



Fleet Management Services

RECOMMENDED FY24 BUDGET

\$92,426,540

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 FY24 Operating Budget for the Division of Fleet Management Services is \$92,426,540, an increase of \$3,353,358 or 3.76 percent from the FY23 Approved Budget of \$89,073,182. Personnel Costs comprise 29.19 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 70.81 percent of the FY24 budget.

COUNTY PRIORITY OUTCOMES

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

-  **A Greener County**
-  **Easier Commutes**
-  **Effective, Sustainable Government**

INITIATIVES

-  The Division of Fleet Management Services is working with the DGS Office of Energy and Sustainability to plan a solar microgrid project to support zero emission bus fueling at the Gaithersburg bus depot. The microgrid will provide clean energy to charge electric buses or to generate green hydrogen for use in hydrogen fuel cell buses.
-  Work with MCDOT to procure 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 to fully utilize the solar microgrid at that location. DGS has developed a technical specification and a request for proposals to procure at least 100 electric buses with capital funding programmed in FY23-FY26.

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- ★ Pilot a program with Montgomery County Fire and Rescue Services using a Ford F150 Lightning as a Battalion Chief Vehicle, including on-site charging, to explore the suitability of electric vehicles for this role.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ In conjunction with the Office of Energy and Sustainability, completed the construction of the solar microgrid at the Brookville bus depot in Silver Spring with a ribbon cutting in October 2022. The facility will support electric buses to be acquired and put into service at this depot.
- ★ Worked in partnership with Montgomery County Department of Transportation to successfully apply for an FTA Low or No Emissions Bus Grant to build a green hydrogen fuel station to support fuel cell electric buses at the Gaithersburg depot. Hydrogen fuel cell buses can provide service on routes that exceed the range capacity of battery electric buses.
- ★ Developed an apprentice program in response to hiring challenges and the need to develop a workforce capable of supporting zero-emission technologies. After completing a 2-year training program, new technicians will be capable of performing skilled maintenance work on the County's fleet of transit buses and heavy equipment. DFMS is also working with Montgomery College and the State of Maryland to develop a hiring pipeline and enhance the apprentice training experience.
- ★ Provided a Ford Mach-E electric vehicle for Montgomery County Police Department as a pilot to explore the suitability of electric vehicles for police patrol use. Wide-scale availability of zero-emissions patrol vehicles is expected by 2025.
- ★ Trained staff on the maintenance and repair of electric propulsion and high-voltage systems, including training for first responders in coordination with Montgomery County Fire and Rescue Service to ensure safe responses to fires and other potential emergencies involving electric buses.

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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of administrative vehicle work orders completed ¹	2,535	2,584	4,471	3,528	3,999
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles) ²	21,774	42,701	26,533	30,336	33,190
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days) ³	0.52	0.98	0.63	0.71	0.77

¹ FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² FY21 and FY22 data represents an anomaly based on low utilization as a result of the COVID-19 pandemic.

³ FY22 represents an anomaly due to logistics challenges for parts due to the COVID-19 pandemic.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	5,057,031	1.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(842,687)	0.00
FY24 Recommended	4,214,344	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Amount spent on parts (in dollars) ¹	\$5,519,218	\$11,453,432	\$10,228,838	\$10,841,135	\$10,534,986
Fiscal inventory parts turn rate ²	1.72	1.13	1.90	1.90	1.81
Percent of work orders completed without delay for parts ³	73%	79%	82%	80%	81%

¹ FY21 and FY22 represent an anomaly due to reductions in vehicle utilization and subsequent reductions in parts issuances 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 2024, the Division of Fleet Management Services has made adjustments to its internal parts inventory.

³ FY21 and FY22 decrease due to part availability associated with COVID-19 and the fact that disruptions in the supply chain are expected to go into late 2024.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	15,823,767	36.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	552,594	0.00
FY24 Recommended	16,376,361	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of heavy equipment work orders completed ¹	1,478	1,328	3,153	2,240	2,696
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days) ²	1.74	1.13	1.90	1.90	1.81
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) ³	17,963	14,159	15,562	15,895	15,205
Heavy equipment fleet availability ⁴	92.8%	93.4%	92.0%	93.0%	93.0%

¹ FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² 3 year rolling average

³ FY21 and FY22 data is an anomaly based on low utilization as a result of the COVID-19 pandemic.

⁴ 3 year rolling average

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	6,022,892	37.50
Increase Cost: Vehicle Maintenance Contracts	500,000	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.	563,574	3.00
FY24 Recommended	7,086,466	40.50

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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of fleet work orders completed ¹	19,404	45,451	45,451	45,451	45,451
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.34	3.20	3.50	3.50	3.50
Clean Air Commitment - Gallons of diesel/unleaded used	4,411,535	4,548,540	4,339,006	4,210,062	4,082,570
Clean Air Commitment - Gallons of alternative fuels used ²	1,267,407	1,512,826	1,722,360	1,851,304	1,990,151

¹ FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² 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 FY23 an additional 10 electric buses will be going into service and 41 electric buses are projected for FY24.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	33,500,168	14.10
Increase Cost: Fuel	2,332,155	0.00
Increase Cost: Fleet Management Information System Replacement	391,000	0.00
Increase Cost: Oil and Bulk Fluids	200,000	0.00
Increase Cost: Service fees for electric vehicle chargers	172,500	0.00
Re-align: Adjust utilities budget to reflect actuals	(400,000)	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.	(413,378)	0.00
FY24 Recommended	35,782,445	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of public safety vehicle work orders completed ¹	7,229	7,533	13,114	10,324	11,719
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles) ²	35,434	49,681	38,248	41,121	43,017
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) ³	1.38	2.28	1.74	2.01	1.88
Police vehicle fleet availability ⁴	97%	96%	97%	97%	97%

¹ FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

³ FY21 and FY22 represent an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.

