

Fleet Operations



Department Description

The Fleet Operations Department, a new department created in Fiscal Year 2017, provides City departments with comprehensive fleet management services by supplying a dependable fleet of over 4,200 vehicles and equipment in addition to the following functions:

- Acquisition, Disposition, and Up-Fitting
- Maintenance and Repair
- Fuel Facilities and Fuel System Management
- Car Wash Facilities
- Metal Repair and Fabrication
- Rental Fleet
- Citywide Operator Training

Funding was provided in Fiscal Year 2017 to upgrade the Fleet Asset Management Software System (FAMSS) and to make improvements to various car wash facilities. The FAMSS upgrade project is expected to take twelve months and will begin in the first half of the fiscal year. An assessment of the car wash facilities is expected to take place in the first quarter with an improvement plan to follow shortly after.

In addition to these upgrade projects, the Department is also looking to convert the fleet into an environmentally friendly one in accordance with the City of San Diego's Climate Action Plan (CAP) which calls for a reduction in greenhouse gas primarily through the conversion to zero emissions vehicles. The first of many achievements towards meeting the City's CAP is the opening of the City's first compressed natural gas (CNG) filling station which is anticipated to open mid-Fiscal Year 2017. The CNG station will be located at the Miramar Repair Facility and will begin to serve as the fuel source for refuse packers. The first set of 20 CNG refuse packers are expected to begin arriving early in Fiscal Year 2017. Through an aggressive vehicle replacement program and the refuse packer fleet conversion to CNG, the City will begin to realize greenhouse gas emission reductions this fiscal year.

The Department's mission is to:

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

Fleet Operations

The Department's vision is:

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

Goals and Objectives

Goal 1: Provide excellent customer service

- Be responsible and accountable for meeting the fleet requirements of our customers
- Improve communication with our customers
- Provide dependable vehicles

Goal 2: Advance a green fleet program

- Reduce greenhouse gas emissions
- Advance the knowledge of alternative fuel options
- Implement alternative fuel options

Goal 3: Develop a trained and certified team of professionals

- Implement a new safety program
- Develop a new training program

Goal 4: Improve internal controls and accountability

- Upgrade fleet asset management software
- Augment reporting and metrics
- Update policies and procedures

Key Performance Indicators

The Department is in the process of developing key performance indicators which will be published in the Fiscal Year 2018 Proposed Budget.

Fleet Operations

Managed Competition Performance Measures - Fleet

Performance Indicator	Actual FY2015 ¹	Target FY2016	Actual FY2016	Target FY2017
1. Completion of scheduled preventive maintenance on time ²	N/A	9 days ³	82% ³	95%
2. Maintain availability of Priority 1 vehicles	N/A	90%	85%	90%
3. Completion of maintenance needs within one day	N/A	90%	N/A ⁴	90%

1. The MEGO was not implemented until January 2015; therefore, prior fiscal year performance data is not available.
2. Excludes data on refuse packers. These vehicles are heavily used and are serviced weekly.
3. The method of measurement changed from number of days to a percentage which more accurately reflects performance.
4. The fleet management software used to track all vehicles and maintenance activities is currently being upgraded. The upgrade is expected to be completed by July of Fiscal Year 2018.



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Internal Operations

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
PERSONNEL				
Personnel Cost	\$ 230,760	\$ 219,230	\$ 220,424	\$ 1,194
Fringe Benefits	170,185	160,527	174,479	13,952
PERSONNEL SUBTOTAL	400,945	379,757	394,903	15,146
NON-PERSONNEL				
Supplies	\$ 2,221	\$ 1,250	\$ 1,250	\$ -
Contracts	4,368	8,554	8,949	395
Information Technology	340	-	6,217	6,217
Energy and Utilities	76	1,000	1,000	-
Other	5,700	5,800	5,800	-
NON-PERSONNEL SUBTOTAL	12,705	16,604	23,216	6,612
Total	\$ 413,650	\$ 396,361	\$ 418,119	\$ 21,758

Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total																																																																						
FTE, Salaries, and Wages																																																																												
20001118	Deputy Chief Operating Officer	1.00	1.00	1.00	\$59,155 - \$224,099	\$ 195,000																																																																						
20000924	Executive Secretary	0.50	0.50	0.50	43,555 - 52,666	25,424																																																																						
FTE, Salaries, and Wages Subtotal		1.50	1.50	1.50		\$ 220,424																																																																						
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Fleet Services Operating Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Fleet Services	\$ 47,606,813	\$ 51,908,246	\$ 56,091,087	\$ 4,182,841
Total	\$ 47,606,813	\$ 51,908,246	\$ 56,091,087	\$ 4,182,841

Fleet Operations

Department Personnel

	FY2015 Budget	FY2016 Budget	FY2017 Adopted	FY2016–2017 Change
Fleet Services	177.50	201.50	207.00	5.50
Total	177.50	201.50	207.00	5.50

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Equipment/Support for Information Technology Adjustment to expenditure allocations according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	\$ 2,468,755	\$ -
Fleet Car Wash Facilities Addition of non-personnel expenditures for the replacement and maintenance of fleet car wash facilities.	0.00	1,000,000	-
Fleet Facility Maintenance Addition of non-personnel expenditures for maintenance of fleet facilities.	0.00	750,000	-
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	574,375	-
Fleet Focus System Enhancement Addition of non-personnel expenditures to increase the scope of the Fleet Focus System project.	0.00	525,000	-
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2016 negotiated salary compensation schedule, changes to savings resulting from positions to be vacant for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiation adjustments.	0.00	340,605	-
Addition of Department Director Addition of 1.00 Department Director to oversee long term planning, personnel management, management systems, and Department financials.	1.00	186,313	-
Fleet Services Parts Support Addition of 1.00 Fleet Parts Buyer and 2.00 Stock Clerks to maintain inventory and assist with clean-up duties.	3.00	174,890	-
Equipment Outlay Addition of non-personnel expenditures for specialized vehicle maintenance equipment.	0.00	142,380	-
Addition of Fleet Team Leader Addition of 1.00 Fleet Team Leader to support maintenance and repair operations at the Chollas maintenance shop.	1.00	83,084	-
Addition of Associate Management Analyst Addition of 0.50 Associate Management Analyst to support the Fleet Acquisition section.	0.50	30,552	-
Fuel Adjustments Adjustment of non-personnel expenditures and associated revenue to reflect revised gasoline and other motor fuel usage projections.	0.00	(2,093,113)	(2,093,113)

Fleet Operations

Significant Budget Adjustments (Cont'd)

	FTE	Expenditures	Revenue
Revised Revenue Adjustment to revenue to reflect revised fleet usage.	0.00	-	2,434,588
IAM Reimbursable Revenue Adjustment to reflect revised revenue projections for reimbursement of SAP Infrastructure Asset Management (IAM, formerly EAM) project labor.	0.00	-	72,776
Total	5.50	\$ 4,182,841	\$ 414,251

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
PERSONNEL				
Personnel Cost	\$ 10,880,773	\$ 11,595,663	\$ 11,914,840	\$ 319,177
Fringe Benefits	7,836,585	8,079,249	8,575,516	496,267
PERSONNEL SUBTOTAL	18,717,358	19,674,912	20,490,356	815,444
NON-PERSONNEL				
Supplies	\$ 10,233,876	\$ 8,666,510	\$ 8,664,586	\$ (1,924)
Contracts	5,076,832	7,610,593	10,816,032	3,205,439
Information Technology	599,326	1,067,924	3,536,679	2,468,755
Energy and Utilities	11,875,572	14,515,394	12,068,139	(2,447,255)
Other	1,235	-	-	-
Transfers Out	641,151	-	-	-
Capital Expenditures	197,804	107,620	250,000	142,380
Debt	263,659	265,293	265,295	2
NON-PERSONNEL SUBTOTAL	28,889,455	32,233,334	35,600,731	3,367,397
Total	\$ 47,606,813	\$ 51,908,246	\$ 56,091,087	\$ 4,182,841

Revenues by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Charges for Services	\$ 46,803,059	\$ 50,133,181	\$ 50,547,432	\$ 414,251
Other Revenue	418,395	295,000	295,000	-
Rev from Money and Prop	498,145	-	-	-
Rev from Other Agencies	857	-	-	-
Transfers In	468,058	-	-	-
Total	\$ 48,188,515	\$ 50,428,181	\$ 50,842,432	\$ 414,251

