



Fleet Management Services

RECOMMENDED FY21 BUDGET

\$89,737,826

FULL TIME EQUIVALENTS

213.10

 DAVID DISE, DIRECTOR

MISSION STATEMENT




The mission of the Department of General Services Division of Fleet Management Services (DFMS) is to plan for, acquire, maintain, fuel, 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 FY21 Operating Budget for the Division of Fleet Management Services is \$89,737,826, an increase of \$4,978,649 or 5.87 percent from the FY20 Approved Budget of \$84,759,177. Personnel Costs comprise 27.90 percent of the budget for 210 full-time position(s) and no part-time position(s), and a total of 213.10 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 72.10 percent of the FY21 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**

INITIATIVES

-  Develop and implement an apprentice training program partnering with Montgomery County Public Schools (MCPS) to provide an advanced automotive trade career track for the youth of Montgomery County. This program would provide a stream of viable candidates for County mechanic positions where there is a deficit of skilled trade applicants. This program would enable a career path for those individuals in the community who currently have limited opportunities.
-  The Division of Fleet Management Services (DFMS) has received the first four electric buses in the County's electric bus program which will go into service in March 2020. DFMS has developed a technical specification. A request for proposals

(RFP) is currently in process to procure ten electric buses as part of a Federal Transit Administration (FTA) Bus and Facilities Grant. Buses will operate out of the Brookville Depot in Silver Spring which will eventually include solar canopy grid infrastructure that will make the County's electric bus service truly green. Additional electric buses are scheduled to be purchased and delivered in the late FY21/ early FY22 timeframe.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ The Brookville Depot Private Public Partnership (P3) Electrification Grid is a large solar array system to be built over the existing parking lot. The array will collect sunlight during the day and transfer the energy collected into batteries for future use. The electric buses will be charged using the collected energy stored in the batteries. Additional energy, not needed for the buses, potentially will be sold back to the power company at a predetermined price. If needed, additional power can be purchased from the power company during peak times. This smart grid technology will be part of the County's sustainability plan.
- ★ The Division of Fleet Management Services developed and proposed a plan to remove the underground fuel storage tanks at the County Council Office Building (COB) and demolish the current fuel station building. This location will then become an electric vehicle charging station lot with multiple chargers.
- ★ The ViriCiti network is an innovative service provided to monitor electric buses and their corresponding charging network. The system is installed on buses and monitors all the sub-systems on buses. This system accesses all information and uses it for mission-critical performance reporting and warranty information. It monitors the electric bus charging stations and will alert Fleet to any issues or irregularities with the charging stations. This service provides the Division of Fleet Management Services with all the corresponding historical data ensuring all warranties on the bus, especially the batteries, will be adhered to for the benefit of the County. This system can be expanded as new buses are added to the fleet.
- ★ Work with Montgomery County Police Department (MCPD) to procure an all-electric car to evaluate its suitability for use in a law enforcement capacity. The pilot program will evaluate the ability to be outfitted with the typical equipment necessary for a Police vehicle, suitable space necessary to accommodate a police officer with weapon and other safety equipment, ability to operate in intense emergency response, serviceability, and usability in the field. The program will also allow MCPD to target specific applications in the field for which electric vehicles are most appropriate.
- ★ Develop a Green Fleet Plan that includes fleet optimization efforts such as developing centralized motor pools with a high concentration of electric vehicles and developing a Mobility Services interface for County employees who travel on official business. Mobility Services Software will advise employees on the best mode of transportation, with options including nearby motor pools, public transportation, or ride sharing services like Uber or Lyft. The Mobility Services Software will allow the Division of Fleet Management Services to target and remove under-utilized County vehicles, the cost savings from which will help fund the "greening" of the fleet by offsetting the acquisition costs of electric vehicles.
- ★ The Division of Fleet Management Services is currently working on a pilot with a company to develop software to streamline the accident claim process. Currently, most government accident claim processes are extremely slow due to disconnects between vehicle operators, Fleet Maintenance sections, and Risk Management sections. These delays cause end-users to be without the vehicles necessary to provide services or incur additional costs due to extended vehicle rentals. This software streamlines the claim process by creating a database of drivers and the vehicles that they operate. When a vehicle comes into the shop with accident damage, Risk Management is automatically notified, and they can schedule claims adjusters to begin the process. All information regarding the incident can be logged into the portal which controls a workflow by notifying each stakeholder when they are required to take action. It also tracks the amount of time in each process so any organizational issues that may improve turnaround time can be addressed.

PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

PROGRAM 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 FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Recommended Budget and funding for comparable service levels in FY22.

