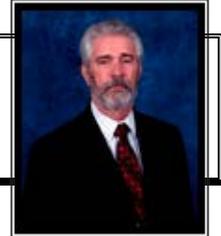


## FLEET MANAGEMENT

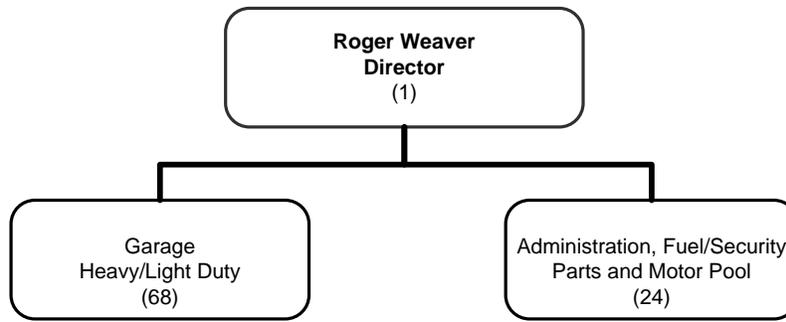
### Roger Weaver

#### DEPARTMENT MISSION STATEMENT

*San Bernardino County Fleet Management Department provides vehicles, equipment, and services to the officials and employees of the County so that they may provide services that promote health, safety, well-being, and quality of life to the residents of the County.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

	2015-16					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>Internal Service Funds</b>						
Fleet Management	40,664,225	35,611,925			5,052,300	93
Total Internal Service Funds	40,664,225	35,611,925			5,052,300	93
<b>Total - All Funds</b>	40,664,225	35,611,925	0	0	5,052,300	93

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Completed conversion of the department's Fleet Management Information System to web-based version (began in 2013-14).
- Ranked 6<sup>th</sup> best fleet in the nation in Leading Fleets Competition by Government Fleet magazine and 21<sup>st</sup> best fleet in the nation in Governing magazine's 100 Best Fleets in North America.
- Awarded a new contract for a web-based fuel management system that will enhance automated data capture of fuel transactions and will allow for additional County locations to be added to the system.
- Completed the program with County Work Force Development Department and the Career Institute of Rancho Cucamonga to provide on-the-job internships for beginning auto mechanic technician ages 18-21 (began in 2013-14).



## DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities.	N/A	97%	96%	95%
STRATEGY	Monitor employee productivity levels.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Percentage of vehicles receiving required annual preventative maintenance service (3 services/year)	N/A	100%	100%	95%
STRATEGY	Maintain communications with customers to ensure services are completed when due.					
STRATEGY	Reduce impacts on customers availability to ensure they do not "delay" service for operational needs.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.	Average number of days to complete repairs and services on light-duty vehicles at Fleet facilities.	N/A	1.4	1.4	1.4
STRATEGY	Improve coordination with part suppliers to reduce part wait times.					
STRATEGY	Improve/monitor employee productivity.					
STRATEGY	Monitor staffing requirements at all facilities.					
STRATEGY	Coordinate with customers to reduce peak/lull times in the shop.					
COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER		Measure	2013-14 Actual	2014-15 Target	2014-15 Est.	2015-16 Target
OBJECTIVE	Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.	Value of on-hand County-owned repair parts inventory.	\$1,037,500	\$900,000	\$1,028,000	\$950,000
OBJECTIVE	Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.					
STRATEGY	Improve coordination with part suppliers to move closer to "just-in-time" inventory scenarios.					
STRATEGY	Coordinate with Purchasing to explore potential opportunities for consignment or consolidated inventories.					
STRATEGY	Evaluate department storage sites (storerooms) for consolidation or reduction.					