Personnel Expenditures

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
FTE, Salaries, and Wages						
20000011	Account Clerk	2.00	3.00	3.00	\$31,491 - \$37,918	\$ 107,327
20000254	Apprentice 2-Fleet Technician	0.00	2.00	0.00	38,085 - 48,235	-
20000088	Assistant Engineer-Mechanical	1.00	1.00	1.00	57,866 - 69,722	57,866
20000443	Assistant Fleet Technician	24.00	27.00	27.00	36,587 - 43,618	1,146,079
20000154	Associate Engineer-Mechanical	1.00	1.00	1.00	66,622 - 80,454	66,622
20000119	Associate Management Analyst	1.50	0.50	1.00	54,059 - 65,333	54,060
20000193	Body and Fender Mechanic	5.00	5.00	5.00	44,366 - 53,206	266,030

Fleet Operations

Personnel Expenditures (Cont'd)

Job Number	Job Title / Wages	FY2015 Budget	FY2016 Budget	FY2017 Adopted	Salary Range	Total
20001101	Department Director	0.00	0.00	1.00	59,155 - 224,099	150,000
20001168	Deputy Director	1.00	1.00	1.00	46,966 - 172,744	125,000
20000426	Equipment Operator 1	0.00	1.00	0.00	37,690 - 45,115	-
20000430	Equipment Operator 2	0.00	0.00	1.00	41,350 - 49,462	41,350
20000438	Equipment Painter	2.00	2.00	2.00	44,366 - 53,206	106,412
20000433	Equipment Trainer	1.00	1.00	1.00	47,570 - 57,533	57,533
21000191	Fleet Attendant	1.00	2.00	2.00	30,534 - 36,296	66,830
20000774	Fleet Manager	3.00	3.00	3.00	76,773 - 93,018	279,054
20000183	Fleet Parts Buyer	2.00	3.00	4.00	44,637 - 54,059	197,392
20000182	Fleet Parts Buyer Supervisor	1.00	1.00	1.00	51,355 - 62,442	62,442
20000062	Fleet Repair Supervisor	7.00	10.00	10.00	62,421 - 75,525	732,105
21000195	Fleet Team Leader	10.00	9.00	10.00	50,003 - 61,402	602,621
20000420	Fleet Technician	70.00	78.00	80.00	44,366 - 53,206	4,095,744
20000293	Information Systems Analyst 3	0.00	1.00	1.00	59,363 - 71,760	59,363
20000998	Information Systems Analyst 4	0.00	1.00	1.00	66,768 - 80,891	80,891
20000618	Machinist	1.00	1.00	1.00	46,134 - 55,266	51,876
20000439	Master Fleet Technician	17.00	17.00	17.00	47,715 - 57,158	962,243
20000644	Metal Fabrication Supervisor	2.00	2.00	2.00	54,309 - 65,666	131,332
20000445	Motive Service Technician	0.00	2.00	2.00	34,195 - 40,976	78,593
20000680	Payroll Specialist 2	1.00	1.00	1.00	34,611 - 41,787	41,787
20001222	Program Manager	0.00	1.00	1.00	46,966 - 172,744	109,855
20000847	Safety Officer	1.00	1.00	1.00	57,907 - 69,930	69,930
20000015	Senior Management Analyst	1.00	1.00	1.00	59,363 - 71,760	71,760
20000950	Stock Clerk	0.00	0.00	2.00	30,056 - 36,275	60,112
20000951	Stock Clerk	7.00	7.00	7.00	30,056 - 36,275	247,706
20000955	Storekeeper 1	3.00	4.00	4.00	34,611 - 41,517	161,942
20001041	Training Supervisor	0.00	1.00	1.00	59,363 - 71,760	59,363
20001051	Utility Worker 1	1.00	1.00	1.00	30,534 - 36,296	36,296
20001056	Vehicle and Fuel Clerk	2.00	0.00	0.00	31,491 - 37,918	-
20001058	Welder	9.00	10.00	10.00	44,366 - 53,206	514,380
	ASE Cert					48,880
	ASE Damage Estimate					936
	ASE Master Cert					221,927
	Class B					71,760
	Collison Repair Cert					3,640
	Exceptional Performance Pay-Classified					3,000
	Night Shift Pay					152,562
	Overtime Budgeted					400,000
	Plant/Tank Vol Cert Pay					22,656
	Termination Pay Annual Leave					19,591
	Welding Certification					17,992
FTE, Salaries, and Wages Subtotal		177.50	201.50	207.00		\$ 11,914,840

