



Fleet Management Services

RECOMMENDED FY23 BUDGET

\$89,073,182

FULL TIME EQUIVALENTS

211.10

 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 FY23 Operating Budget for the Division of Fleet Management Services is \$89,073,182, an increase of \$4,860,352 or 5.77 percent from the FY22 Approved Budget of \$84,212,830. Personnel Costs comprise 28.82 percent of the budget for 206 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 71.18 percent of the FY23 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

-  Support the County's goal of a zero-emission bus fleet through the development of a multi-year request for proposals (RFP) to purchase electric buses to be located at the Brookville Bus Depot in Silver Spring. Up to 70 electric buses at this location will be supported by a solar microgrid charging facility, expected to become operational in spring 2022.

Employee Input

-  Expand the zero-emission vehicle replacement program with new expenditures to support the planned replacement of County fleet vehicles with zero-emission alternatives where feasible, including the purchase of the County's first heavy-duty electric truck to be delivered this summer.

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- ★ Develop a plan to transition the County fleet to 100 percent zero-emissions as specified in the Climate Action Plan, working with individual County government departments to reduce overall vehicle use, identify suitable zero-emission replacement vehicles, and restructure operations around the use of zero-emissions vehicles where necessary.
 - ★ Purchase solar-powered charging stations to support electric vehicles at County facilities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ The Division of Fleet Management Services (DFMS) has completed the first phase of a zero-emission fleet transition plan. This plan, to be followed by a second implementation phase, sets a path for the County to achieve the fleet emissions targets specified in the Climate Action Plan. DFMS purchases zero-emission vehicles in all cases where a suitable vehicle is available on the market.
- ★ Continue the process of targeting underutilized County vehicles to eliminate from the fleet, producing savings via reduced replacement and maintenance costs to accelerate the County's transition to zero-emissions.
- ★ Improvements at County fleet maintenance facilities include replacement of old shop lifts with hybrid electric units that utilize regenerative battery power, development of a contactless parts delivery process to avoid the spread of COVID-19, and the installation of air/noise/light pollution sensors around the perimeter of the Brookville Maintenance Facility to monitor environmental impacts of bus and shop operations.
- ★ Streamlined invoice processing through electronic document submission.
- ★ In fiscal year 2022, DFMS purchased portable electric vehicle charging stations to position in areas which otherwise lack sufficient utility infrastructure to support electric vehicles.
- ★ The DFMS parts team 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 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 FY22 estimates reflect funding based on the FY22 Approved Budget. The FY23 and FY24 figures are performance targets based on the FY23 Recommended Budget and funding for comparable service levels in FY24.

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 of the automotive and light truck fleet are provided through

contractual services at the Seven Locks maintenance facility. DFMS 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. Without properly maintained vehicles, County services to residents would be severely impacted.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of administrative vehicle work orders completed ¹	6,358	2,535	6,180	6,269	6,225
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles) ²	15,124	21,774	16,654	17,851	18,760
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days) ³	0.4	0.52	0.47	0.46	0.49

¹ FY21 represents an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² FY21 data represents an anomaly based on low utilization as a result of the COVID-19 pandemic.

³ FY21 represents an anomaly due to logistics challenges for parts due to the COVID-19 pandemic.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	3,049,541	1.50
Enhance: Acquisition of Zero Emission Fleet Replacement Vehicles	1,800,000	0.00
Add: Zero Emission Transition Plan for Non-Transit Fleet	200,000	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.	7,490	0.00
FY23 Recommended	5,057,031	1.50

Business Support Services

Business Support Services prepares and monitors the budget, oversees financial management of the Motor Pool (MP) Internal Service Fund, and processes payments, solicitations, requisitions, and purchase orders. Fleet prepares MP Fund financial statements for the Annual Comprehensive Financial Report (ACFR) including Balance Sheet, Statement of Revenues, Expenses, Changes in Fund Equity, and Statement of Cash Flow. Fleet'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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Amount spent on parts (in dollars) ¹	\$9,004,243.09	\$5,519,218	\$9,759,620	\$9,381,932	\$9,570,776
Fiscal inventory parts turn rate ²	1.9	1.72	1.72	1.95	1.95
Percent of workorders completed without delay for parts ³	84%	73%	84%	84%	84%

¹ FY21 represents an anomaly due to reductions in vehicle utilization and subsequent reductions in parts issuances in FY21 due to the COVID-19 pandemic.

² Due to part availability associated with COVID-19 and the fact that disruptions in the supply chain are expected to go into late 2022, the Division of Fleet Management Services has made adjustments to its internal parts inventory.

³ FY21 decrease due to part availability associated with COVID-19 and the fact that disruptions in the supply chain are expected to go into late 2022.