PROGRAM DESCRIPTIONS

Administrative Automotive Services

Administrative Automotive Services maintains and repairs the automotive light fleet for all administrative vehicles including automobiles, vans and light trucks. Maintenance and repair service for the automotive and light truck fleet is provided through contractual services at the Seven Locks maintenance facility. The Division serves the transportation needs of 30 individual County departments and provides maintenance and repair services to several other agencies and governments in the area including fire departments and local municipalities. This program ensures the availability of properly maintained vehicles, without which County residents would be severely impacted.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of administrative vehicle work orders completed	6,714	6,002	6,448	6,388	6,279
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	11,847	13,064	13,000	15,000	17,000
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	0.82	0.50	0.70	0.60	0.50

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	0	0.00
Realignment of Programs	2,244,411	1.00
Enhance: Subsidize Incremental Acquisition Costs of Electric Vehicles	300,000	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.	863,293	1.00
FY21 Recommended	3,407,704	2.00

Business Support Services

Business Support Services prepares and monitors the budget, oversees financial management of the Motor Pool (MP) Internal Service Fund, payment processing, solicitations, requisitions and purchase orders. This program includes the preparation of MP Fund financial statements for the Comprehensive Annual Financial Report (CAFR) including Balance Sheet, Statement of Revenues, Expenses, Changes in Fund Equity, and Statement of Cash Flow. The Division's Parts Team provides tools, equipment

and parts for the repair and maintenance of the Fleet via an end-to-end process flow including trained supervisors and technicians, stockroom policies and procedures, safety regulations, contracts, and a computerized inventory system that drives receiving, stocking, issuing, forecasting, reporting and accountability. This program achieved significant improvements in inventory parts handling, implemented material handling upgrades for more efficient parts storage and processing, and implemented automated tool boxes and computerized locker systems to maximize tool availability for repairs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Amount spent on parts (in dollars)	\$9,619,108	\$10,514,997	\$11,124,990	\$10,732,289	\$11,114,481
Fiscal inventory parts turn rate	2.07	2.00	2.00	2.10	2.20
Percent of workorders completed without delay for parts	88.0%	83.0%	85.0%	87.0%	87.0%

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	14,888,283	36.00
Enhance: Fund Additional Vehicle Replacements	713,312	0.00
Enhance: Additional Tools and Safety Equipment to Support Transit and Heavy Fleet Maintenance	450,000	0.00
Increase Cost: Align Holiday Pay to Actuals	81,516	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.	(146,447)	(1.00)
FY21 Recommended	15,986,664	35.00

Heavy Equipment Services

Heavy Equipment Services (HES) maintains and repairs heavy equipment, including heavy dump trucks, straight trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. HES provides maintenance support for police, fire, and sheriff vehicles, as well as other County vehicles that provide support services to constituents, without which County services to residents would be severely impacted. HES is a 24/7 operation that includes maintenance on the County's plow trucks before, during and after snow storms to maximize fleet availability and ensure safe travel routes for emergency vehicles and County residents. This program provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville and Silver Spring depots.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of heavy equipment work orders completed	4,942	5,011	4,944	4,966	4,974
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	13,778	13,175	13,477	15,500	17,500
Heavy equipment fleet availability	89%	92%	91%	92%	93%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	1.7	1.7	2.2	1.7	1.5

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	14,139,642	39.00
Realignment of Programs	(8,977,643)	(4.00)
Increase Cost: Replace Aging Vehicle Lifts in all Shops	826,576	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.	92,947	0.50
FY21 Recommended	6,081,522	35.50

Operational Management

Operational Management provides policy development and planning services and operational, personnel, and management oversight and support for Division activities. The focus is to become the benchmarked leader of innovative fleet operations, maintenance excellence, and exceptional teamwork by leveraging technology to maximize operational efficiencies, fleet accountability and customer service. Performance Metrics illustrate trends, the results of work efforts, and the effects of policies. The Division's Green Fleet strategy combines sound management, fleet rightsizing, alternative fuels, and innovative technologies to reduce fuel consumption and facilitate the acquisition of environmentally compliant vehicles, including flex-fuel, hybrid, electric, CNG and clean diesel.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fleet work orders completed	45,902	44,998	45,415	45,438	45,284
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.0	3.0	3.0	3.1	3.2
Clean Air Commitment - Gallons of alternative fuels used ¹	1,479,278	1,538,449	1,505,672	1,507,800	1,479,000
Clean Air Commitment - Gallons of diesel/unleaded used	4,942,973	5,184,375	5,034,453	5,053,934	4,943,000

