(69)</b>	<b>(110)</b>	<b>(140)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>231</b>	<b>231</b>	<b>231</b>	<b>231</b>	<b>231</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>84,869</b>	<b>84,942</b>	<b>84,935</b>	<b>84,876</b>	<b>84,835</b>	<b>84,805</b>