

How to Market (promote) Your Fleet Operations to Reduce Administrative Workload and Gain Support for Goals and Objectives



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County of Santa Clara



Topics

- Who Are You Marketing To and Why
- Using Data to Tell Your Story
- Business Plans
- The Importance of Award Competitions
- Celebrating Success
- Annual Meetings and Luncheons
- Newsletters, Websites, Videos, and Distracted Driving Awareness Month
- Proven Results
- Questions and Answers



Who Are You Marketing To and Why

What are Your Goals?

- Increase Staffing
- Increase Budget
- Avoid Outsourcing of Fleet Operations
- Reduce Administrative Workload
- Increase Customer Satisfaction
- Gain Support for Initiatives
 - Green Fleet Transition
 - Right Sizing the Fleet
 - Telematics Program Implementation
- Change Culture
- Recover From Damaging News or Reports
- Match Expectations to Resources Available
- Change Perception of Operations
- Minimize Budget Cut Impacts

Who Are You Marketing To and Why Cont...

Who Are Your Customers To Achieve Your Goals?

Operations Level

- Drivers/Operators
- Customer Departments
- Team Members (Staff)

Upper Management

- Superintendent
- Department Director
- Budget/Finance Director
- City Manager
- County Administrator

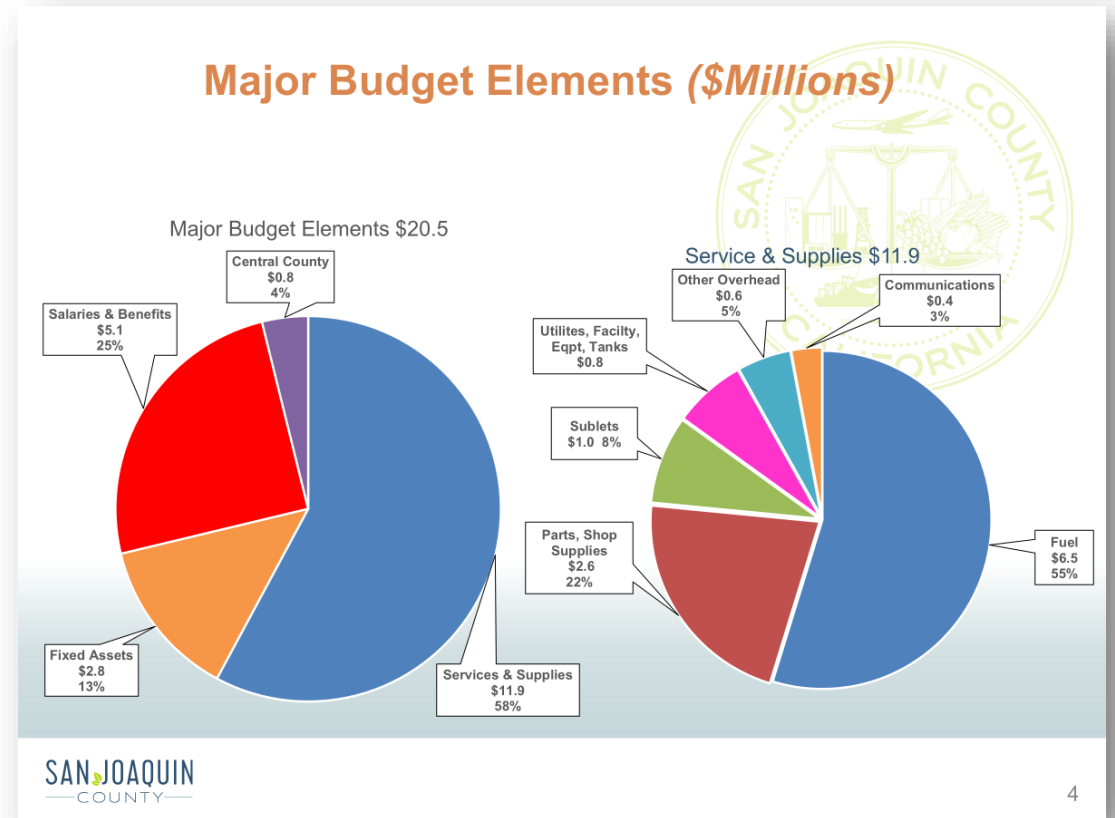
Elected Officials

- City Council
- Mayor
- Board of Supervisors
- Board of Directors

Each Requires a Slightly or Significantly Different Approach

Using Data to Tell Your Story

- Know Your Audience and Match Data Displays to Their Preference
- Use Spreadsheets as Backup Data Only, If You Can
- Graphs are Good
- Infographics are Best