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

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	35,206,820	18.10
Increase Cost: Additional Funding for Contracted Support Services	379,247	0.00
Add: Apprentice Training Program	202,344	2.00
Enhance: Electric Vehicle Charging Station Equipment and Service	65,520	0.00
Increase Cost: Print and Mail Charges	37,475	0.00
Re-align: EZ Pass/Toll Payments for County Vehicles	8,900	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(3,290)	0.00
Decrease Cost: One-time Increase for Specialized Training in FY20	(536,814)	0.00
Decrease Cost: Fuel Expenditures	(1,760,119)	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.	2,366,498	0.00
FY21 Recommended	35,966,581	20.10

Public Safety Automotive Services

Public Safety Automotive Services maintains and repairs the automotive light fleet for police, fire, sheriff and corrections vehicles including automobiles, vans and light trucks. Maintenance and repair service for this component of the fleet is provided through contractual services at the Seven Locks maintenance facility. This program ensures the availability of properly maintained Public Safety vehicles, without which protective services to residents, neighborhoods and the community would be severely impacted.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of public safety vehicle work orders completed	18,923	18,467	18,531	18,640	18,546
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	24,893	26,600	26,327	26,464	26,600
Percent of customers satisfied with police vehicle maintenance	96.0%	97.5%	98.0%	98.0%	98.0%
Police vehicle fleet availability	96%	98%	97%	97%	98%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	2.3	0.9	1.8	1.5	1.3

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	0	0.00
Realignment of Programs	6,733,232	3.00
Increase Cost: Light Fleet Maintenance Contract - Align Budget to Actuals	568,645	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.	(763,384)	(0.50)
FY21 Recommended	6,538,493	2.50

Transit Equipment Services

Transit Equipment Services (TES) provides scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations: Brookville Maintenance Facility (BMF), Equipment Maintenance and Transit Operation Center (EMTOC) and Small Transit Shop (STS). This program supports FLASH, the new bus-based rapid transit system with features that improve reliability and capacity; FLEX, the new on-demand transit service that helps residents get around in defined Rockville and Glenmont/Wheaton zones; and the acquisition and maintenance of electric buses. TES implemented a preventive maintenance contractor-based business model which supplemented operations and increased capacity to meet federally mandated requirements. The Transit technician on-boarding and training program contributed to improved equipment availability and injury reduction.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of transit work orders completed	15,323	15,518	15,492	15,444	15,485
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	88%	97%	93%	94%	95%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) ¹	14,762	13,007	13,000	14,000	15,000
Average days out of service per bus for parts	2.09	3.32	3.00	2.00	2.00
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.6	1.5	1.6	1.5	1.2

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

FY21 Recommended Changes	Expenditures	FTEs
FY20 Approved	20,524,432	118.00
Enhance: Replace Hybrid Batteries, Engines, and/or Transmissions to Ensure Reliable Transit Service	3,500,000	0.00
Enhance: Add Parts Inventory for New Buses	330,000	0.00
Increase Cost: Tools and Equipment to Support Bus Maintenance at Brookville Maintenance Facility	252,000	0.00
Enhance: Contract Increase for Bus Service Lane to Accommodate New FLASH and FLEX Buses	146,052	0.00
Enhance: Battery Monitoring Equipment for New Electric Buses	100,000	0.00
Decrease Cost: One-time Increase in FY20 to Support Maintenance of FLASH Buses	(973,264)	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.	(2,122,358)	0.00
FY21 Recommended	21,756,862	118.00

BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	16,735,416	18,405,281	18,200,879	19,336,243	5.1 %
Employee Benefits	5,187,971	5,675,053	5,644,799	5,700,675	0.5 %
Motor Pool Internal Service Fund Personnel Costs	21,923,387	24,080,334	23,845,678	25,036,918	4.0 %
Operating Expenses	47,247,301	50,588,492	60,909,727	53,043,933	4.9 %
Capital Outlay	6,295,610	10,027,891	10,027,891	11,594,515	15.6 %
Debt Service Other	0	62,460	62,460	62,460	—
Motor Pool Internal Service Fund Expenditures	75,466,298	84,759,177	94,845,756	89,737,826	5.9 %
PERSONNEL					
Full-Time	202	208	208	210	1.0 %
Part-Time	0	0	0	0	—
FTEs	206.10	211.10	211.10	213.10	1.0 %
REVENUES					
Insurance Recoveries	2,030,930	1,787,425	1,746,640	1,786,236	-0.1 %
Investment Income	332,645	157,780	278,040	210,410	33.4 %
Miscellaneous Revenues	1,191,629	203,000	349,090	203,000	—
Motor Pool Charges/Fees	75,609,113	77,032,289	80,442,770	84,298,240	9.4 %
Other Intergovernmental	0	0	45,000	0	—
Motor Pool Internal Service Fund Revenues	79,164,317	79,180,494	82,861,540	86,497,886	9.2 %

FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
	FY20 ORIGINAL APPROPRIATION	84,759,177 211.10
<u>Changes (with service impacts)</u>		
Enhance: Replace Hybrid Batteries, Engines, and/or Transmissions to Ensure Reliable Transit Service [Transit Equipment Services]	3,500,000	0.00
Enhance: Fund Additional Vehicle Replacements [Business Support Services]	713,312	0.00
Enhance: Additional Tools and Safety Equipment to Support Transit and Heavy Fleet Maintenance [Business Support Services]	450,000	0.00
Enhance: Add Parts Inventory for New Buses [Transit Equipment Services]	330,000	0.00
Enhance: Subsidize Incremental Acquisition Costs of Electric Vehicles [Administrative Automotive Services]	300,000	0.00
Add: Apprentice Training Program [Operational Management]	202,344	2.00
Enhance: Contract Increase for Bus Service Lane to Accommodate New FLASH and FLEX Buses [Transit Equipment Services]	146,052	0.00
Enhance: Battery Monitoring Equipment for New Electric Buses [Transit Equipment Services]	100,000	0.00
Enhance: Electric Vehicle Charging Station Equipment and Service [Operational Management]	65,520	0.00

FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Replace Aging Vehicle Lifts in all Shops [Heavy Equipment Services]	826,576	0.00
Increase Cost: Light Fleet Maintenance Contract - Align Budget to Actuals [Public Safety Automotive Services]	568,645	0.00
Increase Cost: FY21 Compensation Adjustment	550,036	0.00
Increase Cost: Additional Funding for Contracted Support Services [Operational Management]	379,247	0.00
Increase Cost: Annualization of FY20 Compensation Increases	267,877	0.00
Increase Cost: Tools and Equipment to Support Bus Maintenance at Brookville Maintenance Facility [Transit Equipment Services]	252,000	0.00
Increase Cost: Motor Pool Adjustment	99,001	0.00
Increase Cost: Align Holiday Pay to Actuals [Business Support Services]	81,516	0.00
Increase Cost: Print and Mail Charges [Operational Management]	37,475	0.00
Increase Cost: Risk Management Adjustment	25,121	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	9,911	0.00
Re-align: EZ Pass/Toll Payments for County Vehicles [Operational Management]	8,900	0.00
Increase Cost: Print and Mail Adjustment	6,923	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Operational Management]	(3,290)	0.00
Decrease Cost: Retirement Adjustment	(155,100)	0.00
Decrease Cost: OPEB Adjustment	(513,220)	0.00
Decrease Cost: One-time Increase for Specialized Training in FY20 [Operational Management]	(536,814)	0.00
Decrease Cost: One-time Increase in FY20 to Support Maintenance of FLASH Buses [Transit Equipment Services]	(973,264)	0.00
Decrease Cost: Fuel Expenditures [Operational Management]	(1,760,119)	0.00
FY21 RECOMMENDED	89,737,826	213.10

PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administrative Automotive Services	0	0.00	3,407,704	2.00
Business Support Services	14,888,283	36.00	15,986,664	35.00
Heavy Equipment Services	14,139,642	39.00	6,081,522	35.50
Operational Management	35,206,820	18.10	35,966,581	20.10
Public Safety Automotive Services	0	0.00	6,538,493	2.50
Transit Equipment Services	20,524,432	118.00	21,756,862	118.00
Total	84,759,177	211.10	89,737,826	213.10

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
MOTOR POOL INTERNAL SERVICE FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
EXPENDITURES						
FY21 Recommended	89,738	89,738	89,738	89,738	89,738	89,738
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY21	0	33	33	33	33	33
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY21	0	(4,649)	(4,649)	(4,649)	(4,649)	(4,649)
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Retiree Health Insurance Pre-funding	0	(34)	(78)	(77)	(82)	(17)
Shop Lift Replacements	0	0	(827)	(827)	(827)	(827)
Replacement of all shop lifts is funded across FY21 and FY22.						
Labor Contracts	0	68	68	68	68	68
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	89,738	85,157	84,286	84,287	84,282	84,347

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Apprentice Training Program	202,344	2.00	235,683	2.00
Total	202,344	2.00	235,683	2.00

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