

STARTING (OR IMPROVING) YOUR MOTOR POOL





We're going to start sharing our vehicles and you are going to love it!



INTRODUCTION





INTRODUCTION



- WAIT! Sharing vehicles should be a very positive thing!
- Few, if any, fleet initiatives will deliver the benefits that vehicle sharing provides to:
 - The organization
 - The drivers
- Being able to clearly articulate the benefits is key
- If ever there was a time to make a good first impression, this is it
- Prepare for success BEFORE you launch your Motor Pool initiatives

INTRODUCTION





Mike Scacco

Fleet Maintenance Manager City of Stamford, CT

Leslie Walker

Fleet Administrator County of Sonoma, CA Human Services





Linda Lindley

Assistant Director of Parking and Transportation, Villanova University Moderator: Ed Smith President & CEO Agile Fleet





CITY OF STAMFORD, CT



Mike Scacco Fleet Maintenance Manager City of Stamford, CT

FLEET DEMOGRAPHICS



- Located ~50 miles northeast of NYC
- Population ~130,000
- Fleet
 - ~1,100 vehicles including passenger, heavy-duty highway trucks, sanitation, park equipment, and more
 - ~25 pooled vehicles at one central location
 - GPS implemented on pool vehicles and a few select other vehicles



The Starting point for our Motor Pool

- 80 vehicles at Government Center
- No utilization statistics
- 30 40 vehicles consistently in the lot, sitting idle
- Department-managed "sub fleets"
- Consensus amongst staff was we needed more vehicles
- Clearly we needed tools to help us manage our assets better



What next?

- Created policy requiring employees to share vehicles
- Put the best 49 of 80 Government Center vehicles in to a central pool. Parked the rest "out back".
- Implemented FleetCommander motor pool technology
- Increased efficiencies
 - Automated scheduling & sharing processes
 - Automated key pickup and return
 - Automated reporting, including utilization reports
 - GPS tracking
 - Automated mileage collection



->F FLEETCOMMANDER



VEHICLE USE

Home :: Administration :: Help :: About

Mr. Edwin Smith | Log Out

MAKE RESERVATION MY SCHEDULE CAR POOL MY PROFILE MY REPORTS INFORMATION After the yeb

- INSTRUCTIONS
- POLICIES
- PRIVACY STATEMENT
- SIGN UP NOW!

≺

We are excited about the launch of this new service and we are pleased to provide you 24 hours per day access to motor pool resources, policies, and procedures. Please enjoy the site. We look forward to serving you through this new venue.

After the vehicle is returned, please be sure to provide us with feedback on your experience with Motor Pool.

Please be courteous to drivers by keeping the fuel tank filled and the vehicle clean. Remember to remove all items in the vehicle.



On-line reservations		1	
Request Information			
Requestor Information User ID / name: User ID / name: dsmith / Deborah Smith E-mail address: dsmith@agilefleet.com Driver's user ID: dsmith		Kiosk pickup and return	h
Schedule Information 06/05/2017 08:00 AM III O Pick-up date / time: 06/05/2017 09:30 AM III O	*		-
Return date / time: 000/00/2027 Com			
Usage Type: Chantilly Site:			
Type: Options: Midsize Sedan	Welcom	ne	
View vehicle availability	Please	select an option below to begin.	
Additional Information Destination: Staples Office Supplies	_	Check Out Vehicle	
Estimated Total Miles: 10 Account information: 17-0543 Comments (for example, the description of any special vehicle requirements)			
Comments (for example, the description		Check In Vehicle	
Cancel Request 1	lex	Policies	







Utilization Statistics

Day of Month	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	18	Average
	S	S	М	Т	W	R	F	S	S	М	Т	W	R	F	S,	M	
Active Vehicles			25	25	25	25	25			25	25	25	25	25		25	25.00
Vehicles In Maintenance	\Box	\Box	0	0	0	0	0			0	0	0	0	0		0	0.00
Vehicles Available			25	25	25	25	25			25	25	25	25	25		25	25.00
Vehicles In Use	\Box	\Box	18	19	19	19	12			0	16	20	20	17		17	16.90
Total Trips			19	20	19	19	13			0	17	21	21	17		17	17.38
Idle Vehicles			7	6	6	6	13			25	0	5	5	8		8	8 10
Requests Turned Down			0	0	0	0	<u>0</u>			0	0	0	0	0		0	0.00
% of venicles Used			12	70	70	70	48			U	64	80	80	68		68	07.02
Total Hours Available			600	600	600	600	600			600	600	600	600	600		0C	600.00
Hours Used	\Box	\Box	79	87	82	80	46	\Box		0	84	87	88	89		81	76.00
% Hours Used			13	14	14	13	8			0.00	14	14	15	15		13	13.21

