



# ASSET UTILIZATION MANAGEMENT

January 13, 2021



***We Help Fleets Succeed!***

*Steve Saltzgiver*

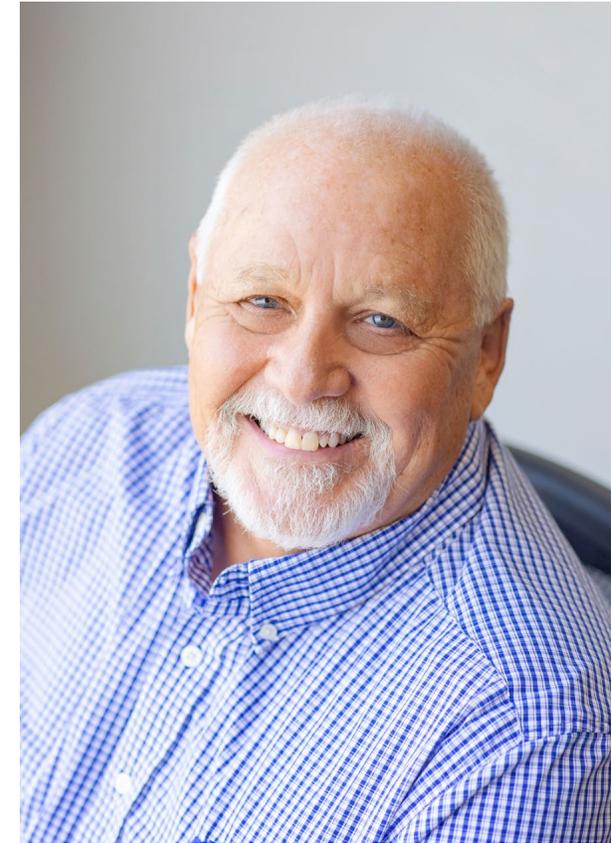
*Director of Strategic Innovation*

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# SPEAKER BIO

- 40+ Years' Experience In The Fleet Industry
- Director Of Strategic Innovation, Strategy, Client Consultation, And Product Management, RTA Fleet Management Systems
- Transportation Industry Consultant With Mercury Associates Over 10 Years
- Successfully Transitioned From Wrench Tuner To Manager Of A \$1.5 Billion (Annual Capital And Operating Budget), 50,000-unit Fleet
- Fleet Maintenance Technician
- Local And State Government (Utah And Georgia) Fleet Manager
- Corporate (Coca-cola And Republic Services), Fleet VP
- Directed, Managed Or Participated In Over 100 Fleet Studies Across North America
- Government Fleet Hall Of Fame Inductee
- Recipient Of Government Fleet's Legendary Achievement Award



**Steve Saltzgeber, Director**



# PREPARATORY TO FLEET UTILIZATION AND RIGHTSIZING ANALYSIS

## Data Review And Prep:

- Export Data From The FMIS And Analyze Fleet Inventory And
- Usage Assessment: Design, Test, Distribute Report
- Discuss With FVAC And Users

## Analysis:

- Identify Low Use, Non-essential, Non-optimal Assets And Separate In Three Tranches (E.G., Keep, Review And Dispose)

## Agreement:

- Policy, SLAs In Place And Results Validated With Fleet User Mgt Teams And Individual Drivers To Validate Feedback

# PREREQUISITE: BEST PRACTICES TO ASSET UTILIZATION AND RIGHTSIZING

- Fleet Vehicle User/Advisory Committee In Place
- Fleet Management Information System Exists
- Develop Asset Scoring Process To Evaluate By Usage / Need (Critical, Non-essential)
- Service Level Agreements With User Agencies, Defining Asset Use Expectations
- Coordinate Purchase Justification
- Establish Annual Vehicle Specification Process Allowing User Input
- Develop, Update Vehicle Policies And Procedures Documentation
- Formalize Vehicle Disposal Logistic Program (Contract, Partnership, Etc.)
- Ensure Alternative Transportation And Education Program Exists



FLEET OPERATIONS & FIELD OPERATIONS Service Level Agreement

Effective Date: TBD

**I. Purpose of Service Level Agreement**

This Memorandum of Agreement is made between Fleet Operations (Provider) and Field Operations (Customer). This agreement shall be reviewed and updated each year to reflect any changes necessary to clearly identify expectations of the Customer and the Provider in order to develop a mutual understanding of each other's responsibility and to maximize service effectiveness. The scope of this agreement is as follows:

- To identify and perform fleet management and maintenance services within the set standards, schedules, and deadlines.
- To define the roles and responsibilities of each department.
- To establish and report measurable performance standards, goals, and asset use.
- To define driver behavior and vehicle asset care and safety requirements.
- To achieve the highest level of customer satisfaction; and
- To continuously improve communication and processes between Fleet Operations & Field Operations

**II. Roles and Responsibilities**

Each department agrees to fulfill the roles and responsibilities listed in this Service Level Agreement, to abide by the official Operating Standards and Procedures, and to adhere to all other referenced and relevant documents.