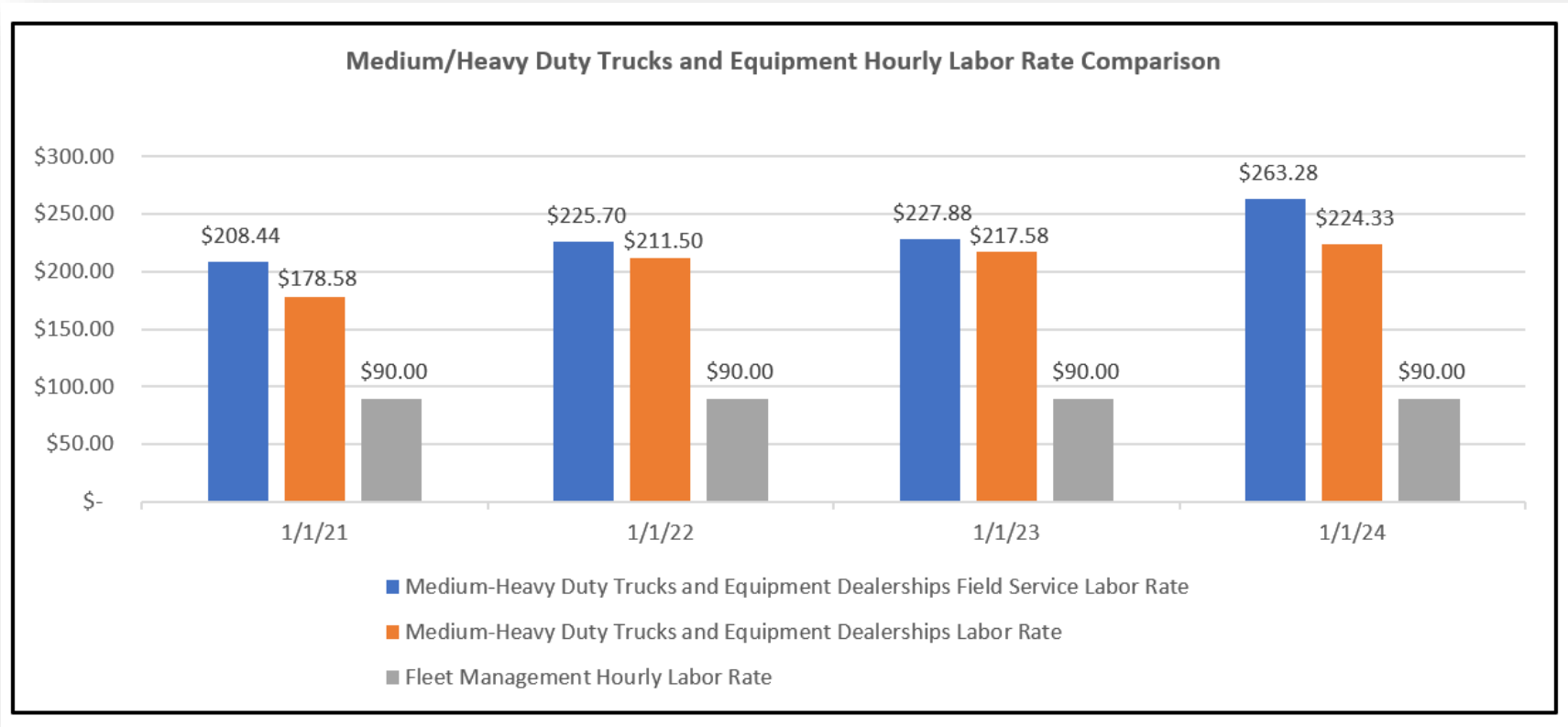
Example: Spreadsheet Versus...