Even after reducing fleet from 80 to 25 vehicles, 0 requests are being turned down, i.e., un-fulfilled



Utilization Statistics

Day of Month	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	18	Average
	S	S	M	T	W	R	F	S	S	М	Т	W	R	F	S.	M	
Active Vehicles			25	25	25	25	25			25	25	25	25	25		25	25.00
Vehicles In Maintenance		\Box	0	0	0	0	0	\Box		0	0	0	0	0		0	0.00
Vehicles Available			25	25	25	25	25			25	25	25	25	25		25	25.00
Vehicles In Use		\Box	18	19	19	19	12	\Box		0	16	20	20	17		17	16.90
Total Trips			19	20	19	19	13			0	17	21	21	17		17	17.38
Idle Vehicles			7	6	6	6	13	\Box		25	9	5	5	8		8	8.10
Requests Turned Down						0	0			0	0	0	0	0		0	0.00
% of Vehicles Used			72	76	76	76	48			0	64	80	80	68		68	67.62
l otal Hours Available			600	600	600	600	600			600	600	600	600	600		.00	5 00.00
Hours Used			79	87	82	80	46	\Box		0	84	87	88	89		81	76.00
% Hours Used			13	14	14	13	8			0.00	14	14	15	15	EL.	13	13.21

68% average utilization rate





Hour-by-hour utilization stats are readily available



Where are we now?

- Fully-automated motor pool
- Clear visibility in to hour-by-hour and day-by-day utilization rates for each class of vehicle
- No unfulfilled reservation requests
- Accountability for vehicle use
- Automated mileage collection
- Vehicle tracking using GPS
- Reduced from 80 to 25 vehicles



Estimated 5-year savings:

- Eliminated 55 vehicles (from 80 to 25)
- Each vehicle costs ~\$4,000 annually for maintenance, depreciation, and other expenses

- 55 vehicles eliminated X \$4,000 = \$220,000 saved annually
- \$220,000 X 5 Years = \$1.1M in savings (excluding disposal revenue)

WORDS OF ADVICE



- Find a technology partner willing to listen... and integrate with other solutions
- Just do it! Had we analyzed the solution to death, we still wouldn't be realizing the savings
- Get the policy in place to support your initiatives
- Document the benefits... and share the story with others
 - 1) Proficiencies in utilization
 - 2) Control of assets
 - 3) Documentation of work load
 - 4) Reduction of Fleet
 - 5) Availability of vehicles
 - 6) Decrease in asset cost, maintenance cost, fuel cost and liability



VILLANOVA UNIVERSITY



Linda Lindley Assistant Director of Parking and Transportation, Villanova University



- Located in Radnor, PA... a suburb of Philadelphia
- Enrollment 10,842 students (in 2017)
- Fleet
 - ~45 pooled vehicles consisting of vans and sedans
 - Previously, very fragmented fleet (in 7 departments) with:
 - No visibility with respect to utilization
 - No record of vehicle use (who, when, where, why)
 - No grasp on billing processes and procedures

FLEET DEMOGRAPHICS





2018 Men's Basketball National Championship Parade

Fleet Vans



The Start for our Motor Pool

- Consolidated all vehicles in to one rental pool located at Public Safety location
- Gave everyone in the University access via FleetCommander
- Faculty, staff, and students can make reservations 24 x 7
- To date, pickup and drop-off is via staff during normal business hours