Both departments also agree to hold each other accountable for the performance of their duties, while being flexible and realistic. Both departments agree to thoroughly understand and enforce this document, review it as needed, offer, and discuss changes, and agree to make changes only by consensus. Each change will only be enforced once authorized at the Vice president level.

Page | 1 Effective Date mm/dd/yyyy

**DEPARTMENT OF PUBLIC WORKS**

**MENT**

**Utilization Policy**

missions

Departmental Policies/Fleet Replacement

**placement and Use Goals**

Goals to guide vehicle/equipment are:

available for every task.

negative impact on the citizens,

**ement and Utilization Policy**

acquisition, retention and replacement county and under the control of the ed that this policy clarify and eliminate the past practice of alized life cycles. This will also and application of four-wheel drive r-wheel drive vehicles in the ations will be eligible for four-wheel

**I. NEW VEHICLE AND EQUIPMENT ACQUISITIONS**

All additions to the fleet must be approved through the budget process. New acquisitions will meet the following standards:

1. Minimum usage standards established in (Attachment "A")



# STEPS TO FLEET UTILIZATION AND RIGHTSIZING ANALYSIS

1. Involve Fleet User Advisory Committee In The Prep And Decision-making And Purchase Justification Process
2. Profile Fleet Usage To Identify Potentially Underutilized Vehicles. Develop A “Scoring Process” To Grade Usage And Need Value.
3. Analyze Data And Develop Preliminary Recommendations (Justify, Review, Retain)
4. Estimate Potential Cost Savings Related To Unjustifiable Assets To Be Reviewed

## FLEET VEHICLE APPROVAL COMMITTEE (FVAC)

- 15.1 The FVAC members will be responsible for the close scrutiny necessary to set policies, procedures. The FVAC board will report to the Executive Director of Administrative Services. The FVAC board members will consist of those individuals found in the State statute. The FVAC board will meet on a quarterly basis to review vehicle policies, procedures, utilization and approve all policy and procedural changes. The state Fleet Director May serve as technical advisor to the FVAC committee.
- 15.2 The FVAC meetings will be held the first Monday of each quarter at 10:00am in room 1112 of the State Office building beginning in August of each fiscal year. Motor pool contacts should plan to attend each meeting. Motor pool contact shall immediately be notified of any changes to the FVAC meeting schedule.
- 15.3 The FVAC format will be governed and administered by the procedures contained in “Roberts rules of order”.

# STEPS TO FLEET UTILIZATION AND RIGHTSIZING ANALYSIS

5. Schedule And Conduct User Agency Meetings To Reach Accord On Which Low Use Vehicles Should/Can Be Eliminated And Consider Alt Transportation Options:
  - a. Share And Pool More Vehicles?
  - b. Rideshare And Public Transportation Opportunities?
  - c. Consider Reimbursing For Pov Use Versus Owning Assets?
  - d. Create Policies And Procedures To Govern Asset Use?
  - e. Continue Leveraging Short-term Rental Use Contract In Place Versus Owning?

# PURCHASE JUSTIFICATION

## Objective:

- Define Employee Mobility Needs Before Spec'ing And Acquiring Each Asset Added To The Fleet Operation

## Advantages:

- Reduces Inappropriate Assets From Being Purchased For Assignments And Usage
- Reduces Pressure On The Fleet Management Organizations To Justify Fleet Size, And Utilization Levels