Hourly Labor Rate Survey

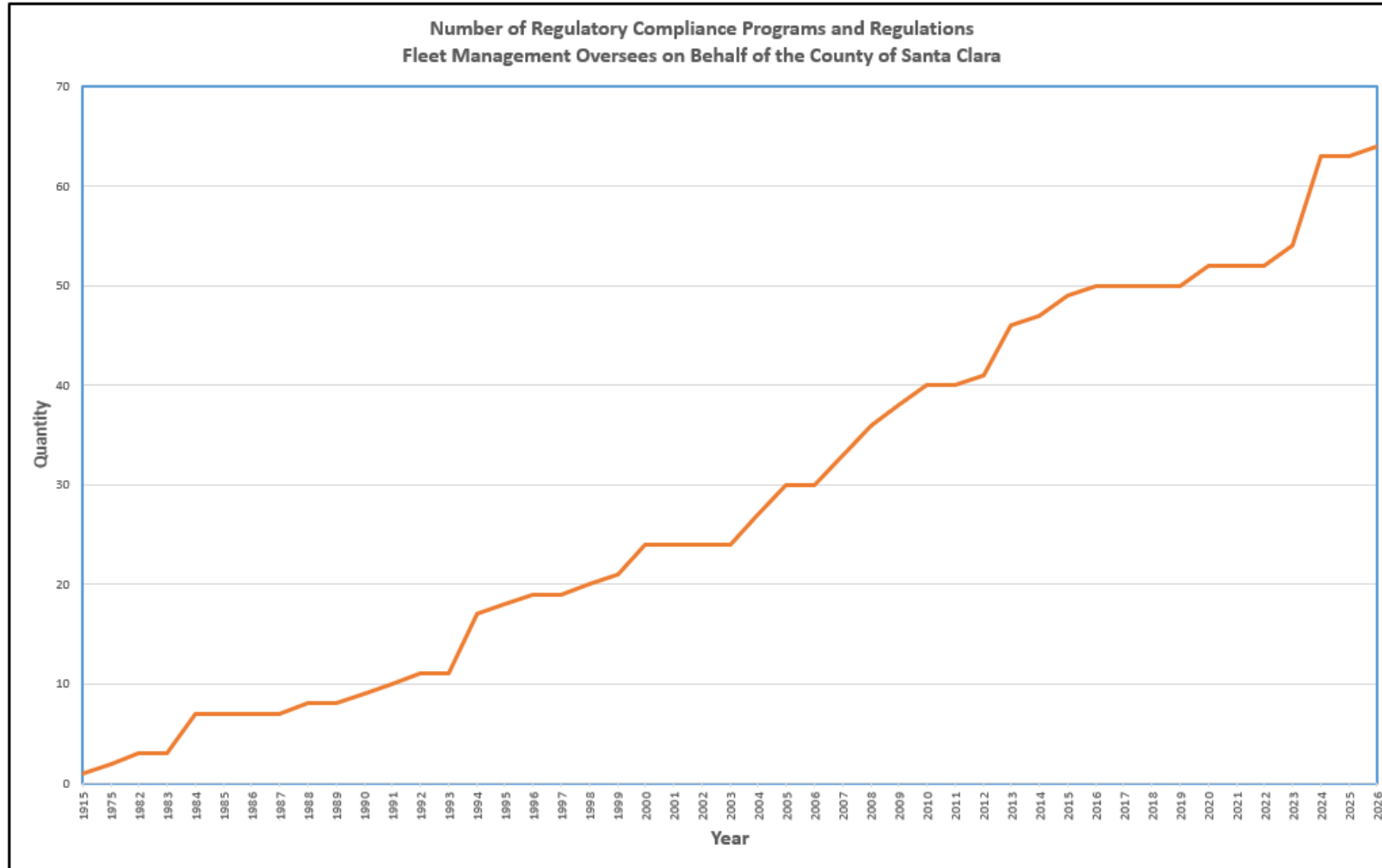
Month and Year the Survey was Conducted

	8/12/2021				8/30/2022				8/30/2023			
	In-Shop Hourly Labor Rate	Field Service Hourly Labor Rate	Field Service Per Mile Fee	Field Service Zone Charge Fee	In-Shop Hourly Labor Rate	Field Service Hourly Labor Rate	Field Service Per Mile Fee	Field Service Zone Charge Fee	In-Shop Hourly Labor Rate	Field Service Hourly Labor Rate	Field Service Per Mile Fee	Field Service Zone Charge Fee
Medium-Heavy Duty Trucks and Equipment Dealerships												
Coast Counties Peterbuilt	\$ 205.95				\$ 225.00	\$ 225.00		\$ 150.00	\$ 239.95		N/A	
Pape Kenworth	\$ 205.00				\$ 225.00				\$ 240.00		N/A	
Peterson tractor	\$ 165.00	\$ 217.00	N/A	\$ 217.00	\$ 209.00	\$ 243.00		\$ 255.00	\$ 209.00	\$ 243.00	N/A	
Peterson International truck	\$ 165.00	\$ 217.00	N/A	\$ 217.00	\$ 230.00	\$ 230.00		\$ 230.00	\$ 230.00	\$ 230.00	N/A	
RDO Equipment	\$ 160.00	\$ 190.00		\$ 165.00	\$ 175.00	\$ 205.00		\$ 165.00	\$ 193.00	\$ 223.00	N/A	
Pape' equipment	\$ 170.50	\$ 209.75		\$ 174.00	\$ 205.00	\$ 225.50	\$ 2.70	\$ 222.50	\$ 193.50	\$ 215.50	N/A	
Average	\$ 178.58	\$ 208.44	#DIV/0!	\$ 193.25	\$ 211.50	\$ 225.70	\$ 2.70	\$ 204.50	\$ 217.58	\$ 227.88	#DIV/0!	#DIV/0!
Fleet Management Hourly Labor Rate	\$ 90.00	\$ 90.00		\$ 90.00	\$ 90.00	\$ 90.00		\$ 90.00	\$ 90.00	\$ 90.00		\$ 90.00
Differential from Private Sector Average	\$ (88.58)	\$ (118.44)	#DIV/0!	\$ (103.25)	\$ (121.50)	\$ (135.70)	\$ (2.70)	\$ (114.50)	\$ (127.58)	\$ (137.88)	#DIV/0!	#DIV/0!
	8/12/2021				8/30/2022				8/30/2023			
	In-Shop Hourly Labor Rate	Field Service Hourly Labor Rate	Field Service Per Mile Fee	Field Service Zone Charge Fee	In-Shop Hourly Labor Rate	Field Service Hourly Labor Rate	Field Service Per Mile Fee	Field Service Zone Charge Fee	In-Shop Hourly Labor Rate	Field Service Hourly Labor Rate	Field Service Per Mile Fee	Field Service Zone Charge Fee
Light Duty Truck and Equipment Dealerships												
South County CDJR	\$ 195.00				\$ 195.00				\$ 200.00			
The Ford Store	\$ 210.00				\$ 265.00				\$ 265.00			
Gilroy Chevrolet	\$ 190.00				\$ 225.00				\$ 250.00			
Average	\$ 198.33	#DIV/0!	#DIV/0!	#DIV/0!	\$ 228.33	#DIV/0!	#DIV/0!	#DIV/0!	\$ 238.33	#DIV/0!	#DIV/0!	#DIV/0!
Fleet Management Hourly Labor Rate	\$ 90.00	\$ 90.00		\$ 90.00	\$ 90.00	\$ 90.00		\$ 90.00	\$ 90.00	\$ 90.00		\$ 90.00
Differential from Private Sector Average	\$ (108.33)	#DIV/0!	#DIV/0!	#DIV/0!	\$ (138.33)	#DIV/0!	#DIV/0!	#DIV/0!	\$ (148.33)	#DIV/0!	#DIV/0!	#DIV/0!

