

Fleet Operations



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Description

The Fleet Operations Department provides City departments with comprehensive fleet management services, largely by providing a dependable fleet of over 4,500 motive vehicles and equipment. As the #12th ranked Leading Fleet and 38th ranked Green Fleet in America, the Department also provides the following core services in support of the City's fleet and overall City operations:

- Repair and Maintenance of Motive Vehicles and Equipment
- Acquisition and Disposition Services for Motive Vehicles and Equipment
- Fuel System Management
- Telematics System Management
- 24 Hour Fuel Availability/Delivery
- 24 Hour Maintenance and Monitoring of 15 Fuel Islands
- 24 Hour Road Call Services
- Maintenance of 19 Car/Truck Wash Facilities
- Maintenance of a Citywide Rental Fleet, exceeding 100 motive vehicles and pieces of equipment Citywide
- Citywide Driver/Operator Training
- Citywide Metal Fabrication Services
- Body Shop Services

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- Citywide Mobile Welding Services
- Motive Vehicle and Equipment Lifecycle Analysis
- Asset Management including Maintenance and Repair Tracking and Lifecycle Analysis
- Forecasting, Analysis and Oversight of approximately \$100M annually in Operating, Vehicle Replacement and CIP Budget

The vision is:

An award-winning fleet recognized for its safety, dependability, and reduction of greenhouse gasses.

The mission is:

Provide our customers, the employees of the City of San Diego, with comprehensive fleet management services by delivering environmentally-friendly, safe, and dependable vehicles, equipment, and fuel.

Goals and Objectives

Goal 1: Provide quality fleet services efficiently and economically

- Provide excellent customer service
- Improve communications to our customers
- Provide safe and dependable vehicles

Goal 2: Advance a Green Fleet program

- Reduce greenhouse gas emissions
- Evaluate all Fleet replacements and additional viable alternative fuel options

Goal 3: Continue to develop a trained and certified team of professionals

- Continue monitoring and improvement of a comprehensive safety and training program
- Promote professional certifications throughout all levels of the organization

Goal 4: Improve internal controls and accountability

- Improve internal fleet operations through enhanced utilization of the fleet management information system
- Improve policies and procedures to ensure consistency and efficiency throughout all levels of the organization

Key Performance Indicators

Performance Indicator	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Percentage of fleet within designated lifecycle	85%	68%	85%	69%	85%
Greenhouse Gas reduction from municipal vehicles (metric tons) ¹	17,989	17,736	19,788	17,736	19,788
Number of OSHA Reportable Cases	0	0	0	0	0
Completion of scheduled preventative maintenance on time ²	95%	N/A	95%	N/A	95%
Maintain availability of Priority 1 vehicles ³	95%	N/A	95%	89%	90%

1. The Fleet Operations Department has met the Climate Action Plan GHG emissions goal FY 2020 of 12,144 metric tons primarily through the switch to renewable diesel fuel in mid FY 2017. The City plans to further reduce GHG emissions by converting viable motive equipment units in the municipal fleet to zero emission and further expand the use of renewable diesel. FY 2020 Actuals were not available at the time of publication of this report.
2. The Fleet Operations Department completed phase I of the upgrade of its fleet asset management software in the first quarter of FY 2018. Fleet Operations has added a database manager position and anticipates the development of parameters to report actual data.
3. Fleet Operations began tracking percentage of Priority 1 Vehicle Availability on a daily basis as of 4/10/2020. Therefore, this KPI is the average percentage of daily priority 1 vehicle availability from 4/10/2020 to 6/30/2020.



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Department Summary

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
FTE Positions (Budgeted)	205.75	206.25	206.25	0.00
Personnel Expenditures	\$ 21,106,254	\$ 23,183,447	\$ 22,500,876	\$ (682,571)
Non-Personnel Expenditures	94,365,186	100,918,089	120,622,567	19,704,478
Total Department Expenditures	\$ 115,471,441	\$ 124,101,536	\$ 143,123,443	\$ 19,021,907
Total Department Revenue	\$ 106,903,575	\$ 130,780,375	\$ 129,301,214	\$ (1,479,161)