-	ER' Mr. Matthew Wade Log Ou	<u>it</u>
VILLANOVA UNIVERSITY		
	Home :: Administration :: Help :: Abou	<u>it</u>
MAKE RESERVATION	Welcome	
MY SCHEDULE		
CAR POOL		
MY PROFILE	IMPORTANT:	
MY VEHICLES		
MY REPORTS	ALL VANS ARE TO BE PICKED UP AND RETURNED	
INFORMATION	IN THE NORTH CAMPUS PARKING GARAGE(Law Garage).	
SIGN UP NOW!	PLEASE DROP KEY AND TRAVEL SHEET IN THE BLACK MAILBOX LOCATED ON THE 3RD	
INSTRUCTIONS	LEVEL NEXT TO THE ELEVATOR.	
POLICIES	You must be a Villanova University approved driver in order to use the vans. To gain approval, please click on "Driver	
DRIVER TRAINING	Training" to the left and follow the instructions before registering on this site.	
LOCATIONS	YOUR DEPARTMENT WILL BE CHARGED \$10.00 FOR A	
FAQS	NO CALL/NO SHOW	
TERMS OF USE PRIVACY STATEMENT		
DOCUMENTS		
	Elizabeth Richetti Customer Service Specialist of Parking and Transportation Villanova University elizabeth.richetti@villanova.edu	
<		>



Cumulative # of Reservations





Day	of Month	1	2	3	4	5	6	E .	22	23	24	25	26	27	28	29	30	Average
		S	М	Т	W	R	F	S I	3	М	Т	W	R	F	S	S	М	
								Ξ.	-									
Min	i Van 8 pass		29	29	29	43	57			57	43	57	100	100			29	65.31
pas	senger car		33	33	33	33	100		r.	100	33	100	100	100			67	71.43
Van	10 pass		80	90	90	50	100			36	79	50	93	93			36	68.30
Min	i Van 7 pass		33	33	100	67	100			100	67	100	100	100			100	88.89
Van	12 pass		75	88	94	40	87			69	75	67	80	79			71	77.38
Ave	rage		62	69	77	45	87	-		60	67	64	90	90			54	72.60

3 different classes of vehicles are hitting 100% utilization rates



Vehicle Capacity Versus Demand







Hour-by-hour utilization rates are readily available



Where are we now?

- Fully-automated motor pool reservations
- Manually dispatching out/in keys
- Automated billing
- Clear visibility in to hour-by-hour and day-by-day utilization rates for each class of vehicle
- Accountability for vehicle use

WORDS OF ADVICE



- I transitioned in to the job after FleetCommander was already implemented. Fortunately the "business rules" on how to share vehicles were already in the system. I just had to learn the system.
- Very user-friendly system. It cannot double-book.
- Having an automation system makes it easy to use the same vehicle multiple times per day to maximize utilization. Vans may go out 3 – 4 times per day.
- Listen to what customer feedback surveys tell you... good and bad.
 - The reservation system has a feedback tool to solicit feedback
 - There is a surprising number of positive comments about use of the automated reservation system
 - Should there be negative feedback, address it!



SONOMA COUNTY, CA HUMAN SERVICES DEPARTMENT



Leslie Walker

Fleet Administrator County of Sonoma, CA Human Services

FLEET DEMOGRAPHICS



- Located ~85 miles north of San Francisco
- Population ~500,000+
- Fleet
 - Serves adults, children, families, veterans, people with disabilities and the elderly
 - ~73 pooled vehicles (12 in HSD Adult & Aging)
 - 1,000 drivers
 - 7 locations





Project Goals:

- Enabling staff to better meet the needs of their clients by providing access to internal motor pool vehicles
- Freeing up Human Services Department staff time by enabling staff to electronically assign and update vehicle status online
- Reducing budget overruns for personal mileage reimbursement for private vehicle use due to lack of access to pool vehicles when they are needed.
- Enabling staff to rotate vehicles so that vehicles are properly utilized, and unneeded vehicles are identified and eliminated
- Helping workers comply with policies requiring them to transport clients in county vehicles (including frequent short trips) and collecting the data needed to assess utilization
- Automatically communicating and enforcing the Department's internal vehicle usage policies and practices throughout the online reservation process



Progress

- Started with one location in 2013
- Grew site-by-site to a total of 7 sites
 - 4 sites have automated key boxes
 - 3 sites use a computer to log vehicle out/in
- Limited cross-department sharing, but they can share across departments "in a pinch"
- The system really does "run itself"
- Drivers are accustomed to this method of accessing vehicles now... it's all some have ever known