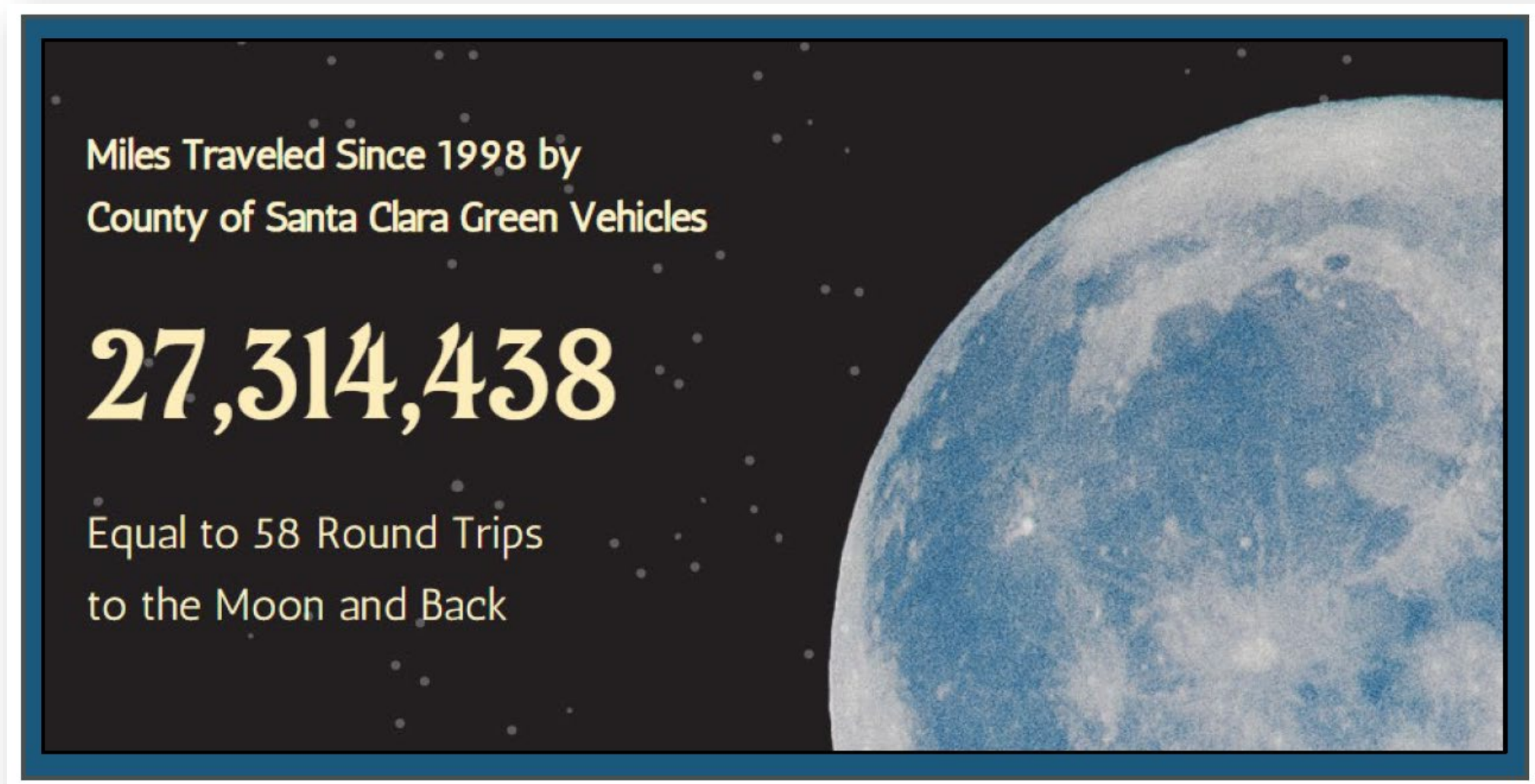
... Graph Versus...



... Graph Versus...



... Infographic...



... Infographic



Business Plans

A Great Opportunity to Tell Your Story and Your Needs

- The Past, Present, and Future



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Business Plans

S.W.O.T. Analysis

- **Balanced Approach to Communicate Needs**

What's in a SWOT analysis?



SWOT ANALYSIS

- **Strengths**
 - An engaged, skilled, and experienced Team of employees.
 - A versatile organizational Team that supports each other and adapts to new challenges.
 - Quality of services provided.
- **Weaknesses**
 - The need for additional staffing to effectively and efficiently maintain and repair the total quantity of vehicles and equipment in the County fleet.
 - The lack of a fully functional and integrated Fleet Management Information System software package to easily run accurate reports of captured information to make data driven decisions.
 - Training to support professional growth and to work on the latest Zero Emissions Vehicle (ZEV) and equipment technologies.
- **Opportunities**
 - Regulatory requirements expediting the transition of the on-road vehicle fleet to Zero Emissions Vehicles (ZEVs).
 - Partnerships with local community colleges to establish a long-term training relationship to develop future mechanics and technicians internally.
 - Strategic Deployment of AI to employ predictive analytics to reduce costs, out-of-service times, and to improve customer service.
- **Threats**
 - The accelerated growth in California Air Resources Board (CARB) new or amended regulatory compliance programs and staff workload capacity to address it.
 - Lack of mechanic applicants regionally to fill current and future positions.
 - Budgetary Resources to comply with the CARB Advanced Clean Fleets regulation.
 - Budgetary Resources to transition 75% of the on-road fleet to Zero Emissions Vehicles (ZEVs).

