Facilities & Fleet Management Update and Budget Presentation

Facilities & Fleet Management Department

May 5, 2015
Purpose

• To provide the BCC with an overview of Facilities & Fleet Management and proposed FY 2016 Budget
Presentation Outline

• Overview of Department
• Overview of Facilities, Fleet Management
  ▪ Organizational Chart
  ▪ Mission
  ▪ Levels of Service
  ▪ Accomplishments
  ▪ Efficiencies
• Benchmarks
  ▪ Seminole, Orange, Osceola, Polk, Sumter, Marion, and Volusia
• Proposed Budget
Presentation Outline

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• **Proposed Budget**
Facilities & Fleet Management Department – 45 FTE
Mission Statement

To design, construct and maintain safe, clean and energy efficient County facilities that enhance employee achievement and instill a sense of pride and dedication throughout the County, with a spirit of teamwork and pledge of excellence. To provide centralized control of major construction and renovation projects for County facilities and to provide for central planning and oversight of all facilities and capital construction matters. To provide competent, responsive and cost effective development, acquisition and support services to its customers, ensuring they have safe, well built, well maintained buildings and transportation equipment, so that they may, in turn, provide services to the citizens of Lake County.
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Facilities Management
Organizational Chart

Facilities & Fleet Management Department Director

- Architect IV
  - Administration (5 FTE)
- Facility Maintenance Manager
  - Facilities Maintenance (10 FTE)
  - Jail & Sheriff Facilities Maintenance (4 FTE)
  - Energy Management (4 FTE)

Facilities Management – 26 FTE
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• Proposed Budget
# Levels of Service

## Facilities Management

## Buildings Currently Maintained

<table>
<thead>
<tr>
<th>Name</th>
<th>#</th>
<th>Size in SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned</td>
<td>111</td>
<td>1,853,643</td>
</tr>
<tr>
<td>Leased</td>
<td>24</td>
<td>112,322</td>
</tr>
<tr>
<td>Radio Towers</td>
<td>18</td>
<td>7,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>153</strong></td>
<td><strong>1,973,165</strong></td>
</tr>
</tbody>
</table>
Levels of Service Facilities Management

Owned Buildings By Size

- Courthouse: 289,580, 16%
- Parking Garage: 536,000, 29%
- Detention Center: 294,750, 16%
- Other: 649,151, 35%
- County Admin Bld. (CAB): 84,162, 4%
Levels of Service
Facilities Management

Building Square Footage By Age

- 10 years old or less
  - 1,105,344
  - 60%
- 11-14 years old
  - 40,346
  - 2%
- 15-19 years old
  - 167,092
  - 9%
- 20 years old +
  - 540,861
  - 29%

Total = 1,853,643 SF
Levels of Service Facilities Management

Number of Buildings By Age

- 20 years old +
  - 48
  - 43%

- 15-19 years old
  - 16
  - 14%

- 11-14 years old
  - 14
  - 13%

- 10 years old or less
  - 33
  - 30%
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  ▪ Efficiencies
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• **Proposed Budget**
Accomplishments

Recently Completed Construction Projects

• Courthouse Expansion

• Historic Courthouse Remodel
Accomplishments

Recently Completed Maintenance Projects

- Jail Kitchen Appliance Replacements
- Fire Alarm System Replacements
- Parking Lot Resealing/Striping
- Termite Bonds on all Buildings
- Chiller Valve Replacements
- Expo Hall Large Fan Installation
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Efficiencies

-Selected a different Natural Gas Supplier

-Monitored Natural Gas market conditions and locked into a fixed unit price for three (3) years when prices dipped

-Moving forward with a Performance Contracting Pilot Project Feasibility Study
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  - Efficiencies

• **Benchmarks**
  - Seminole, Orange, Osceola, Polk, Sumter, Marion, and Volusia

• Proposed Budget
Facilities Benchmarks

Florida Estimates of Population 2014
Bureau of Economic and Business Research, University of Florida
Facilities Benchmarks

2014 Square Footage of County Maintained Buildings

- **Lake**: 1,973
- **Seminole**: 2,100
- **Orange**: 5,362
- **Osceola**: 2,332
- **Polk**: 4,098
- **Sumter**: 790
- **Marion**: 3,204
- **Volusia**: 3,000