FY23 Recommended Changes	Expenditures	FTEs
Fleet Management Services	General Government	31-3

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	15,293,204	35.00
Increase Cost: Fuel Inventory Monitoring Equipment	132,000	0.00
Increase Cost: IT System Infrastructure Hardware	40,000	0.00
Increase Cost: Diagnostic Equipment and Software	23,405	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.	335,158	1.00
FY23 Recommended	15,823,767	36.00

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 public safety and other County vehicles that support services to County residents, without which such services would be severely impacted. HES maintains the County's dump trucks before, during, and after a storm, ensuring high availability of equipment to provide safe travel routes for emergency vehicles and County residents. HES provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville, and Silver Spring depots.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of heavy equipment work orders completed ¹	4,977	1,478	4,994	4,986	4,990
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	1.9	1.74	1.79	1.82	1.79
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) ²	14,563	17,963	15,234	15,920	16,372
Heavy equipment fleet availability	89.3%	92.8%	91%	91%	92%

¹ FY21 represents an anomaly due to reductions in vehicle utilization in FY21 due to the COVID-19 pandemic.

² FY21 data is an anomaly based on low utilization as a result of COVID-19.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	6,305,111	37.50
Increase Cost: Heavy Vehicle and Equipment Maintenance Contract	429,355	0.00
Decrease Cost: Completed Replacement of Shop Lifts	(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.	115,002	0.00
FY23 Recommended	6,022,892	37.50

Operational Management

Operational Management provides policy development and planning; 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. Fleet's zero-emission transition strategy combines sound management, fleet rightsizing, alternative fuel infrastructure, innovative

technology to reduce fuel consumption, and acquisition of lower emissions vehicles, with zero-emission vehicles required in feasible use cases.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of fleet work orders completed ¹	45,451	19,404	45,225	45,338	45,281
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.5	3.34	3.4	3.5	3.5
Clean Air Commitment - Gallons of diesel/unleaded used ²	4,661,366	4,411,535	4,548,540	4,339,006	4,210,062
Clean Air Commitment - Gallons of alternative fuels used ³	1,368,497	1,267,407	1,512,826	1,722,360	1,851,304

¹ FY21 represents an anomaly due to reductions in vehicle utilization in FY21 due to the COVID-19 pandemic.

² Reduction in transit service in FY21 due to the COVID-19 pandemic.

³ The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents. Four electric buses were added into service in FY21, but the increase in electricity was offset by the reduction in transit service in FY21. In FY22 an additional 10 electric buses are expected to go into service, 25 electric buses are projected for FY23, and another 16 buses in FY24.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	31,871,215	16.10
Increase Cost: Motor Fuel	2,252,384	0.00
Enhance: Installation and Support for Electric Vehicle Charging Infrastructure	150,000	0.00
Increase Cost: Bulk Fluids (Oil)	46,658	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.	(820,089)	(2.00)
FY23 Recommended	33,500,168	14.10

Public Safety Automotive Services

This program is responsible for the maintenance, repair, and upfitting of the light automotive fleet supporting Police, Fire, Sheriff, and other public safety services. Maintenance and repair service for the public safety light fleet is provided through contractual services at the Seven Locks maintenance facility. Without properly maintained Public Safety vehicles, protective services to residents, neighborhoods, and the community would be severely impacted.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of public safety vehicle work orders completed ¹	18,695	7,229	18,581	18,638	18,610
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles) ²	29,629	35,434	30,554	31,872	32,620
Percent of customers satisfied with police vehicle maintenance	98.0%	98%	98%	98%	98%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) ³	1.2	1.38	1.05	1.13	1.09
Police vehicle fleet availability	98%	97.6%	98%	98%	98%

¹ FY21 represents an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² FY21 represents an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

³ FY21 represents an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	6,599,200	3.00
Increase Cost: Light Vehicle Fleet Maintenance Contract	260,365	0.00

FY23 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.	8,274	0.00
FY23 Recommended	6,867,839	3.00

☀ 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). TES supports FLASH, the County's bus rapid transit system with features that improve reliability and capacity; FLEX, an on-demand transit service that helps residents get around in defined Rockville and Glenmont/Wheaton zones; and the County's ongoing transition to a zero-emission bus fleet. TES implemented a contractor-based preventive maintenance business model which supplemented operations and increased capacity to meet federally mandated maintenance requirements. The transit technician onboarding and training program has contributed to improved equipment availability and injury reduction.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of transit work orders completed	15,421	8,162	15,470	15,445	15,457
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	93.0%	98%	98%	98%	98%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) ¹	14,701	24,536	17,415	18,884	20,278
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) ²	1.7	2.64	1.6	1.65	1.63
Average days out of service per bus for parts ³	4.10	5.75	3.71	3.91	3.81

¹ The Federal Transit Administration requirement is 12,000 miles. FY21 data is an anomaly based on low utilization as a result of COVID-19. Ride On added a new bus service in FY21 with 16 new buses. It is expected that the reliability will be more in line with the fleet average as the vehicles age.