-	ER	Mr. Edwin Smith Log Out
Human Servi	Ces Department	
		Home :: Administration :: Help :: About
VEHICLE USE	Vehicle Reservation - Start Request	
MAKE RESERVATION		
MY SCHEDULE	Request Information	
MY PROFILE	Requestor Information	
MY VEHICLES	User ID / name: esmith / Mr. Edwin Smith	
MY REPORTS	E-mail address: esmith@agilefleet.com Driver's user ID: esmith (Mr. Edwin Smith) change	
INFORMATION	Schedule Information	
	Pick-up date / time: 06/19/2018 08:00 AM	
INSTRUCTIONS	Return date / time: 06/19/2018 05:00 PM 🗊 🕓	
POLICIES	Selection Information	
LOCATIONS	Usage Type: Regular Use Site: Adult & Aging	
CONTACT US	Type: Mid-Size Sedan 🔽	
PRIVACY STATEMENT	Options:	
DOCUMENTS	Clear Options	
	Additional Information Comments (for example, the description of any special vehicle requirements)	
	press Shift+Enter to begin a new line	
	Cancel Request Next (Continue Request)	



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AF FLEETCOMMANDER



Human Services Department

VEHICLE USE

Motor Pool Policies

MAKE RESERVATION

MY PROFILE

MY VEHICLES

MY REPORTS

INFORMATION

LOCATIONS

CONTACT US

PRIVACY STATEMENT

DOCUMENTS

Every operator of a motor pool vehicle is responsible for understanding and adhering to ALL policies.

Vehicle Use Policy
Vehicle Use Policies from HSD DM 03-03
Vehicle Procedures from HSD DM 03-03
Vehicle Use Policies from Administrative Policy 5-1
Accident Reporting Procedures from HSD DM 15-03
Gold Standard for Vehicle Use from DM 02-03
County Center Fuel Station
Car Wash

A. Responsibilities

Authorized Drivers traveling on county business are representing the county and shall always project a professional and responsible image to the public. This includes driving responsibly, safely and legally.

Department Heads, managers and supervisors, are responsible for verifying that Authorized Drivers who drive on County business have a valid driver?s license and that the license is appropriate for the vehicle(s) the Authorized Driver operates.

All Authorized Drivers who operate vehicles or equipment on County business will immediately inform their supervisor if their license is suspended, revoked, expired or otherwise restricted in a way that impacts the Authorized Driver?s ability to perform their job.












FLEETCOMM	ANDER							Mr. Edv	vin Smith <u>Log Ou</u>	
	Services Depa									
ANAGE	REPORTS	TOOLS		CONFIGURE			<u>Home</u> :: <u>Help</u> :: <u>Abou</u>			
hicle Use E	Dashboard									
Kiosk Vehicle U	Jse									
🖨 Vehicles D	eparting (15)		Tuesd	ay, June 19,	2018		۳C	Vehicles Re	eturning (17)	
SANDOVAL	10:30 AM		Tuesu	ay, suite 19,	2010	·		SORG	03:00 PM	
SORG	11:00 AM	ikFind: All Categories	▼ AI	l Values		Go		Sashital	04:30 PM	
Irlando	11:00 AM	et Statistics		Current Vehicle Availability As of 6/19/2018 10:33:03 AM			TRUJILLO	07:00 PM		
Rodrig	12:00 PM							MCDONALD	08:00 PM	
Sashital		icles in Fleet: al Users:	104 1101	Available	M	lin	Мах	REGAN	08:00 PM	
Bigelman		uests Today:	7	Keys:	8	0	14	HEIL	08:00 PM	
TRUJILLO		uests Last Year:	12383					REGAN	08:00 PM	
		Requests Per Day:	88	Mid-Size Sedan:	12		21	REGAN	08:00 PM	
	Avg	Requests Per Day:	34	Full-Size	21	0	25	Taylor	08:00 PM	
				Sedan:				Irlando	08:00 PM	
				Van:	4	0	7	Bigelman	08:00 PM	
				Van- Cargo:	1	o 	1	Barragan	08:00 PM	
				SUV:	4		4	Rodrig	08:00 PM	
	Verv clea	clear visibility			500. 4 0			SANDOVAL	08:30 PM	
	-		-							
	of veh	of vehicle use								
									\sim	
				-	-					



Reservations Per Year











Where are we now?