Fleet Operations Operating Fund

Department Expenditures

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Fleet Administration	\$ 18,622,126	\$ 18,953,583	\$ 18,022,521	\$ (931,062)
Fleet Maintenance	36,088,682	38,730,539	36,728,066	(2,002,473)
Vehicle Acquisition	699,666	552,893	751,575	198,682
Total	\$ 55,410,474	\$ 58,237,015	\$ 55,502,162	\$ (2,734,853)

Department Personnel

	FY2019 Budget	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Fleet Administration	34.50	34.00	33.00	(1.00)
Fleet Maintenance	169.25	168.25	167.25	(1.00)
Vehicle Acquisition	2.00	4.00	6.00	2.00
Total	205.75	206.25	206.25	0.00

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	0.00	\$ 974,747	\$ -
Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
Flexible Benefit Plan Adjustments	0.00	200,250	-
Adjustments to the Flexible Benefit plan as a result of negotiated changes in how the plan will be administered for new and existing employees, including changes to tiers and cash-back options.			
Pay-in-Lieu of Annual Leave Adjustments	0.00	89,320	-
Adjustment to expenditures associated with projected compensation in-lieu of the use of annual leave.			
Regular Rate of Pay	0.00	45,305	-
Addition of personnel expenditures associated with the cash payments in lieu of health benefits provided to employees as required by the recent Flores legal case.			

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
One-Time Additions and Annualizations	0.00	(65,684)	-
Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2020.			
Diesel Fuel Reduction	0.00	(300,000)	(300,000)
Reduction of non-personnel expenditures and associated revenue for diesel fuel related to the replacement of 20 diesel refuse packers with Compressed Natural Gas (CNG) vehicles.			
Support for Information Technology	0.00	(590,367)	-
Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements.			
Salary and Benefit Adjustments	0.00	(951,762)	-
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Fuel Adjustment	0.00	(2,136,662)	(2,136,662)
Reduction of non-personnel expenditures and associated revenue to reflect a decrease in fuel cost per gallon.			
Revised Revenue	0.00	-	(206,448)
Adjustment to reflect revised revenue projections associated to the usage fee non-discretionary allocation.			
Revised Revenue	0.00	-	(944,860)
Adjustment to reflect revised revenue to align with current year and historical actuals.			
Total	0.00	\$ (2,734,853)	\$ (3,587,970)

Expenditures by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
PERSONNEL				
Personnel Cost	\$ 11,746,380	\$ 12,951,863	\$ 12,394,663	\$ (557,200)
Fringe Benefits	9,359,657	10,231,584	10,106,213	(125,371)
PERSONNEL SUBTOTAL	21,106,037	23,183,447	22,500,876	(682,571)
NON-PERSONNEL				
Supplies	\$ 13,861,738	\$ 13,531,018	\$ 13,094,915	\$ (436,103)
Contracts	5,289,282	6,424,219	5,750,965	(673,254)
Information Technology	768,377	1,859,767	1,895,546	35,779
Energy and Utilities	14,176,141	13,094,488	12,202,790	(891,698)
Other	4,825	3,478	4,826	1,348
Transfers Out	1,633	-	1,633	1,633
Capital Expenditures	70,610	140,598	50,611	(89,987)
Debt	131,830	-	-	-
NON-PERSONNEL SUBTOTAL	34,304,437	35,053,568	33,001,286	(2,052,282)
Total	\$ 55,410,474	\$ 58,237,015	\$ 55,502,162	\$ (2,734,853)

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Revenues by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Charges for Services	\$ 48,212,701	\$ 58,162,709	\$ 54,795,094	\$ (3,367,615)
Other Revenue	721,497	647,000	368,349	(278,651)
Rev from Money and Prop	84,193	110,000	140,000	30,000
Transfers In	28,296	-	28,296	28,296
Total	\$ 49,046,687	\$ 58,919,709	\$ 55,331,739	\$ (3,587,970)

Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	2.00	2.00	2.00	\$ 33,605 - 40,459	\$ 78,887
20000024	Administrative Aide 2	1.00	1.00	1.00	45,444 - 54,769	54,540
20000253	Apprentice 1-Fleet Technician	2.00	2.00	2.00	34,077 - 45,444	90,896
20000088	Assistant Engineer-Mechanical	1.00	0.00	0.00	61,752 - 74,407	-
20000443	Assistant Fleet Technician	27.00	27.00	27.00	40,932 - 48,796	1,277,490
20000119	Associate Management Analyst	2.00	2.00	2.00	57,691 - 69,723	126,149
20000193	Body and Fender Mechanic	5.00	5.00	5.00	47,335 - 56,767	272,889
20001101	Department Director	1.00	1.00	1.00	63,127 - 239,144	167,523
20001168	Deputy Director	1.00	1.00	1.00	50,128 - 184,332	133,390
20000430	Equipment Operator 2	1.00	1.00	1.00	44,133 - 52,771	44,138
20000438	Equipment Painter	2.00	2.00	2.00	47,335 - 56,767	113,526
20000433	Equipment Trainer	1.00	1.00	1.00	50,751 - 61,387	61,381
21000191	Fleet Attendant	2.00	2.00	2.00	34,163 - 40,609	78,024
20000774	Fleet Manager	4.00	4.00	4.00	81,928 - 99,267	392,383
20000183	Fleet Parts Buyer	4.00	4.00	4.00	47,635 - 57,691	230,796
20000182	Fleet Parts Buyer Supervisor	1.00	1.00	1.00	54,790 - 66,629	66,622
20000062	Fleet Repair Supervisor	10.00	10.00	10.00	66,608 - 80,595	803,738
21000195	Fleet Team Leader	10.00	10.00	10.00	55,951 - 68,692	674,270
20000420	Fleet Technician	76.25	76.25	76.25	49,634 - 59,517	4,420,681
20000293	Information Systems Analyst 3	1.00	1.00	1.00	63,342 - 76,578	74,524
20000998	Information Systems Analyst 4	1.00	0.00	0.00	71,249 - 86,311	-
20000618	Machinist	1.00	1.00	1.00	49,225 - 58,980	58,989
20000439	Master Fleet Technician	17.00	17.00	17.00	53,372 - 63,944	1,040,787
20000644	Metal Fabrication Supervisor	2.00	2.00	2.00	57,949 - 70,067	122,244
20000445	Motive Service Technician	2.00	2.00	2.00	36,484 - 43,725	84,025
20000680	Payroll Specialist 2	1.00	1.00	1.00	40,726 - 49,171	49,171
20001234	Program Coordinator	0.00	1.00	1.00	28,080 - 147,160	117,146
20001222	Program Manager	1.00	1.00	1.00	50,128 - 184,332	122,408
20000847	Safety Officer	1.00	1.00	1.00	61,795 - 74,622	74,630
20000015	Senior Management Analyst	0.00	2.00	2.00	63,342 - 76,578	153,172
20000951	Stock Clerk	9.00	9.00	9.00	32,079 - 38,718	325,738
20000955	Storekeeper 1	4.00	4.00	4.00	36,935 - 44,305	171,412
90001146	Student Intern - Hourly	0.50	0.00	0.00	28,080 - 29,120	-

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Personnel Expenditures

Job Number	Job Title / Wages	FY2019 Budget	FY2020 Budget	FY2021 Adopted	Salary Range	Total
20000970	Supervising Management Analyst	1.00	1.00	1.00	71,249 - 86,311	86,320
20001041	Training Supervisor	1.00	1.00	1.00	63,342 - 76,578	63,336
20001058	Welder	10.00	10.00	10.00	47,335 - 56,767	558,129
	ASE Cert					32,240
	ASE Damage Estimate					936
	ASE Master Cert					135,070
	Budgeted Vacancy Factor					(810,557)
	Class B					68,900
	Collison Repair Cert					3,640
	Exceptional Performance					3,000
	Pay-Classified					
	Night Shift Pay					158,234
	Overtime Budgeted					440,944
	Plant/Tank Vol Cert Pay					36,157
	Standby Pay					9,442
	Termination Pay Annual					19,991
	Leave					
	Vacation Pay In Lieu					89,320
	Welding Certification					17,992
FTE, Salaries, and Wages Subtotal		205.75	206.25	206.25		\$ 12,394,663