Thousands
Facilities Benchmarks

2014 Facilities Management Staffing

- Orange: Total Facilities Staff = 154, Building Maint Techs = 116, Admin Staff = 38
- Osceola: Total Facilities Staff = 45, Building Maint Techs = 38, Admin Staff = 7
- Polk: Total Facilities Staff = 80, Building Maint Techs = 71, Admin Staff = 9
- Sumter: Total Facilities Staff = 13, Building Maint Techs = 11, Admin Staff = 2
- Marion: Total Facilities Staff = 43, Building Maint Techs = 35, Admin Staff = 8
- Volusia: Total Facilities Staff = 42
Facilities Benchmarks

2014 SF Cost to Maintain County Buildings

Lake: $2.59
Seminole: $2.89
Orange: $6.34
Osceola: $7.57
Polk: $4.20
Sumter: $5.32
Marion: $2.00
Volusia: $3.00
Facilities Benchmarks

2014 SF of Buildings Maintained Per Staff Member

- Lake: 75,891
- Seminole: 51,220
- Orange: 74,521
- Osceola: 10,000
- Polk: 71,429
- Sumter: 71,429
- Marion: 71,429
- Volusia: 71,429
<table>
<thead>
<tr>
<th>Outsourced Maint.</th>
<th>Lake</th>
<th>Seminole</th>
<th>Orange</th>
<th>Osceola</th>
<th>Polk</th>
<th>Sumter</th>
<th>Marion</th>
<th>Volusia*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Septic</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<td>●</td>
</tr>
<tr>
<td>Overhead Door</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Automatic Gates</td>
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<td>●</td>
</tr>
<tr>
<td>Door Openers</td>
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<td>●</td>
<td>●</td>
<td>●</td>
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<td>●</td>
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<td>●</td>
</tr>
<tr>
<td>Elevators</td>
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<td>●</td>
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<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Generator</td>
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<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Lawn Services</td>
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<td>●</td>
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<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Pest Control</td>
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<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Chiller/Boiler</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Lightning Protection</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Fire Protection</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>HVAC</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Custodial</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

* Indicates all other services outsourced as needed
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Facilities Management Budget

<table>
<thead>
<tr>
<th>FY 2016 Proposed Budget</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$1,562,439</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$5,369,449</td>
</tr>
<tr>
<td>Facilities Chargebacks</td>
<td>($1,844,291)</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$ 17,000</td>
</tr>
</tbody>
</table>

**Total Expenditures**  $ 5,104,597

- Reflects a status quo budget
- Maintains current levels of service
- Excludes possible changes to:
  - Health and property insurance rates
  - COLA
  - FRS rates
- These items will be addressed later in the budget process
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Fleet Management
Organizational Chart

Facilities & Fleet Management Department Director

Fleet Management Division Manager

Fleet Parts
FTE - 5

Fleet Service
FTE - 12

Financial Analyst
FTE - 1

Fleet Management – 19 FTE
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# Level of Service – County Fleet

<table>
<thead>
<tr>
<th>FUNDING SOURCE</th>
<th>CLASSIFICATION</th>
<th>TOTAL UNITS</th>
<th>AVERAGE AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General (Facilities, IT, Community Safety)</td>
<td>Light</td>
<td>82</td>
<td>9.2</td>
</tr>
<tr>
<td></td>
<td>Heavy</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Off Road</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Fire (Public Safety, Emergency Management)</td>
<td>Light</td>
<td>36</td>
<td>13.7</td>
</tr>
<tr>
<td></td>
<td>Heavy</td>
<td>66</td>
<td>13.2</td>
</tr>
<tr>
<td></td>
<td>Off Road</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Gas Tax (Public Works)</td>
<td>Light</td>
<td>67</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Heavy</td>
<td>53</td>
<td>7.7</td>
</tr>
<tr>
<td></td>
<td>Off Road</td>
<td>64</td>
<td>10.1</td>
</tr>
<tr>
<td>Other (Grant, MSTU, Enterprise, Non BCC)</td>
<td>Light</td>
<td>160</td>
<td>8.2</td>
</tr>
<tr>
<td></td>
<td>Heavy</td>
<td>68</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Off Road</td>
<td>15</td>
<td>11.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>620</strong></td>
<td><strong>9.2</strong></td>
</tr>
</tbody>
</table>
Levels of Service

In FY 13-14, Fleet Management provided:

- Fuel Management
  - Four County operated fuel sites dispensed 311,290 gallons
  - State Contract with private provider dispensed 424,885 gallons