⁴ 3 year rolling average

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	6,867,839	3.00
Increase Cost: Light Fleet Maintenance	1,140,841	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.	(1,108,840)	0.00
FY24 Recommended	6,899,840	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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of transit work orders completed ¹	8,162	8,225	11,823	10,024	10,924
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	98%	99%	98%	98%	98%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) ²	24,536	17,019	19,619	22,077	20,848
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) ³	2.64	2.18	1.94	2.06	2.00
Average days out of service per bus for parts ⁴	5.75	10.79	7.45	9.12	13.00

¹ FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.

² The Federal Transit Administration requirement is 12,000 miles. FY21 and FY22 data is an anomaly based on low utilization as a result of COVID-19. Ride On added a new bus service with 16 new buses. It is expected that the reliability will be more in line with the fleet average as the vehicles age.

³ FY21 and FY22 represent an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.

⁴ FY21 and FY22 represent an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.

FY24 Recommended Changes	Expenditures	FTEs
FY23 Approved	21,801,485	119.00
Re-align: Lapse 4 Mechanic Technician Positions to Reflect Reduced Ride-On service	(377,761)	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.	643,360	(3.00)
FY24 Recommended	22,067,084	116.00

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	18,772,056	20,039,669	19,017,269	21,015,296	4.9 %
Employee Benefits	5,280,295	5,632,494	5,331,396	5,967,845	6.0 %
Motor Pool Internal Service Fund Personnel Costs	24,052,351	25,672,163	24,348,665	26,983,141	5.1 %
Operating Expenses	51,248,505	51,678,392	56,709,453	55,520,772	7.4 %
Capital Outlay	5,964,069	11,722,627	11,722,627	9,922,627	-15.4 %
Motor Pool Internal Service Fund Expenditures	81,264,925	89,073,182	92,780,745	92,426,540	3.8 %
PERSONNEL					
Full-Time	207	206	206	206	—
Part-Time	0	0	0	0	—
FTEs	211.10	211.10	211.10	211.10	—
REVENUES					
Motor Pool Charges/Fees	86,763,535	86,718,985	90,713,250	93,473,703	7.8 %
Other Charges/Fees	0	69,000	0	69,000	—

BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
Miscellaneous Revenues	505,887	203,000	122,372	203,000	—
Investment Income	35,938	144,870	844,780	1,334,790	821.4 %
Insurance Recoveries	1,617,092	1,844,868	1,844,868	2,238,070	21.3 %
Motor Pool Internal Service Fund Revenues	88,922,452	88,980,723	93,525,270	97,318,563	9.4 %

FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
	FY23 ORIGINAL APPROPRIATION	89,073,182 211.10
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Fuel [Operational Management]	2,332,155	0.00
Increase Cost: Light Fleet Maintenance [Public Safety Automotive Services]	1,140,841	0.00
Increase Cost: Annualization of FY23 Compensation Increases	1,033,652	0.00
Increase Cost: FY24 Compensation Adjustment	983,431	0.00
Increase Cost: Vehicle Maintenance Contracts [Heavy Equipment Services]	500,000	0.00
Increase Cost: Risk Management Adjustment	446,888	0.00
Increase Cost: Fleet Management Information System Replacement [Operational Management]	391,000	0.00
Increase Cost: Oil and Bulk Fluids [Operational Management]	200,000	0.00
Increase Cost: Service fees for electric vehicle chargers [Operational Management]	172,500	0.00
Increase Cost: Printing and Mail	3,218	0.00
Decrease Cost: Retirement Adjustment	(25,126)	0.00
Decrease Cost: Annualization of FY23 Personnel Costs	(303,218)	0.00
Re-align: Lapse 4 Mechanic Technician Positions to Reflect Reduced Ride-On service [Transit Equipment Services]	(377,761)	0.00
Re-align: Adjust utilities budget to reflect actuals [Operational Management]	(400,000)	0.00
Decrease Cost: Motor Pool Adjustment	(422,222)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY23	(2,322,000)	0.00
	FY24 RECOMMENDED	92,426,540 211.10

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Administrative Automotive Services	5,057,031	1.50	4,214,344	1.50
Business Support Services	15,823,767	36.00	16,376,361	36.00
Heavy Equipment Services	6,022,892	37.50	7,086,466	40.50
Operational Management	33,500,168	14.10	35,782,445	14.10
Public Safety Automotive Services	6,867,839	3.00	6,899,840	3.00

PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Transit Equipment Services	21,801,485	119.00	22,067,084	116.00
Total	89,073,182	211.10	92,426,540	211.10

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY24 Recommended	92,427	92,427	92,427	92,427	92,427	92,427
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY24	0	(2,639)	(2,639)	(2,639)	(2,639)	(2,639)
Items recommended for one-time funding in FY24, including implementation of a new fleet management information system and funding for increased fuel costs, will be eliminated from the base in the outyears.						
Labor Contracts	0	723	723	723	723	723
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	92,427	90,510	90,510	90,510	90,510	90,510