Fleet Operations

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Fringe Benefits				
Employee Offset Savings	\$ 17,566	\$ 15,315	\$ 21,648	\$ 6,333
Flexible Benefits	1,331,559	1,717,135	2,065,171	348,036
Long-Term Disability	86,311	34,506	34,818	312
Medicare	141,083	148,760	152,353	3,593
Other Post-Employment Benefits	1,106,723	1,188,972	1,224,454	35,482
Retiree Medical Trust	2,538	6,550	7,761	1,211
Retirement 401 Plan	8,909	8,985	7,655	(1,330)
Retirement ADC	3,891,494	3,513,151	3,547,455	34,304
Retirement DROP	54,568	49,425	61,105	11,680
Risk Management Administration	159,316	212,100	211,564	(536)
Supplemental Pension Savings Plan	571,898	665,934	714,704	48,770
Unemployment Insurance	20,001	19,790	19,939	149
Workers' Compensation	444,620	498,626	506,889	8,263
Fringe Benefits Subtotal	\$ 7,836,585	\$ 8,079,249	\$ 8,575,516	\$ 496,267
Total Personnel Expenditures			\$ 20,490,356	

Fleet Services Replacement Fund

Department Expenditures

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016-2017 Change
Fleet Services	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181	\$ (689,739)
Total	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181	\$ (689,739)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
One-Time Reductions and Annualizations	0.00	\$ (12,275)	\$ -
Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2016.			
Non-Discretionary Adjustment	0.00	(677,464)	-
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.			
Revised Revenue	0.00	-	6,161,440
Adjustment to revenue to reflect revised assignment fees.			
Total	0.00	\$ (689,739)	\$ 6,161,440

Fleet Operations

Expenditures by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016–2017 Change
NON-PERSONNEL				
Supplies	\$ 891,263	\$ -	\$ -	\$ -
Contracts	360,921	-	-	-
Other	312,534	12,275	-	(12,275)
Capital Expenditures	10,970,814	22,994,920	22,994,920	-
Debt	6,806,015	8,052,725	7,375,261	(677,464)
NON-PERSONNEL SUBTOTAL	19,341,546	31,059,920	30,370,181	(689,739)
Total	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181	\$ (689,739)

Revenues by Category

	FY2015 Actual	FY2016 Budget	FY2017 Adopted	FY2016–2017 Change
Charges for Services	\$ 24,633,340	\$ 17,944,968	\$ 24,106,408	\$ 6,161,440
Other Revenue	1,548,360	2,000,000	2,000,000	-
Rev from Other Agencies	6,186	-	-	-
Transfers In	199,108	3,119,490	3,119,490	-
Total	\$ 26,386,993	\$ 23,064,458	\$ 29,225,898	\$ 6,161,440