## Disadvantages:

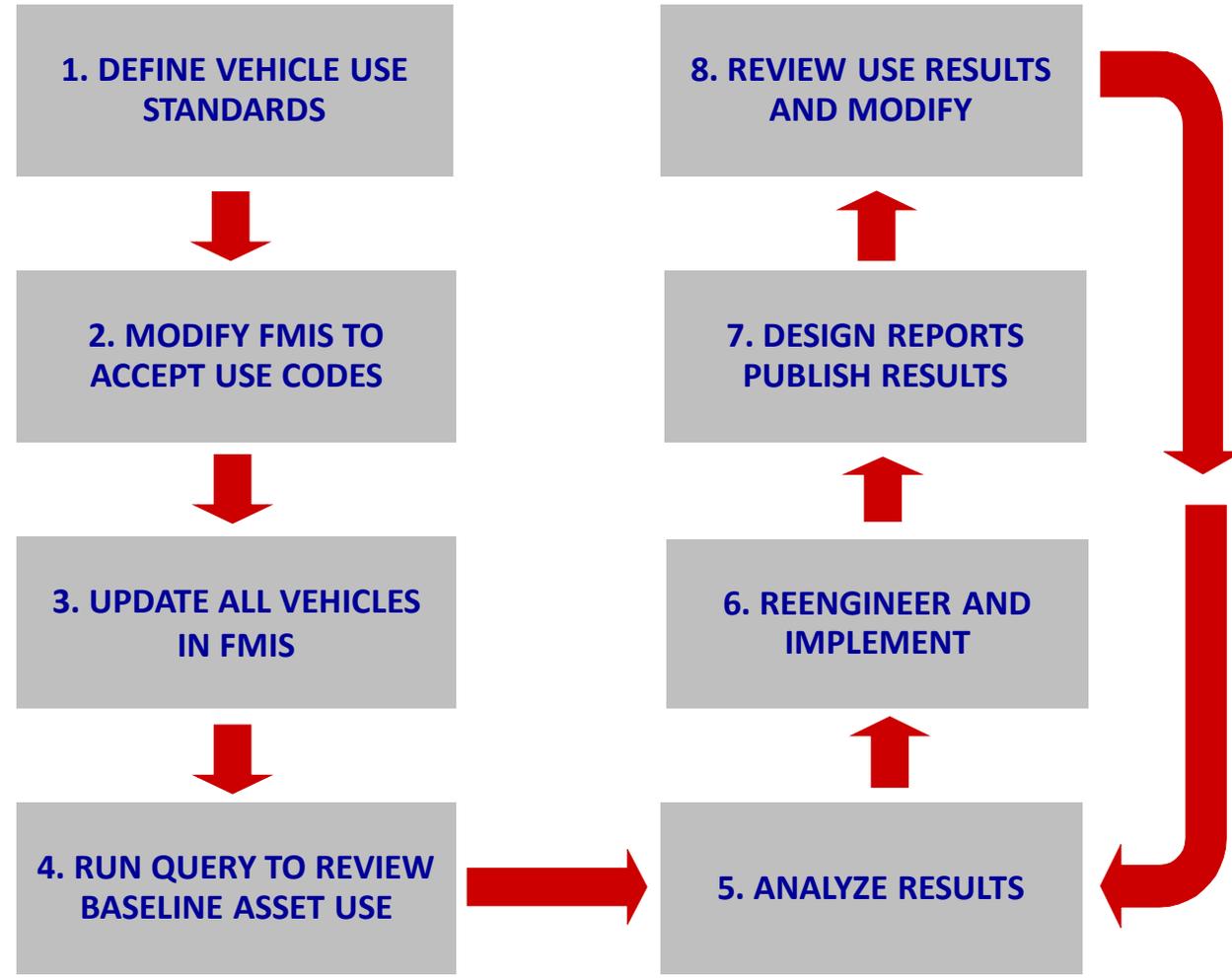
- Impacts Future Changes Regarding Suitability Of Asset Assignment
- May Be Politicized By Departments And Management

# PURCHASE JUSTIFICATION

## Key Considerations:

- **Will Asset Be Used For A Perquisite Or Compensation?**
- **Does The Asset Meet The Intended Business Requirements? (Safety, Reliability, Image, Etc.)**
  - Is Usage Based On Data ROI Principles?
- **Who Approves The Asset Acquisition?**
  - Will It Be An Independent Body Or A Fleet Car Czar?
- **Are There Selector Lists Provided To User Departments To Choose Approved Assets?**
- **Does Each Vehicle Get Assigned A Life-cycle And Are User Departments Charged A User Fee To Recover TCO?**
- **How Will Minimum Use Requirements Be Set For Each Asset?**
- **How And Who Will Approve Asset Charge-back Rate Structures?**
  - Are Rates Designed To Department Cost Awareness And Do They Link To Operator Use And Behavior?
- **How Will Asset Utilization Be Monitored? Frequency?**
- **How Will The Asset Use Be Measured?**
  - How Is Telematics Used To Track Usage?
- **Is The Process Defined To Measure, Manage And Remove Assets?**
  - Is Cost Tracked And Transparent?