- 7 motor pool sites
- Nearly eliminated dedicated staff time to manage reservations
- Clear visibility in to hour-by-hour and day-by-day utilization rates for each class of vehicle
- Accountability for vehicle use

WORDS OF ADVICE



- Expect some challenges:
 - Drivers not filling up vehicles after use, i.e. returning with $< \frac{1}{2}$ tank
 - Drivers leaving stuff in vehicles
 - Drivers trying to "game the system" to get the desired vehicle
- Recommendations for starters:
 - Communicate clearly, e.g. screenshots in "how to" guide
 - Offer to give new users of the system a walk-through of the fleet
 - Sell it... advantages
 - Our savings help us buy newer vehicles
 - We take care of vehicles rather than place the burden on drivers
 - Vehicles are being evenly used so they last longer
 - We have "eyes" on the vehicles and keep them in good state of repair
- Last words
 - It's automated
 - Reports are great!



PREPARE FOR SUCCESS





1

CLARIFY AND COMMUNICATE PROJECT GOALS



- Document why you are undertaking this initiative
 - Motivation is generally financial
 - Other motivators: to free up staff, to improve data collection and quality, lack of parking, "across the board" cuts, reduce personal mileage reimbursement, maximize utilization and reduce dependency on outside rentals, be more sustainable
- Emphasize discrete, supportable metrics over a specific period of time for each goal
 - Savings estimates can be calculated with great accuracy
 - Where feasible, show savings per department or per cost-per-mile
- Use real-world case studies to validate the feasibility
- Emphasize "What's in it for them" when communicating the goals of the program to your drivers

COMMUNICATE PROJECT GOALS





- 1. Enhance and update our fleet:
 - Replace 14 vehicles that pre-date Electronic Stability Control (ESC) safety technology (prior to 2007)
 - Add two plug-in electric vehicles at location X, Y, and Z
 - Make mini-vans and pickup trucks available at each motor pool location to avoid outside rental trips
 - Provide centralized maintenance, cleaning and registration of vehicles
 - Reduce the average age of fleet from 11.5 years to 6.0 years
 - Increase average mpg from 19mpg to 28mpg
 - Reduce department vehicle cost per mile by an estimated 64%
- Reduce the size of the fleet by 54 vehicles over
 2 years through use of automated motor pools
- Realize savings of \$787k over 5-years due to reduced maintenance and depreciation (downsized)

COMMUNICATE PROJECT GOALS







2

HAVE & COMMUNICATE FLEET POLICY SUPPORTING YOUR INITIATIVE

- There is a tendency to resist sharing of vehicles... make sure policy supports your initiatives.
- Policy is generally the foundation for everything you do to manage or change your fleet
- Use a "steering organization" to set, manage, and recommend policy
- Have well-defined criteria for determining which job functions require an assigned vehicle, i.e., won't share
- Be realistic about the scope of your sharing initiatives, i.e., don't pull first responder or trades vehicles... Many, not all, vehicles can be shared.

HAVE COMPREHENSIVE FLEET POLICY AGILEFLEET



Don't re-invent the wheel





З

PLAN FOR THE CHANGES... FINANCIALLY

PLAN FOR FINANCIAL CHANGES





Dept A acquisition budget Dept A operating budget







Dept B acquisition budget Dept B operating budget

Dept C acquisition budget Dept C operating budget

Pay-as-you-go... by the mile and hour/day/week



PLAN FOR FINANCIAL CHANGES



- Consider how you'll shift vehicles from "Department books" to a "General Vehicle" fund
- What's in it for the Department if they transition a vehicle to a motor pool?
- Accommodate lease-ends when planning vehicle disposal or transitions
- Revise budgets to reflect:
 - No more monthly fixed costs for departments just for having a vehicle in the lot
 - No more vehicle replacement costs for departments
 - Estimated charges for "pay-as-you-go" use of pooled vehicles belonging to a general vehicle fund
- Consider sharing revenue from pooled vehicles with the vehicle owner if vehicles remain on "Department books"
- Incorporate changes in personal mileage reimbursements... chances are these will go down

PLAN FOR FINANCIAL CHANGES



- Consider what rate structure you will use for charge backs for shared vehicles
 - Include a mileage AND time component to charge-backs
 - Cover your costs
 - Plan for a replacement fund if your rules allow it
- If you can, show departments what their spending profile will look like if they transition to use of motor pool vehicles.