Business Plans

Include Pictures to Tie Information to Fleet Programs and People That Perform Great Work



ANNUAL GOALS AND OBJECTIVES

• Goals and Objectives for Fiscal Year 2025-2026

- Have 25% of all mechanics, automotive attendants, and emergency vehicle equipment installers complete High Voltage and Amperage Contact Release safety training.
- Completion of updated and new job classifications process to address additional skills, knowledge, abilities, and training certifications required to service, repair, and install auxiliary equipment on light, medium, and heavy-duty EV trucks to meet safety, operational, and regulatory requirements of the California Air Resources Board Advanced Clean Trucks (ACF) regulation.
- Fill all open job classification positions and achieve a level of full staffing that has not been in place for the past four years.
- Complete Fleet Management Information System software Request for Proposal (RFP) process and award a contract.
- Release RFP for a new telematics (GPS) solution and award a contract.
- Establish "triple net cost" vehicle purchase contracts to reduce costs and expedite the acquisition process to adapt to changes in new vehicle marketplace.
- Establish a Pilot Project for a Remote Motor Pool Vehicle program that allows the creation of remote motor pools without key kiosks to reduce the number of assigned vehicles in the fleet. Department facilities that are located near each other will have access to rent a vehicle on-the-fly with their employee badge or through an online reservation system.



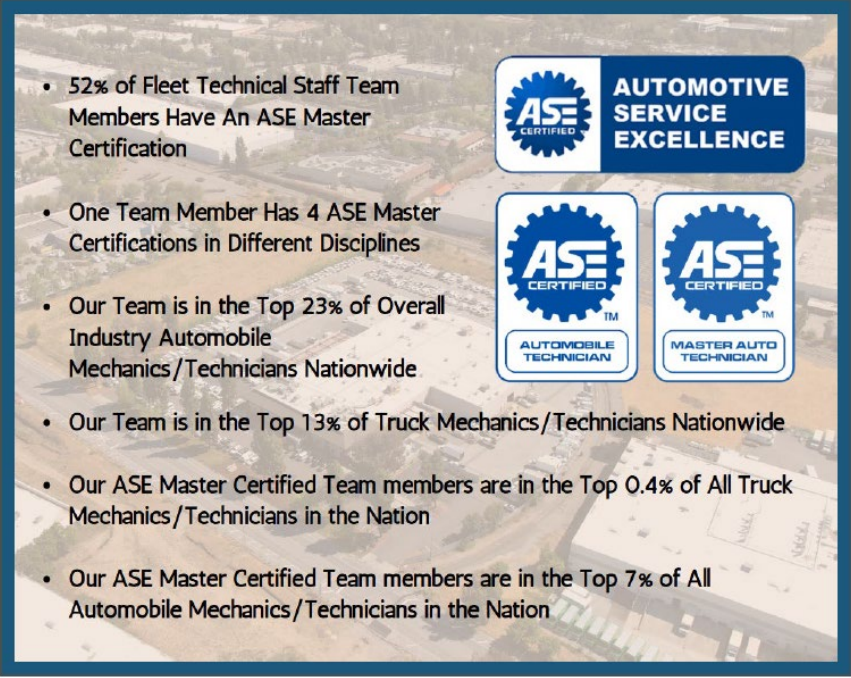
Business Plans

- **Include the Training Needed and Current Status of Your Highly Knowledgeable, Experienced, and Capable Team Members**
- **Correct Perceptions that Fleet Operations Only Perform Maintenance and Repairs**
- **Tell the Story of There is No Other Industry that Works With More Varying Technologies and Challenges**
- **Educate Upper Management and Elected Officials of the Industry Wide Labor Shortage of Qualified Mechanics and Technicians**

STAFF TRAINING AND CERTIFICATIONS

• Trainings and Certifications

- 179 ASE certifications held by 23 technical Team members
- 38 ASE certifications earned in past twelve months
- 8 ASE Master certifications earned by technical Team members

- 
- 52% of Fleet Technical Staff Team Members Have An ASE Master Certification
 - One Team Member Has 4 ASE Master Certifications in Different Disciplines
 - Our Team is in the Top 23% of Overall Industry Automobile Mechanics/Technicians Nationwide
 - Our Team is in the Top 13% of Truck Mechanics/Technicians Nationwide
 - Our ASE Master Certified Team members are in the Top 0.4% of All Truck Mechanics/Technicians in the Nation
 - Our ASE Master Certified Team members are in the Top 7% of All Automobile Mechanics/Technicians in the Nation

The Importance of Award Competitions

- **Never Underestimate the Power of Earning Awards to Reduce Administrative Workload**
- **Competitive Awards are the Quickest Path to Establish Credibility**
- **Engage Executive and Elected Officials in the Celebration of Awards**
- **Give Them the Opportunity to Use the Awards to Champion the Programs That Are Important to Them and How “Fleet” is Supporting the Achievement of Their Goals**

AWARDS, ACCOMPLISHMENTS, & RECOGNITION

• Top 50 Leading Fleets Award

- The Division earned its third national Top 50 Leading Fleets award in succession and was ranked in the top 20 government fleets in the US for the last three years. The award competition is judged on fleet operations that have excelled over the past year in the areas of customer service, staying competitive, and overcoming challenges.
- Ranked #19 in 2024
- Ranked #6 in 2023
- Ranked #12 in 2022