# EXAMPLE: CREATION OF PROCESS FLOW FOR A UTILIZATION TACTICAL PLAN



# DATA COLLECTION – MINIMUM FIELDS

Facility 00001 - Vehicle Maintenance - Edit Vehicle# 1505

File Edit View Utilities Notes

Save Prev Next Exit Warranties Cost Figures History Part History Change Odom Equipment Links New Facility Renumbr Notes Attachments Save Tab Save Grid Locate

Year: 2009 Serial number: 1GTEC14VX4Z298821 Class: PU1/2T PICKUP 1/2 TON

Make: GMC License plate: A00325 Department: 150 PARK SERVICES

Model: SIERRA 1500 Cross-reference: 090 Customer: 00001 150 PARK SERVICES

General Preventive Maintenance Dynamic PMs Financial Depreciation Fluids Class GDF Vehicle GDF Alternate Meters Replacement Class Info User Defined

Registration: PICKUP 1/2T Meter units: Miles Status: Available

Purchased: 04/26/2010 Odometer: 12,686.0 Location: PARKS

In service: 05/04/2010 Fuel meter: 12,686.0 Operator:

Size: Light Base meter: 0.0 Inspection:

G.V.W.: 0 Life meter: 12,686.0 Inspection due: 00 Every 00 Periods

Rear end cap: 0 Meter updated: 02/18/2016 Tire count: 0 Max: 0

Condition: 3 -Noticeable imperfections

Last Changed: 01/25/2018

# PLUS: VEHICLE UTILIZATION STANDARDS

Facility 00001 - Vehicle Maintenance - Edit Vehicle# 1509

File Edit View Utilities Notes

Save Prev Next Exit Warranties Cost Figures History Part History Change Odom Equipment Links New Facility Renumbr Notes Attachm

Year: 1997 Serial number: 695247 Class: SPREADER SPREADER LAWN  
 Make: METER MATIC License plate: NONE Department: 150 PARK SERVICES  
 Model: TOP DRESSER Cross-reference: Customer: 00001 150 PARK SERVICES

General Preventive Maintenance Dynamic PMs Financial Depreciation Fluids Class GDF Vehicle GDF Alternate M

EQUIP. YEAR		AUX. MAKE	
EQUIP. MAKE		AUX. MODEL	
EQUIP. MODEL		AUX. SERIAL#	
EQUIP. SER.#		TRAN YR/MAKE	
EQUIP. WD#		TRAN MODEL	
EQUIP. FCR #		TRAN SERIAL#	
EQUIP. PO#		AUX. MAKE	
EQUIP USE CODE	2B	AUX. MODEL	
ENG. MODEL		AUX. SERIAL#	
ENG. SERIAL#		ENG. SERIAL#	