² FY21 represents an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.

³ FY21 represents an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	21,094,559	118.00
Increase Cost: Contract CPI Increases	29,864	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.	677,062	1.00
FY23 Recommended	21,801,485	119.00

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	19,448,323	19,564,975	18,559,238	20,039,669	2.4 %
Employee Benefits	5,292,901	5,586,350	5,337,779	5,632,494	0.8 %
Motor Pool Internal Service Fund Personnel Costs	24,741,224	25,151,325	23,897,017	25,672,163	2.1 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Operating Expenses	43,396,503	48,312,302	48,247,222	51,678,392	7.0 %
Capital Outlay	10,607,878	10,749,203	10,749,203	11,722,627	9.1 %
Motor Pool Internal Service Fund Expenditures	78,745,605	84,212,830	82,893,442	89,073,182	5.8 %
PERSONNEL					
Full-Time	208	207	207	206	-0.5 %
Part-Time	0	0	0	0	—
FTEs	211.10	211.10	211.10	211.10	—
REVENUES					
FEMA Reimbursement	835,148	0	172,190	0	—
Insurance Recoveries	1,416,608	1,788,108	1,687,895	1,844,868	3.2 %
Investment Income	27,401	6,770	24,270	144,870	2039.9 %
Miscellaneous Revenues	354,581	203,000	293,320	203,000	—
Motor Pool Charges/Fees	73,153,874	83,082,001	77,312,105	86,718,985	4.4 %
Other Charges/Fees	97,780	69,000	0	69,000	—
Motor Pool Internal Service Fund Revenues	75,885,392	85,148,879	79,489,780	88,980,723	4.5 %

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY22 ORIGINAL APPROPRIATION	84,212,830	211.10
<u>Changes (with service impacts)</u>		
Enhance: Acquisition of Zero Emission Fleet Replacement Vehicles [Administrative Automotive Services]	1,800,000	0.00
Add: Zero Emission Transition Plan for Non-Transit Fleet [Administrative Automotive Services]	200,000	0.00
Enhance: Installation and Support for Electric Vehicle Charging Infrastructure [Operational Management]	150,000	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Motor Fuel [Operational Management]	2,252,384	0.00
Increase Cost: Annualization of FY22 Compensation Increases	444,809	0.00
Increase Cost: Heavy Vehicle and Equipment Maintenance Contract [Heavy Equipment Services]	429,355	0.00
Increase Cost: FY23 Compensation Adjustment	323,755	0.00
Increase Cost: Light Vehicle Fleet Maintenance Contract [Public Safety Automotive Services]	260,365	0.00
Increase Cost: Motor Pool Adjustment	165,000	0.00
Increase Cost: Fuel Inventory Monitoring Equipment [Business Support Services]	132,000	0.00
Increase Cost: Risk Management Adjustment	56,760	0.00
Increase Cost: Bulk Fluids (Oil) [Operational Management]	46,658	0.00
Increase Cost: IT System Infrastructure Hardware [Business Support Services]	40,000	0.00
Increase Cost: Contract CPI Increases [Transit Equipment Services]	29,864	0.00
Increase Cost: Diagnostic Equipment and Software [Business Support Services]	23,405	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	3,009	0.00
Decrease Cost: Retirement Adjustment	(113,875)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(133,851)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(168,000)	0.00
Decrease Cost: OPEB Adjustment	(254,710)	0.00
Decrease Cost: Completed Replacement of Shop Lifts [Heavy Equipment Services]	(826,576)	0.00
FY23 RECOMMENDED	89,073,182	211.10

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administrative Automotive Services	3,049,541	1.50	5,057,031	1.50
Business Support Services	15,293,204	35.00	15,823,767	36.00
Heavy Equipment Services	6,305,111	37.50	6,022,892	37.50
Operational Management	31,871,215	16.10	33,500,168	14.10
Public Safety Automotive Services	6,599,200	3.00	6,867,839	3.00
Transit Equipment Services	21,094,559	118.00	21,801,485	119.00
Total	84,212,830	211.10	89,073,182	211.10

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY23 Recommended	89,073	89,073	89,073	89,073	89,073	89,073
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	0	(522)	(522)	(522)	(522)	(522)
Items recommended for one-time funding in FY23, including the zero-emissions study, EV charging equipment, and equipment upgrades, will be eliminated from the base in the outyears.						
Labor Contracts	0	1,019	1,019	1,019	1,019	1,019
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	89,073	89,569	89,569	89,569	89,569	89,569