Fleet Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Operating Fund	FY2015 Actual	FY2016* Budget	FY2017 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 7,076,511	\$ 6,004,186	\$ 7,442,294
Continuing Appropriation - CIP	713,000	2,274,121	1,227,961
TOTAL BALANCE AND RESERVES	\$ 7,789,511	\$ 8,278,307	\$ 8,670,255
REVENUE			
Charges for Services	\$ 46,803,059	\$ 50,133,181	\$ 50,547,432
Other Revenue	418,395	295,000	295,000
Revenue from Other Agencies	857	-	-
Revenue from Use of Money and Property	498,145	-	-
Transfers In	468,058	-	-
TOTAL REVENUE	\$ 48,188,515	\$ 50,428,181	\$ 50,842,432
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 55,978,026	\$ 58,706,488	\$ 59,512,687
CAPITAL IMPROVEMENTS PROGRAM (CIP) EXPENSE			
CIP Expenditures	\$ 92,907	\$ -	\$ -
TOTAL CIP EXPENSE	\$ 92,907	\$ -	\$ -
OPERATING EXPENSE			
Personnel	\$ 10,880,773	\$ 11,595,663	\$ 11,914,840
Fringe Benefits	7,836,585	8,079,249	8,575,516
Supplies	10,233,876	8,666,510	8,664,586
Contracts	5,076,832	7,610,593	10,816,032
Information Technology	599,326	1,067,924	3,536,679
Energy and Utilities	11,875,572	14,515,394	12,068,139
Other Expenses	1,235	-	-
Transfers Out	641,151	-	-
Capital Expenditures	197,804	107,620	250,000
Debt Expenses	263,659	265,293	265,295
TOTAL OPERATING EXPENSE	\$ 47,606,813	\$ 51,908,246	\$ 56,091,087
EXPENDITURE OF PRIOR YEAR FUNDS			
CIP Expenditures	\$ -	\$ 1,000,000	\$ 499,000
Operating Budget - informational	50,837,774	-	-
Operating Actuals - informational	47,606,813	-	-
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ -	\$ 1,000,000	\$ 499,000
TOTAL EXPENSE	\$ 47,699,719	\$ 52,908,246	\$ 56,590,087
RESERVES			
Continuing Appropriation - CIP	\$ 2,274,121	\$ 1,274,121	\$ 728,961
TOTAL RESERVES	\$ 2,274,121	\$ 1,274,121	\$ 728,961
BALANCE	\$ 6,004,185	\$ 4,524,121	\$ 2,193,639
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 55,978,026	\$ 58,706,488	\$ 59,512,687

* At the time of publication, audited financial statements for Fiscal Year 2016 were not available. Therefore, the Fiscal Year 2016 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2016 Adopted Budget, while the beginning FY 2016 balance amount reflects the audited Fiscal Year 2015 ending balance.

Fleet Operations

Revenue and Expense Statement (Non-General Fund)

Fleet Services Replacement Fund	FY2015 Actual	FY2016* Budget	FY2017 Adopted
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 16,478,261	\$ 19,201,802	\$ 15,782,591
Continuing Appropriation - Operating	35,956,055	40,277,962	36,858,751
TOTAL BALANCE AND RESERVES	\$ 52,434,316	\$ 59,479,764	\$ 52,641,342
REVENUE			
Charges for Services	\$ 24,633,340	\$ 17,944,968	\$ 24,106,408
Other Revenue	1,548,360	2,000,000	2,000,000
Revenue from Other Agencies	6,186	–	–
Transfers In	199,108	3,119,490	3,119,490
TOTAL REVENUE	\$ 26,386,993	\$ 23,064,458	\$ 29,225,898
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 78,821,310	\$ 82,544,222	\$ 81,867,240
OPERATING EXPENSE			
Supplies	\$ 891,263	\$ –	\$ –
Contracts	360,921	–	–
Other Expenses	312,534	12,275	–
Capital Expenditures	10,970,814	22,994,920	22,994,920
Debt Expenses	6,806,015	8,052,725	7,375,261
TOTAL OPERATING EXPENSE	\$ 19,341,546	\$ 31,059,920	\$ 30,370,181
EXPENDITURE OF PRIOR YEAR FUNDS			
Operating Expenditures	\$ –	\$ 10,000,000	\$ 1,144,283
TOTAL EXPENDITURE OF PRIOR YEAR FUNDS	\$ –	\$ 10,000,000	\$ 1,144,283
TOTAL EXPENSE	\$ 19,341,546	\$ 41,059,920	\$ 31,514,464
RESERVES			
Continuing Appropriation - Operating	\$ 40,277,962	\$ 30,277,962	\$ 35,714,468
TOTAL RESERVES	\$ 40,277,962	\$ 30,277,962	\$ 35,714,468
BALANCE	\$ 19,201,802	\$ 11,206,340	\$ 14,638,308
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 78,821,310	\$ 82,544,222	\$ 81,867,240

* At the time of publication, audited financial statements for Fiscal Year 2016 were not available. Therefore, the Fiscal Year 2016 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2016 Adopted Budget, while the beginning FY 2016 balance amount reflects the audited Fiscal Year 2015 ending balance.