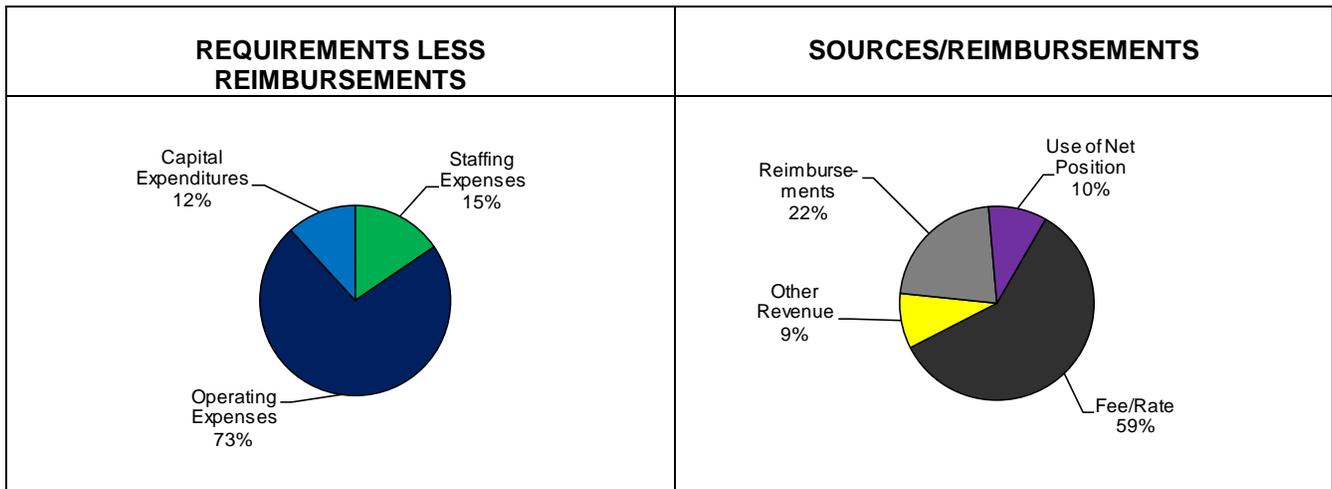
## Fleet Management

### DESCRIPTION OF MAJOR SERVICES

Fleet Management (Fleet) provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management’s main garage in San Bernardino includes four shops: automotive, heavy-duty, welding/metal fabrication, and generator services, as well as a parts room and fueling station. County Fire Vehicle Services Division shares space in the facility and utilizes Fleet’s ISF structure. The department also operates five smaller service centers in outlying locations (Barstow, Hesperia, Needles, Rancho Cucamonga, and 29 Palms) and 62 strategically located fueling sites. Additionally, Fleet Management operates a motor pool which has ownership and/or maintenance responsibility for approximately 1,820 vehicles or equipment assigned to or used by County departments. The department also operates two car washes, provides Department of Motor Vehicle registration services, and security lock-up services.

Budget at a Glance	
Requirements Less Reimbursements	\$52,104,669
Sources/Reimbursements	\$47,052,369
Use of / (Contribution To) Net Position	\$5,052,300
Total Staff	93

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Fleet Management

BUDGET UNIT: IFM FLT, IDJ FLT  
FUNCTION: General  
ACTIVITY: Other General

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Estimate	2014-15 Modified Budget	2015-16 Recommended Budget	Change From 2014-15 Modified Budget
<b>Requirements</b>							
Staffing Expenses	6,496,998	6,692,924	7,539,366	7,153,190	7,805,683	8,052,393	246,710
Operating Expenses	25,041,948	28,432,799	31,938,578	27,779,825	36,165,156	37,907,276	1,742,120
Capital Expenditures	3,420,591	5,876,289	4,570,533	4,957,936	5,040,100	6,145,000	1,104,900
Total Exp Authority	34,959,537	41,002,012	44,048,477	39,890,951	49,010,939	52,104,669	3,093,730
Reimbursements	(9,373,177)	(10,829,975)	(11,508,108)	(7,915,611)	(11,837,651)	(11,440,444)	397,207
Total Appropriation	25,586,360	30,172,037	32,540,369	31,975,340	37,173,288	40,664,225	3,490,937
Operating Transfers Out	729,169	639,207	71,300	0	75,800	0	(75,800)
Total Requirements	26,315,529	30,811,244	32,611,670	31,975,340	37,249,088	40,664,225	3,415,137
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	49,770	0	0	0	0	0	0
Fee/Rate	21,717,560	23,786,148	28,661,548	25,890,235	29,344,700	30,750,625	1,405,925
Other Revenue	4,084,111	5,437,861	4,828,625	3,853,372	5,216,100	4,785,500	(430,600)
Total Revenue	25,851,441	29,224,009	33,490,173	29,743,607	34,560,800	35,536,125	975,325
Operating Transfers In	386,565	0	71,300	75,800	75,800	75,800	0
Total Sources	26,238,006	29,224,009	33,561,473	29,819,407	34,636,600	35,611,925	975,325
<b>Net Position</b>							
Use of/ (Contribution to) Net Position	77,523	1,587,235	(949,803)	2,155,933	2,612,488	5,052,300	2,439,812
Est. Net Position Available					9,910,822	5,315,077	(4,595,745)
Total Net Position					12,523,310	10,367,377	(2,155,933)
Budgeted Staffing*	86	84	87	87	87	93	6