VEHICLE UTILIZATION CODES.doc

## VEHICLE UTILIZATION CODES

- 1A **Maintenance and Support: Campus /Prison/Institution/Rest Area. 1,000 miles.**  
This is intended for vehicles that are primarily stationed in a given limited location and will not get a lot of public road travel. For example, used for maintenance trucks on a college campus or prison complex. If the vehicle has been significantly altered with specialized equipment, racks, bins, etc. see code 2B. If the vehicle is responsible for multiple campuses or geographical locations see code 5D.
  - 1B **State Parks/Farms. 1,500 miles.** This is primarily for State Park areas & Farm properties.
  - 1C **Wildlife Area. 3,500 miles.** Primarily used for non-enforcement use within State Wildlife areas.
  - 1D **Patient Transport. 6,000 miles.** This is for agencies that may not utilize a specially equipped vehicle such as a wheelchair van, but have to transport clients to doctor appointments and similar situations.
  - 2A\* **ADA Compliant/Wheelchair. (Exempt)**  
This is for vehicles equipped with wheelchair lifts or other items that meet ADA or medical requirements
  - 2B\* **Specialized Equipment. (Exempt)**  
This covers vehicles that have specialized equipment affixed to the vehicle making it less suitable for general transportation. It is basically a "tool on wheels" or "mobile shop." Examples include a drilling unit, water tank, lab/research equipment, plumbing or telecommunications vehicle equipped with attached maintenance parts racks and attached tool bins, etc. The typical radio and light bar set-up is not intended for this category.
- The following code 3 categories are for law enforcement personnel and are generally self-explanatory. These vehicles are specifically equipped with radios, lights, prisoner restraints, and similar equipment to serve a specific law enforcement purpose. An administrative support person working in a law enforcement agency is not part of this group.
- 3A **Law - Criminal Investigator. 5,000 miles.**
  - 3B **Law - Prison Security/Inmate Transport. 1,900 miles.**
  - 3C **Law - Park Ranger. 7,000 miles.**
  - 3D **Law - Wildlife Officer. 10,000 miles.**
  - 3E **Law - Revenue Agent. 7,000 miles.**
  - 3F **Law - State Patrol/CBI. 10,000 miles.**
  - 3G **Law - Parole Officer. 7,000 miles.**
  - 3H **Law - Campus Police. 1,500 miles.**
- 4A **Disposal Pending. (Not included in year end utilization report)**  
This is for vehicles that may appear to be low usage but in actuality are presently identified as pending sale. At time of reporting, this discrepancy may appear.
  - 5A **Motor Pool - Regional multi-use. 12,600 miles.**  
This is intended for vehicles assigned to a basic transportation motor pool available for multi-agency use. The downtown Capitol Complex motor pool is an example.
  - 5B **Motor Pool - Agency Restricted. 6,000 miles.**  
This is for a motor pool that typically serves basic transportation needs for employees of a specific agency only. For example, a pool of orange color trucks shared by CDOT engineers.
  - 5C **Individual Function - Statewide. 11,000 miles.**  
This is for the vehicle that is assigned to a specific function or individual with statewide responsibilities. This function requires frequent travel to different cities and towns throughout the state, etc. The function may be administrative, maintenance, or agency specific in nature. This is the statewide traveler.
  - 5D **Individual Function - Local Area. 6,000 miles.**  
This is for the vehicle that is assigned to a specific function or individual with local area responsibilities. The function rarely requires travel outside of an assigned city or area within the state. The use is high but the typical trip is short. This is the predominantly intracity or local area traveler.
  - 5E\* **Temporary Vehicles - (Exempt) (Revised 6/15/04)**  
This is for the vehicle that will be used for a short time and turned in after temporary or seasonal use or a replaced vehicle that is assigned to an agency as a delayed turn-in or a short-term. Seasonal use example: a Parks vehicle that is active when the Park is open during the warmer months but is not needed during the winter months.
  - 5F\* **Special program - Grant, Federal Requirement (Exempt)**  
This is intended to identify vehicles used for special programs. Not necessarily funded with federal money. For example, a vehicle that has to be at Rocky Flats to monitor hazardous materials, or a grant for studying and collecting data for three years at different remote mountainous locations. It may be difficult to acquire the mileage required but the requirement for a vehicle is specifically identified for compliance purposes. This vehicle usually cannot be rotated with the general use population.
  - 5G\* **Criminal Justice Driver Training. (Exempt)**  
This identifies vehicles used almost exclusively off of public roads in a controlled environment (track/parking lot) for the purpose of driver training.
  - 5X\* **Specialized Exempt.** Requires MVAC discussion and approval.



# SCORING ASSETS BASED ON USE

## Key Factors:

- Alt Transportation access
- Asset Age
- Life Miles
  - Annual usage (miles, Days, hours, Trips, etc.)
- Condition
  - Damage, part availability, etc.
- Criticality
  - Carries Equipment
  - PS Tactical
  - Firefighting
  - PW Tactical
- Passenger Transport

Status	Age	Utilization Score	Months Used	Annual Miles	Annual Engine Hours	Annual Days Used
Disposal	16.12	34%	7	946	52	50
Disposal	10.30	49%	10	816	61	83
Review	16.12	60%	12	1,630	83	118
Review	16.12	60%	12	1,308	74	123
Keep	18.90	90%	12	2,448	173	164
Keep	11.16	90%	12	3,543	149	130
Keep	7.48	100%	12	1,479	76	94

Carry Equipment	Yes	7	No	0	
Must be secured	Yes	5	No	0	
Difficult to transfer	Yes	5	No	0	
Percent public transport needed	0%	1	More than 0% but less than 30%	3	More than 30% but less than 60%
Criticality category	Essential	20	Very Important	13	Important
Consequence of elimination	Elimination would be inconvenient, would require additional planning and scheduling	1	Elimination would require personnel to use personal vehicles occasionally	5	Elimination would require personnel to use personal vehicles daily
On-call taxi or shuttle	On-call taxi service	1	Scheduled shuttle service	1	Neither