• NAFA Green Fleet Awards

- Ranked #4 in 2024
- Ranked #19 in 2023

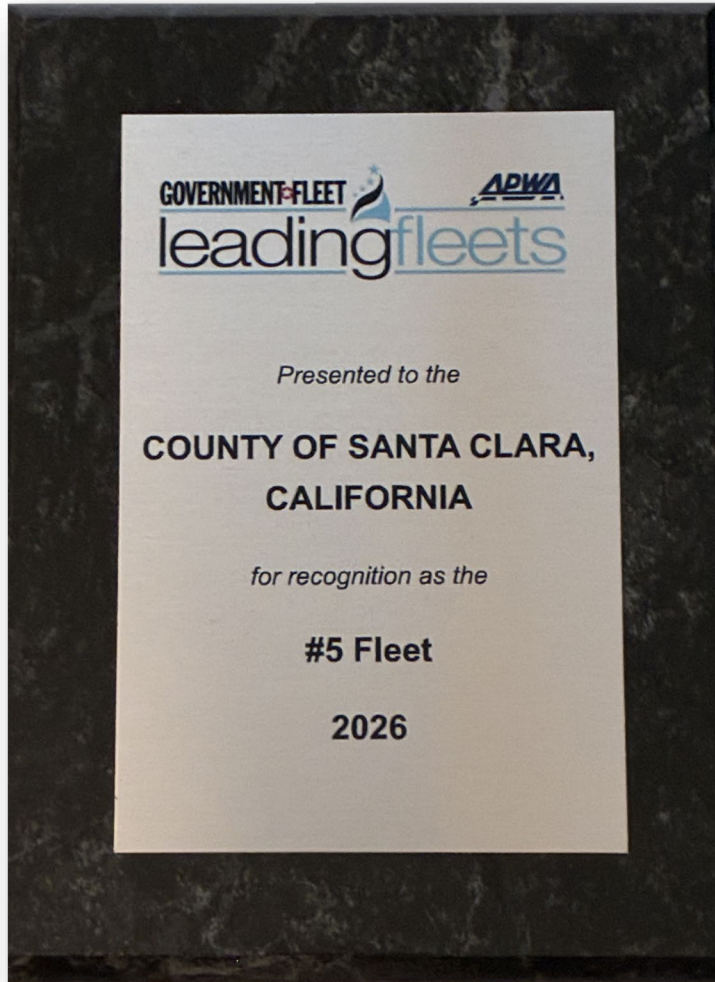


• 100 Best Fleets in the Americas Award

- Outside the top 100 ranking, but recognized as an Honorable Fleet in 2016
- Ranked #39 in 2017



Celebrating Success and Teamwork



Celebrating Success

Banners

- Display Them Proudly in Facilities

Challenge Coins

- Appreciation of Support
- Going Above & Beyond
- Great Customer Service
- Rare Memento



Annual Meetings and Luncheons

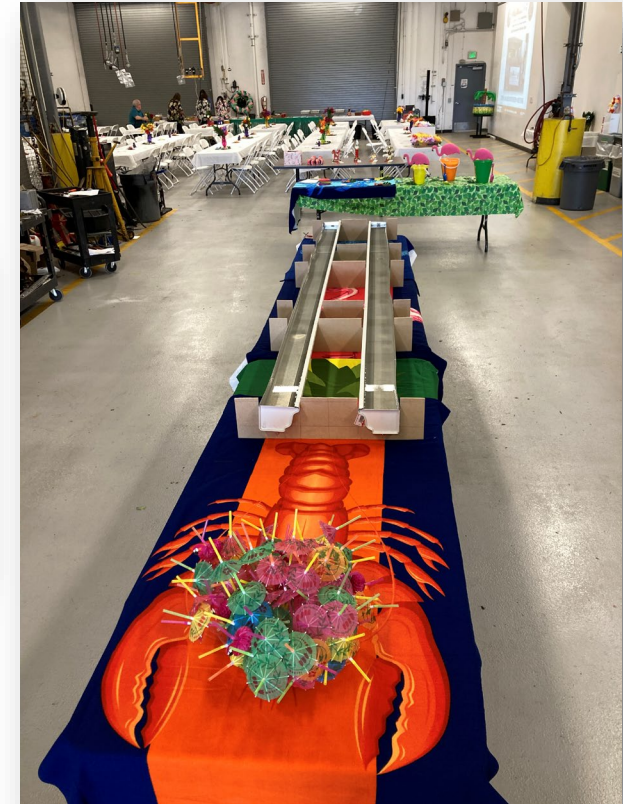
- Educational Opportunity
- Invite Special Guests
 - Upper Management
 - Executive Management
 - Elected Officials
 - Customer Department Leadership
- Rotate Special Guests Each Year Based Your Goals
- Extend Reoccurring Invitations to People That Continue to Support Your Goals



Annual Meetings and Luncheons Cont...