]		Cost for	Cost for			
						Miles	hours			
		Variable				Traveled @	Traveled @			
	Annual Maint &	Expenses				\$.16 per	\$3.50 per			
	Depreciation	(e.g. fuel)	TOTAL			mile	hour	TOTAL		
Vehicle 1	\$3,500	\$1,000	\$4,500			\$6,720.00	\$10,920.00	\$17,640.00		
Vehicle 2	\$3,500	\$1,000	\$4,500							
Vehicle 3	\$3,500	\$1,000	\$4,500							
Vehicle 4	\$3,500	\$1,000	\$4,500							
Vehicle 5	\$3,500	\$1,000	\$4,500							
Outside Rentals		\$7,500	\$7,500							
TOTAL	\$17,500	\$12,500	\$30,000		TOTAL	\$6,720.00	\$10,920.00	\$17,640.00		
			\$0.71	per mile				\$0.35	per mile	
8,000k miles / 20n					42,000					
2,000 miles in out					780 trips * 4 hours per trip = 6,240 hours					
42,000 total miles										
Est 60% utilization * 260 days/year * 5 vehicles = 780 trips										



4

PICK THE RIGHT SOLUTION



- Document what you think you need... not how it will be delivered. This should support your project goals.
- Learn from organizations similar to yours.
- Borrow RFPs from other organizations or use buying cooperative RFPs.
- Involve your Information Technology (IT) and Security teams early
- Compare alternatives "apples to apples" by evaluating how each vendor achieves the objectives you are looking to meet

PICK THE RIGHT SOLUTION



Compare vendor alternatives function by function. There is a big difference!

Configuration changes by site and usage type

Schedule /

Coordinate Use

- Driver-specific and vehiclespecific configurations
- Auto-import of driver-specific info on reservation form, e.g. acct info
- Customizable emails
- Buffers in between reservations
- Set max length of reservation
- Set hours of operation and holidays
- Enforce cancellation times
- Rules validation, driver's license

• Multiple types of dispatching, e.g.

Dispatch

- Staffed, Unstaffed via kiosk
- Unstaffed via kiosk & key box
- Grab-n-Go last minute requests
- Secured keys
- Printed travel sheets
- Capturing "scheduled" versus actual dispatch times
- Late pickup and return Emails
- Auto-release extra time after early returns
- Seamless integration

• Utilization!

3

Automated billing

Reporting and

Billing

- Dashboards to show current status, including "to-do" list, late pickups, and late returns
- Feedback reports to help improve service
- On-line status and reports for drivers
- Reports exportable to html or Excel formats
- FEEDBACK!



5

MAKE A GREAT FIRST IMPRESSION

MAKE A GREAT FIRST IMPRESSION



- Communicate, communicate, communicate!
- Make sure the system works
- Brand your project, i.e., make it a positive change
- Do <u>NOT</u> run out of vehicles!
- Put the desirable vehicles in to the pool
- Roll-out the motor pools to groups incrementally... watch, learn & adjust
- Maintain the vehicles and keep them clean and fueled
- Share successes (e.g. financials) with participating and nonparticipating departments
- Solicit feedback throughout the process and ACT UPON IT!

MAKE A GREAT FIRST IMPRESSION







THANKS FOR JOINING!





QUESTIONS



EDUCATIONAL OPPORTUNITIES

- Participate in Agile Q&A sessions and webinars NAFA credits
 - Fleet topics
 - Successes & case studies
- Learn more at www.AgileFleet.com



QUESTIONS



- Should I charge for use of my motor pool? If so, how much?
- How do you overcome objections to going to a central motor pool location to pick up a vehicle?
- How did the implementation process go in terms of educating the campus community on using the system for fleet reservations? Was there push back? Any specific advice in Marketing the program? Any pitfalls to avoid?
- What method is used for the issuing and returning of vehicle keys [potentially after hours]?