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Your Logo Here

RTA FLEET MAINTENANCE SOFTWARE  
VEHICLE REPLACEMENT REPORT

FACILITY : 00001  
VEHICLE : FIRST thru LAST

DATE : 01/12/2021  
TIME : 11:37 am  
ID : RVS  
PAGE : 1

Vehicle	Excellent	Good	Consider Replacement		Needs Replacement		
	Points	Year	Life Meter	Purchase Price	Maint-Cost	Repairs	Condition
1000	18	2013	100,040.00	\$0.00	\$50,123.67	10	2
1000TST	4	0	0.00	\$0.00	\$0.00	0	0
1001	20	1996	216,756.00	\$4,000.00	\$869,302.07	3	2
1002	15	1996	180,000.00	\$4,000.00	\$1,194.31	0	2
1003	8	2018	631.00	\$4,000.00	\$146.50	2	2
1004	18	1996	78,135.00	\$4,000.00	\$126,570.62	0	2
1230	15	2008	33,775.00	\$0.00	\$868.02	3	3
1234	16	2015	339,288.00	\$0.00	\$806.00	3	3
1235	10	2014	0.30	\$0.00	\$8,251.00	0	3
1301S	16	2001	68,976.00	\$0.00	\$213,345.77	2	3
1302	13	2002	40,120.00	\$0.00	\$1,931.74	0	3
1303	15	2001	143,659.00	\$0.00	\$77,157.29	0	3
1329	15	2009	161,100.00	\$0.00	\$1,072.30	1	3

# FILTER DATA INTO THREE TRANCHES FOR REVIEW W/USERS

Asset / Equip #	Evaluation Status	Annual Miles	Annual Engine Hours	Annual Days Used	Annual Trips	Usage Score
1271	Keep	1,630	83	118	448	0.60
1272	Keep	2,224	87	76	215	0.60
1273	Keep	1,308	74	123	491	0.60
1274	Keep	1,610	77	130	386	0.61
1275	Keep	904	76	121	781	0.61
1276	Keep	4,335	196	123	749	0.62
1277	Keep	1,844	109	132	579	0.62
1278	Keep	2,146	126	129	655	0.62
1279	Keep	2,755	127	131	454	0.62

1) Keep?

# FILTER DATA INTO THREE TRANCHES FOR REVIEW W/USERS

Asset / Equip #	Evaluation Status	Annual Miles	Annual Engine Hours	Annual Days Used	Annual Trips	Usage Score
1234	User Review	687	44	61	277	0.52
1235	User Review	2,767	160	124	1127	0.52
1236	User Review	601	38	55	274	0.54
1237	User Review	193	23	46	179	0.55
1238	User Review	1,365	65	42	294	0.56
1239	User Review	405	28	69	180	0.56
1240	User Review	251	21	31	154	0.57
1241	User Review	778	72	85	355	0.58
1242	User Review	572	53	60	297	0.59

**2) Review**

# FILTER DATA INTO THREE TRANCHES FOR REVIEW W/USERS

Asset / Equip #	Evaluation Status	Annual Miles	Annual Engine Hours	Annual Days Used	Annual Trips	Usage Score
1406	Dispose / Sell	2,210	85	62	313	0.32
1407	Dispose / Sell	946	52	50	267	0.34
1408	Dispose / Sell	463	31	69	240	0.42
1409	Dispose / Sell	2,746	172	106	625	0.43
1410	Dispose / Sell	816	61	83	533	0.49

**3) DISPOSE?**

**OR TRANSFER TO SEASONAL USE?**

# COST SAVING EXPECTATIONS

## Asset Average Cost\*:

- Small Sedan = \$6,060
- Med Sedan = \$7,487
- Large Sedan = \$8,994
- Small SUV = \$7,182
- Large SUV = \$8,743
- Minivan = \$8,705
- Pickup = \$9,163
- Hybrid = \$6,799
- Electric = \$8,320

\*AAA 2019 Annual Asset Costs @ 10,000 miles

## AAA Average Costs Per Mile

Miles per Year	10,000	15,000	20,000
Composite Average	79.29cents	61.88cents	53.31cents

Operating Costs	Minivan <sub>1</sub>	Pickup1/2 Ton Crewcab (4WD) <sub>1</sub>	Hybrid Vehicle <sub>1</sub>	Electric Vehicle <sub>1</sub>	Average
Fuel	12.61 cents	15.67 cents	5.76 cents	3.65 cents	1.60 cent
Maintenance, repair and tires	8.73 cents	8.77 cents	7.70 cents	6.60 cents	.94 cent
<b>Cost Per Mile</b>	<b>21.34 cents</b>	<b>24.44 cents</b>	<b>13.46 cents</b>	<b>10.25 cents</b>	
Ownership Costs					
Full-coverage insurance	\$1,103	\$1,236	\$1,202	\$1,203	\$1,194
License, registration, taxes	\$769	\$1,013	\$639	(\$519)	\$753
Depreciation	\$4,036	\$3,696	\$3,087	\$5,250	\$3,334
Finance charge	\$927	\$1,228	\$789	\$848	\$920
<b>Cost Per Year</b>	<b>\$6,835</b>	<b>\$7,173</b>	<b>\$5,717</b>	<b>\$6,782</b>	<b>\$6,201</b>
<b>Cost Per Day</b>	<b>\$18.73</b>	<b>\$19.65</b>	<b>\$15.66</b>	<b>\$18.58</b>	<b>\$16.99</b>