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Fringe Benefits				
Employee Offset Savings	\$ 34,136	\$ 37,257	\$ 31,768	\$ (5,489)
Flexible Benefits	2,169,378	2,349,886	2,424,355	74,469
Long-Term Disability	-	-	39,506	39,506
Medicare	166,170	177,572	169,451	(8,121)
Other Post-Employment Benefits	1,175,725	1,232,656	1,190,950	(41,706)
Retiree Medical Trust	9,742	11,968	12,147	179
Retirement 401 Plan	8,366	8,685	9,256	571
Retirement ADC	4,262,632	4,440,360	4,267,566	(172,794)
Retirement DROP	52,620	56,189	53,449	(2,740)
Risk Management Administration	199,138	242,506	200,416	(42,090)
Supplemental Pension Savings Plan	712,153	810,536	774,969	(35,567)
Unemployment Insurance	17,990	18,373	17,547	(826)
Workers' Compensation	551,605	845,596	914,833	69,237
Fringe Benefits Subtotal	\$ 9,359,657	\$ 10,231,584	\$ 10,106,213	\$ (125,371)
Total Personnel Expenditures			\$ 22,500,876	

Fleet Operations Replacement Fund

Department Expenditures

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Fleet Maintenance	\$ 89,088	\$ -	\$ -	-
Vehicle Acquisition	60,382,934	65,864,521	87,621,281	21,756,760

Fleet Operations

Department Expenditures

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Total	\$ 60,472,022	\$ 65,864,521	\$ 87,621,281	\$ 21,756,760

Significant Budget Adjustments

	FTE	Expenditures	Revenue
General Fund Fleet Replacement Fund Balance Transfer Addition of one-time non-personnel expenditures for a transfer to the General Fund.	0.00	\$ 16,700,000	\$ -
Vehicle Acquisitions Addition of non-personnel expenditures to reflect replacement funding of vehicle purchases based on the Department's Five-Year Replacement Schedule.	0.00	5,831,160	-
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	(774,400)	-
Revised Revenue Adjustment to reflect revised revenue projections associated with loan proceeds from debt finance purchased vehicles.	0.00	-	6,336,661
Revised Revenue Adjustment to reflect revised revenue projections associated with assignment fees for vehicle equipment.	0.00	-	572,148
Revised Revenue Reduction of revenue associated to rate relief of assignment fees in the General Fund Vehicle Replacement Fund.	0.00	-	(4,800,000)
Total	0.00	\$ 21,756,760	\$ 2,108,809

Expenditures by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
PERSONNEL				
Personnel Cost	\$ 126	\$ -	\$ -	-
Fringe Benefits	92	-	-	-
PERSONNEL SUBTOTAL	218	-	-	-
NON-PERSONNEL				
Supplies	\$ 4,625,798	\$ -	\$ -	-
Contracts	426,027	-	-	-
Information Technology	22,901	-	-	-
Transfers Out	3,400,000	-	16,700,000	16,700,000
Capital Expenditures	41,740,751	52,420,305	58,251,465	5,831,160
Debt	10,256,327	13,444,216	12,669,816	(774,400)
NON-PERSONNEL SUBTOTAL	60,471,804	65,864,521	87,621,281	21,756,760
Total	\$ 60,472,022	\$ 65,864,521	\$ 87,621,281	\$ 21,756,760

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Revenues by Category

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Charges for Services	\$ 36,960,326	\$ 42,110,504	\$ 37,882,652	\$ (4,227,852)
Other Revenue	20,896,562	29,750,162	36,086,823	6,336,661
Total	\$ 57,856,888	\$ 71,860,666	\$ 73,969,475	\$ 2,108,809

	FY2019 Actual	FY2020 Budget	FY2021 Adopted	FY2020-2021 Change
Fringe Benefits				
Flexible Benefits	\$ 32	\$ -	\$ -	-
Medicare	2	-	-	-
Other Post-Employment Benefits	18	-	-	-
Retiree Medical Trust	-	-	-	-
Retirement ADC	26	-	-	-
Risk Management Administration	3	-	-	-
Supplemental Pension Savings Plan	10	-	-	-
Unemployment Insurance	-	-	-	-
Workers' Compensation	-	-	-	-
Fringe Benefits Subtotal	\$ 92	\$ -	\$ -	-
Total Personnel Expenditures		\$ -	\$ -	