Make Them Memorable

- Car & Motorcycle Show
- Raffle Ticket Trivia
 - Each Correct Answer Earns a Raffle Ticket for Prizes
 - Questions Tied to Operations and Pop Culture Trivia
- Racing
 - Soap Box Derby Cars
 - Zucchini Cars
 - Hot Wheels Cars
 - Small Wooden Sailboats
- Best Hawaiian Shirt Competition
- Best Chili Competition
- Flamingo Ring Toss
- Elf-on-the-Shelf Knock Down
- Rubber Chicken Fling
- Family Feud Trivia Competition



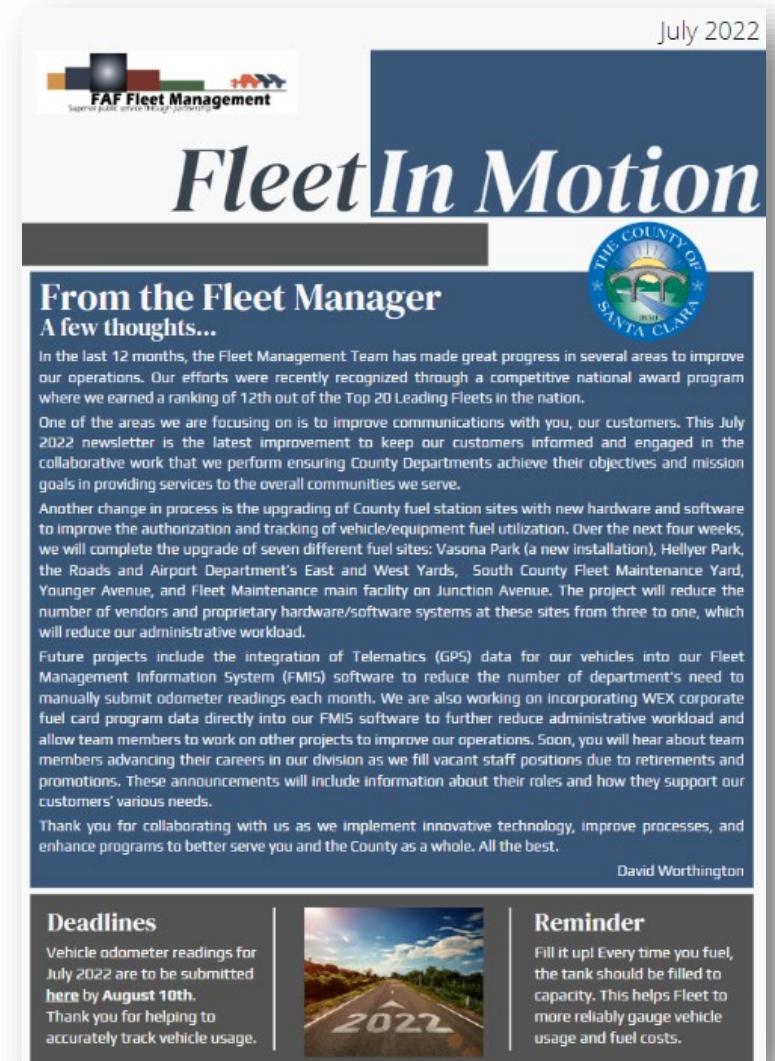
Annual Meetings and Luncheons Cont...