Total Cost Per Mile					
10,000 total miles per year	Per Year	Per Year	Per Year	Per Year	Per Year
<b>Total Cost Per Year</b>	<b>\$8,705</b>	<b>\$9,163</b>	<b>\$6,799</b>	<b>\$7,495</b>	<b>\$7,929</b>
<b>Total Cost Per Day</b>	<b>\$23.85</b>	<b>\$25.10</b>	<b>\$18.63</b>	<b>\$20.53</b>	<b>\$21.72</b>
<b>Total Cost Per Mile<sub>3</sub></b>	<b>\$0.87</b>	<b>\$0.92</b>	<b>\$0.68</b>	<b>\$0.75</b>	<b>\$0.79</b>

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## Asset Average Cost\*:

- Small Sedan = \$6,060
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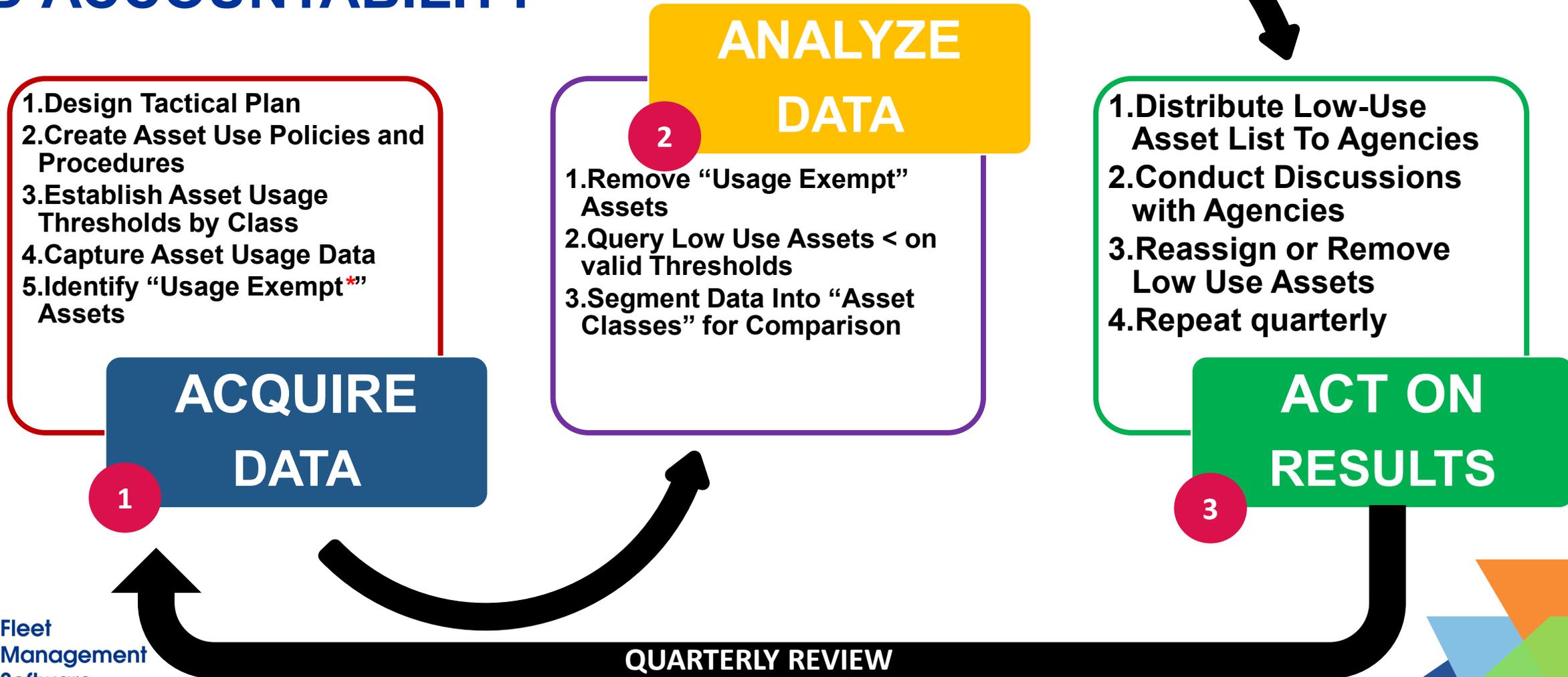
Operating Costs	Minivan <sub>1</sub>	Pickup1/2 Ton Crewcab (4WD) <sub>1</sub>	Hybrid Vehicle <sub>1</sub>	Electric Vehicle <sub>1</sub>	Average
Fuel	12.61 cents	15.67 cents	5.76 cents	3.65 cents	1.60 cent
Maintenance, repair and tires				4.60 cents	.94 cent
<b>Cost Per Mile</b>				2.5 cents	
<b>Ownership Cost</b>					
Full-coverage insurance				103	\$1,194
License, registration, taxes				79	\$753
Depreciation				50	\$3,334
Finance charge				3	\$920
<b>Cost Per Year</b>				782	\$6,201
<b>Cost Per Day</b>				.58	\$16.99