Fleet Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Operations Operating Fund	FY2019 Actual	FY2020* Budget	FY2021** Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 7,381,259	\$ 767,384	\$ 1,534,879
Continuing Appropriation - CIP	1,716,826	1,890,531	2,443,088
TOTAL BALANCE AND RESERVES	\$ 9,098,084	\$ 2,657,914	\$ 3,977,966
REVENUE			
Charges for Services	\$ 48,212,701	\$ 58,162,709	\$ 54,795,094
Other Revenue	721,497	647,000	368,349
Revenue from Use of Money and Property	84,193	110,000	140,000
Transfers In	28,296	-	28,296
TOTAL REVENUE	\$ 49,046,687	\$ 58,919,709	\$ 55,331,739
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 58,144,772	\$ 61,577,623	\$ 59,309,705
OPERATING EXPENSE			
Personnel Expenses	\$ 11,746,380	\$ 12,951,863	\$ 12,394,663
Fringe Benefits	9,359,657	10,231,584	10,106,213
Supplies	13,861,738	13,531,018	13,094,915
Contracts	5,289,282	6,424,219	5,750,965
Information Technology	768,377	1,859,767	1,895,546
Energy and Utilities	14,176,141	13,094,488	12,202,790
Other Expenses	4,825	3,478	4,826
Transfers Out	1,633	-	1,633
Capital Expenditures	70,610	140,598	50,611
Debt Expenses	131,830	-	-
TOTAL OPERATING EXPENSE	\$ 55,410,474	\$ 58,237,015	\$ 55,502,162
EXPENDITURE OF PRIOR YEAR FUNDS			
CIP Expenditures	\$ 76,295	\$ 1,270,598	\$ -
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ -	\$ -	\$ -
TOTAL EXPENSE	\$ 55,486,769	\$ 59,507,613	\$ 55,502,162
RESERVES			
Continuing Appropriation - CIP	\$ 1,890,531	\$ 1,890,531	\$ 2,443,088
TOTAL RESERVES	\$ 1,890,531	\$ 1,890,531	\$ 2,443,088
BALANCE	\$ 767,472	\$ 179,479	\$ 1,364,455
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 58,144,772	\$ 61,577,623	\$ 59,309,705

* At the time of publication, audited financial statements for Fiscal Year 2020 were not available. Therefore, the Fiscal Year 2020 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2020 Adopted Budget, while the beginning Fiscal Year 2020 balance amount reflects the audited Fiscal Year 2019 ending balance.

** Fiscal Year 2021 Beginning Fund Balance reflect the projected Fiscal Year 2020 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2020.

Fleet Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Operations Replacement Fund	FY2019 Actual	FY2020* Budget	FY2021** Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 17,967,592	\$ 38,166,903	\$ 36,799,288
Continuing Appropriation - Operating	78,776,975	55,929,752	56,777,640
TOTAL BALANCE AND RESERVES	\$ 96,744,568	\$ 94,096,655	\$ 93,576,928
REVENUE			
Charges for Services	\$ 36,960,326	\$ 42,110,504	\$ 37,882,652
Other Revenue	20,896,562	29,750,162	36,086,823
TOTAL REVENUE	\$ 57,856,888	\$ 71,860,666	\$ 73,969,475
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 154,601,455	\$ 165,957,321	\$ 167,546,403
OPERATING EXPENSE			
Personnel Expenses	\$ 126	\$ -	\$ -
Fringe Benefits	92	-	-
Supplies	4,628,295	-	-
Contracts	426,935	-	-
Information Technology	22,901	-	-
Transfers Out	3,400,000	-	16,700,000
Capital Expenditures	41,737,347	52,420,305	58,251,465
Debt Expenses	10,256,327	13,444,216	12,669,816
TOTAL OPERATING EXPENSE	\$ 60,472,022	\$ 65,864,521	\$ 87,621,281
EXPENDITURE OF PRIOR YEAR FUNDS			
Operating Expenditures	\$ 22,814,445	\$ -	\$ -
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ 22,814,445	\$ -	\$ -
TOTAL EXPENSE	\$ 60,472,022	\$ 65,864,521	\$ 87,621,281
RESERVES			
Continuing Appropriation - Operating	\$ 55,962,531	\$ 55,929,752	\$ 56,777,640
TOTAL RESERVES	\$ 55,962,531	\$ 55,929,752	\$ 56,777,640
BALANCE	\$ 38,166,903	\$ 44,163,048	\$ 23,147,482
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 154,601,455	\$ 165,957,321	\$ 167,546,403

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** Fiscal Year 2021 Beginning Fund Balance reflect the projected Fiscal Year 2020 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2020.