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$40.7 million include \$37.9 million in operating expenses due to major expenditures of \$13.3 million in materials and \$18.4 million in transfers. Materials include \$8.8 million for fuel which continues to be Fleet's largest expenditure and revenue source. Transfers include internal cost allocations, reimbursements to County Fire for staffing expenses (\$2.0 million), and transfers out for capital improvement projects (\$5.4 million). Other major expenditures include staffing expenses (\$8.1 million), vehicle/equipment purchases (\$6.1 million), repair parts (\$4.4 million), sublets and specialized services (\$3.0 million), and vehicle liability insurance (\$2.2 million).

Sources of \$35.6 million include \$30.8 million in fee/rate for Motor Pool mileage and period charges (\$9.0 million), fuel revenue (\$4.9 million), labor charges from light, heavy and fire shops (\$7.3 million), parts sales (\$4.1 million), and sublet charges (\$1.6 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.4 million primarily due to increases in transfers for fixed assets or capital improvement projects (\$2.1 million) including carryover projects and new projects for 2015-16 managed by the Architecture and Engineering Department, vehicle liability insurance (\$1.0 million), and capital expenditures for the purchase of vehicles (\$800,000). These increases are offset by a decrease in fuel expenses (\$955,700).

Sources are increasing by \$975,325 due to an increase in fee/rate revenue primarily from an increase in motor pool rates and sublet charges. This increase is offset by a decrease in other revenue due to a decrease in residual equity transfers in (use of unrestricted net assets) for one-time capital expenditures.



## ANALYSIS OF NET POSITION

For 2015-16 Fleet's budget has a net position of \$10.4 million which reflects a use of \$5.1 million. The use of net position for 2015-16 is due to one-time expenditures related to capital projects carried over from 2014-15 and new projects for 2015-16. Budgeting for the use of net position is for one-time expenditures only. Rates are reviewed annually to ensure that net position is maintained at an adequate level.

## 2015-16 POSITION SUMMARY\*

Division	2014-15				2015-16		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	12	0	0	0	12	0	12	
Heavy Duty	24	1	0	1	26	0	26	
Light Duty	40	3	0	-1	42	2	40	
Fuel & Security	4	0	0	0	4	0	4	
Motor Pool	1	1	0	0	2	1	1	
Parts Room	6	1	0	0	7	0	7	
<b>Total</b>	<b>87</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>93</b>	<b>3</b>	<b>90</b>	

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.1 million funds 93 budgeted positions of which 90 are regular positions and 3 are limited term positions. Staffing changes for 2015-16 include the addition of 3 regular and 3 limited term positions and consist of the addition of 2 Motor Fleet Maintenance Supervisors, 1 Office Assistant II and 3 Public Service Employees. One Motor Fleet Maintenance Supervisor will oversee the newly combined fuel/security and generator sections and the other will be assigned to the new Victorville Service Center and the position shall be filled once construction is started on the project. The Office Assistant II will be assigned to the parts room for clerical functions. The Public Service Employee positions will be utilized to meet short-term staffing needs due to short-term increases in workloads.