**Think About This?**  
**Majority of Fleets Range from 5-10% more Assets Than Necessary to Perform Organizational Mission!**

Total Cost Per Mile	10,000 total miles per year	Per Year				
<b>Total Cost Per Year</b>		\$8,705	\$9,163	\$6,799	\$7,495	\$7,929
<b>Total Cost Per Day</b>		\$23.85	\$25.10	\$18.63	\$20.53	\$21.72
<b>Total Cost Per Miles</b>		\$0.87	\$0.92	\$0.68	\$0.75	\$0.79



# SUMMARY: THREE “A” DATA METHOD FOR ASSET UTILIZATION AND ACCOUNTABILITY



# PARTING THOUGHTS

- FVAC And User Communication Should Take Place Often
- Annual Business Plan Should Be In Place To Address Goals, Objectives, And Tactics
- Critical Fleet Metrics Should Be Defined And Visible.
- Scorecards And Reports Should Be Disseminated To Users Regularly
- Ensure Sound Policies And Processes Are In Place
- User Departments Need To Be Aware And Educated On The Policies And Processes
- Accurate Data Is The Key To Monitoring And Measuring Asset Utilization
- Consistency In Management Is Key To Success
- Capable Data Analytics Capabilities Are A Critical Skill Set Needed In Each Fleet
- Contracts And Slas Should Be Issued And Updated Regularly

# RESOURCES

## Goal Setting:

- <https://Blog.Rtafleet.Com/Fleet-managers-how-to-set-goals-for-2021>

## Benefits Of Fleet Management Software:

- <https://Blog.Rtafleet.Com/How-fleet-management-software-can-benefit-your-government-fleet>

## 4 Ways To Leverage Data To Benefit Your Fleet:

- <https://Experience.Rtafleet.Com/Datawhitepaper?Hscatracking=8f75da8c-7f84-449f-9657-47943ccc5a5b%7c056cbc2f-6c2d-4630-868f-eb27467c67c6>

## Reducing Fleet Costs:

- <https://Mercury-assoc.Com/Portfolio/7-ways-reduce-fleet-costs/?Portfoliocats=33%2c28%2c27%2c29%2c34%2c31%2c35%2c36%2c30%2c32>

## Managing Costs:

- <https://Mercury-assoc.Com/Portfolio/Cant-manage-costs-cant-see/?Portfoliocats=33%2c28%2c27%2c29%2c34%2c31%2c35%2c36%2c30%2c32>

## Utilization Management And Rightsizing:

- <https://Mercury-assoc.Com/Portfolio/Know-vam-insights-rightsizing-fleet/?Portfoliocats=33%2c28%2c27%2c29%2c34%2c31%2c35%2c36%2c30%2c32>

## Replacement And Spec'ing:

- <https://Mercury-assoc.Com/Portfolio/Determining-optimal-vehicle-replacement-cycles-specs-higher-residual-values/?Portfoliocats=33%2c28%2c27%2c29%2c34%2c31%2c35%2c36%2c30%2c32>

## Fleet Management 101:

- <https://Mercury-assoc.Com/Portfolio/Fleet-management-101-introduction-key-principles-concepts-strategies-techniques/?Portfoliocats=33%2c28%2c27%2c29%2c34%2c31%2c35%2c36%2c30%2c32>

## Metrics And Benchmarking:

- <https://Mercury-assoc.Com/Portfolio/Fleet-performance-measurement-benchmarking/?Portfoliocats=33%2c28%2c27%2c29%2c34%2c31%2c35%2c36%2c30%2c32>



# Questions?



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