- Maintenance and Repair
  - Processed 3,604 work orders or 400 per mechanic
  - Fleet averages 5,780,335 miles per year or 525,485 miles per year per mechanic
  - Completed 1,453 preventive maintenance services

- Asset Management
  - Repurposed 11 vehicles slated for surplus
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• Proposed Budget
Accomplishments

– Inventory Improvement
– Continued contract consolidation
– Bike Week Support
  • Provided technical assistance and emergency response
  • Provided four additional transit buses required for service of additional routes
– ASE Employees
  • Initiated “Blue Seal” certification process in February 2015
  • To date four employees have obtained eight certifications
– Daily Status Reporting
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Efficiencies

• Implemented Saturday Repair Service
  – Increased available labor hours without increasing staff

• Created a Parts Inventory Barcode System

• Contracted Minor Light Vehicle Maintenances to Increase Service Convenience
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Benchmarks

Florida Estimates of Population 2014
Bureau of Economic and Business Research, University of Florida
Benchmarks

Fleet Size Comparison

- Lake: 900
- Seminole: 2160
- Orange: 1850
- Osceola: 1000
- Polk: 2500
- Sumter: 250
- Marion: 1400
- Volusia: 2150
Benchmarks

Assets per Mechanic

- Lake
- Seminole
- Orange
- Osceola
- Polk
- Sumter
- Marion
- Volusia

NA
Average Age of Fleet Vehicles (Years)

- Lake: NA
- Seminole
- Orange
- Osceola
- Polk
- Sumter
- Marion
- Volusia
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## Fleet Management Budget

### FY 2016 Proposed Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$913,328</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$3,239,319</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$-</td>
</tr>
<tr>
<td>Reserves</td>
<td>$84,931</td>
</tr>
</tbody>
</table>

**Total Expenditures:** $4,237,578

- Reflects a status quo budget
- Maintains current levels of service
- Excludes possible changes to:
  - Health and property insurance rates
  - COLA
  - FRS rates
  - These items will be addressed later in the budget process
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• Proposed Budget
## Facilities & Fleet Management Dept. Budget

### Estimated Revenue FY 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$5,104,597</td>
</tr>
<tr>
<td>Fuel Charges</td>
<td>$1,425,000</td>
</tr>
<tr>
<td>Parts Charges</td>
<td>$1,606,550</td>
</tr>
<tr>
<td>Labor Charges</td>
<td>$1,151,197</td>
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<tr>
<td>Other Charges</td>
<td>$30,500</td>
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</table>

**Total Operating Revenue** $9,317,844

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Est. Fund Balance</td>
<td>$24,331</td>
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</tbody>
</table>

**Total Revenue** $9,342,175

### Facilities & Fleet Management Budget Revenue

- General Fund: 55%
- Fuel Charges: 17%
- Parts Charges: 0%
- Labor Charges: 15%
- Other Charges: 3%
### FY 2016 Proposed Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$ 2,475,767</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$ 8,608,768</td>
</tr>
<tr>
<td>Facilities Chargebacks</td>
<td>$(1,844,291)</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$ 17,000</td>
</tr>
<tr>
<td>Reserves</td>
<td>$ 84,931</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 9,342,175</strong></td>
</tr>
</tbody>
</table>
## Facilities & Fleet Management Budget

### Expenditures

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Budget</th>
<th>% of Budget</th>
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<tbody>
<tr>
<td>Personal Services</td>
<td>$2,475,767</td>
<td>26%</td>
</tr>
<tr>
<td>Utility Services</td>
<td>$2,410,400</td>
<td>26%</td>
</tr>
<tr>
<td>Repair &amp; Maintenance</td>
<td>$2,298,011</td>
<td>25%</td>
</tr>
<tr>
<td>Motor Fuel</td>
<td>$1,462,300</td>
<td>16%</td>
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<tr>
<td>Parts</td>
<td>$982,000</td>
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<td>Contractual Services</td>
<td>$736,728</td>
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<td>Other Charges</td>
<td>$719,329</td>
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<tr>
<td>Facilities Charge Backs</td>
<td>$(1,844,291)</td>
<td>-20%</td>
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<tr>
<td>Capital Outlay</td>
<td>$17,000</td>
<td>0%</td>
</tr>
<tr>
<td>Reserves</td>
<td>$84,931</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$9,342,175</strong></td>
<td><strong>100%</strong></td>
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</table>