Newsletters

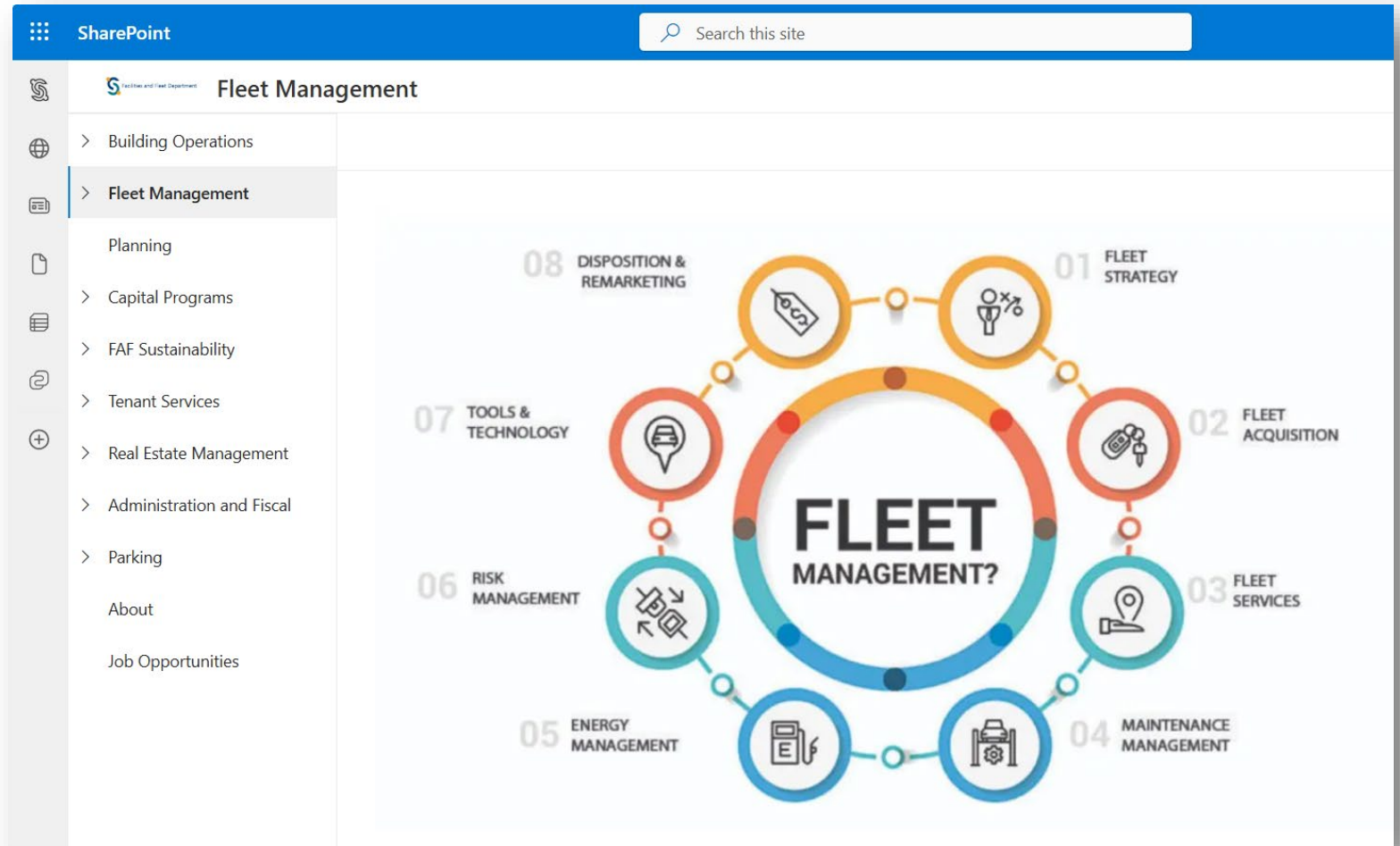
Direct Internal Communication

- Send Newsletters to Email Inboxes of People that Have Registered to Receive It
- Better to Link to Fleet Website for Customers to Download
- Set Up Website for Customers to Download Previous Issues
- Add Section to Focus on Customer Department Accomplishments
- Do Not Have to be Sent Out Monthly



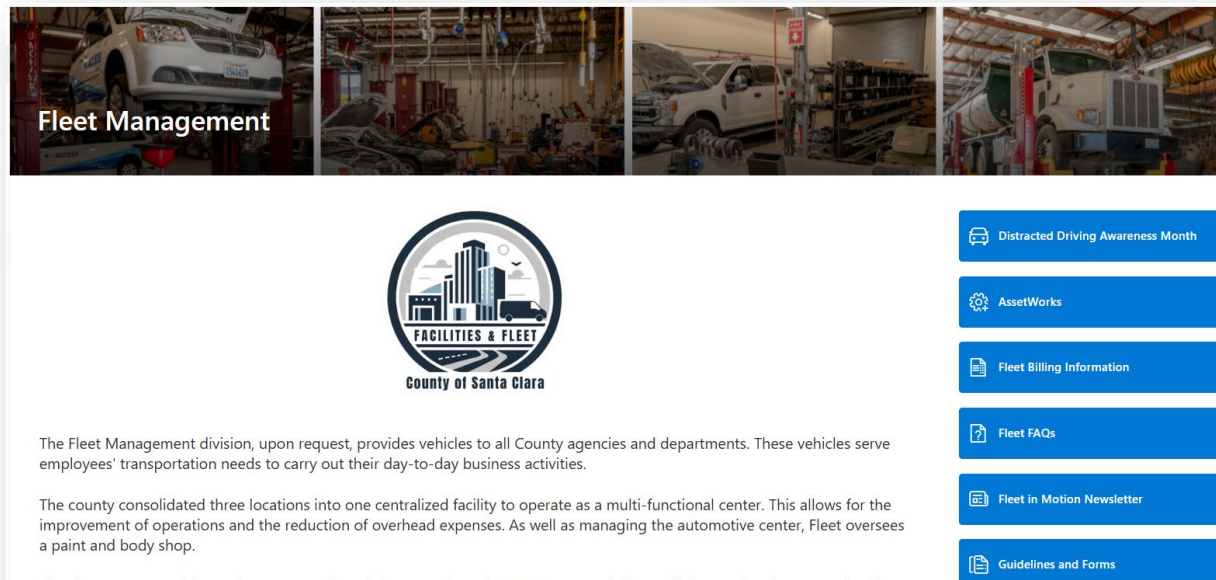
Websites

- **Excellent Communication Platform**
- **Rotate the Main Page Topic Depending on Your Goals**
- **Celebrate Awards and Achievements**
- **Highlight Partnerships with Customer Departments**



Websites

- Link to Current and Previous Business Plans
- Ensure the PDF or Word Document Versions Have Working Hyperlinks to Other Fleet Website Pages
- Social Media



Videos

- Effective Communication Medium
- Add Links to Fleet Website
- Post to Public YouTube Channel if Possible
- Reference in Newsletters
- Share Broadly Throughout Organization



<https://www.youtube.com/watch?v=PnHjvBrbxRg&t=2s>



https://www.youtube.com/watch?v=rUvaB_5tIX4

Distracted Driving Awareness Month - April

- Elected Officials Support This Annual Campaign
- Provides Opportunity to Highlight What Your Organization is Doing to Minimize the Impacts of Distracted Driving
- Create Emotional Images in Flyers, Banners, Newsletters, Website Main Page Display, Etc.



Proven Results

- Staffing Added During Significant Organizational Wide Budget Cuts ↑
- Lower Budget Reduction Targets ↓
- Reduction in Administrative Workload ↓
 - Vendors Approaching Elected Officials Redirected to Fleet Staff
 - Outsourcing Conversations Include Fleet Staff
 - Fewer Phone Calls, Emails, and Meetings Questioning Competency or Decision Reasoning
- Support for Targeted Right Sizing of Fleet +
- Improved Customer Satisfaction ↑
- Improved Employee Satisfaction ↑
- Increase in Grant Funding Opportunities ↑



Thank You to the NorCal Clean Cities and
Communities Coalition, Fleet Associations, and
Partners that Helped Make this Recording Possible



Questions



Contact Information



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Congratulations!



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