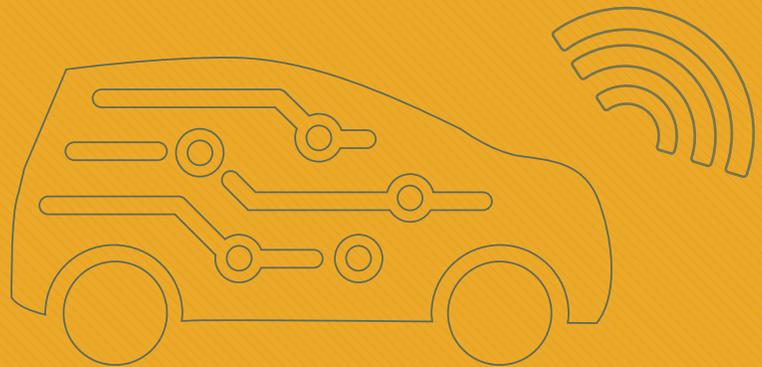


4

STEPS TO SUCCESSFULLY SETUP YOUR MOTOR POOL

It's no mystery that adding a Motor Pool to your fleet can benefit your business, but in order to reap those benefits it's best to start with proper implementation of that Motor Pool. The following four steps will ensure that your Motor Pool brings your fleet increased efficiency and savings.



LAYING THE FOUNDATION

— HOW TO START YOUR MOTOR POOL

Whether it's music, living spaces or vehicles — People are finding that sharing resources is not only convenient but also financially beneficial. In the fleet realm, it's a constant quest to find more cost effective and efficient ways to run your fleet. By implementing a Motor Pool system fleets have found a way to share vehicles, optimize their fleet operations, and eliminate underutilized assets that just sit in parking lots.

A 2013 report from the Department of Homeland Security (DHS) Inspector General proves that the cost of an improperly sized fleet can be far more extensive than you may realize. The DHS spent between \$35 million and \$49 million on underused vehicles. Approximately 59% of the department's vehicles were driven less than 12,000 miles a year.¹ Although your fleet may not be wasting millions of dollars, this example demonstrates how underutilization can easily be overlooked and can put a dent in your fleet's budget.

Underutilization is one of the main reasons why fleets are turning to sharing models through the concept of Motor Pools (see chart). A proper implementation of a Motor Pool is vital to its success — a rushed or haphazard plan could result in employee frustration and possibly losing money. Done correctly, a Motor Pool can lead to higher fleet utilization for vehicles, reduce the overall fleet size and create a better customer experience for employees (users) that now have easy access to more and different cars to get their job done instead of only one assigned car.

IMPROVE YOUR...

...OVERALL FLEET SIZE

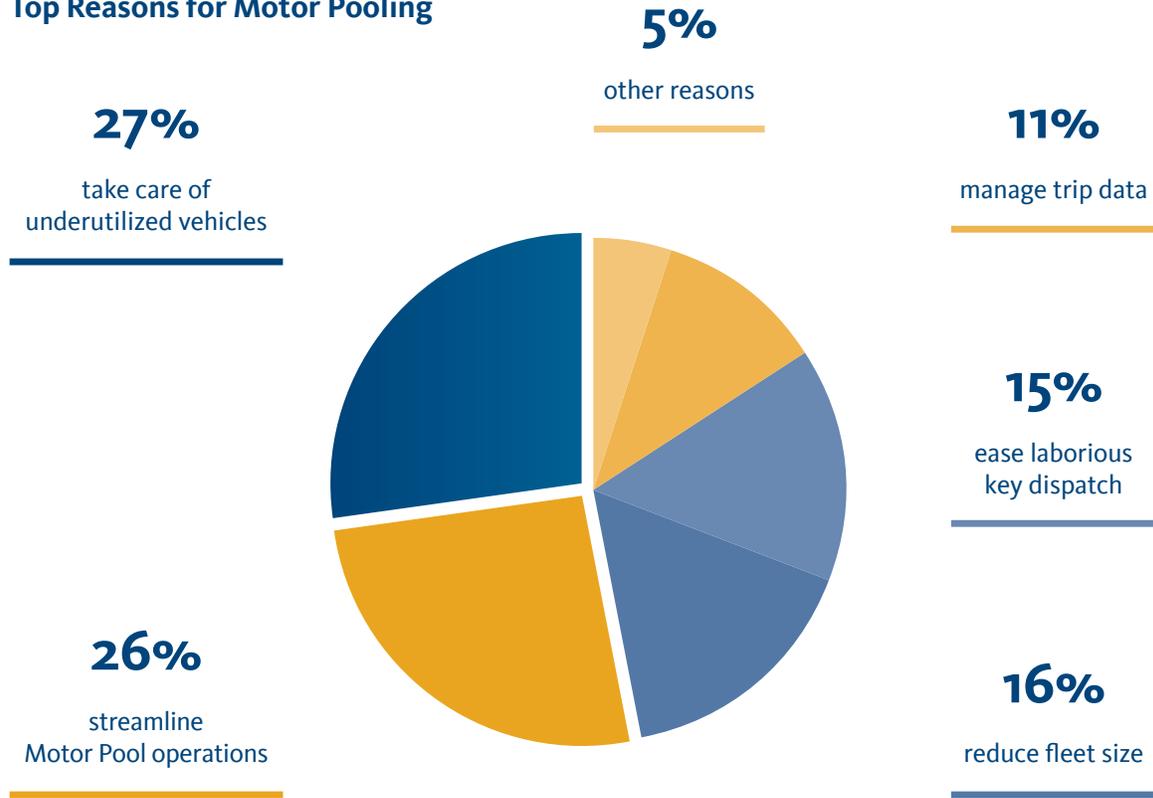
...FLEET UTILIZATION

...CUSTOMER EXPERIENCE

...DATA REPORTING

...WITH INVERS

Top Reasons for Motor Pooling



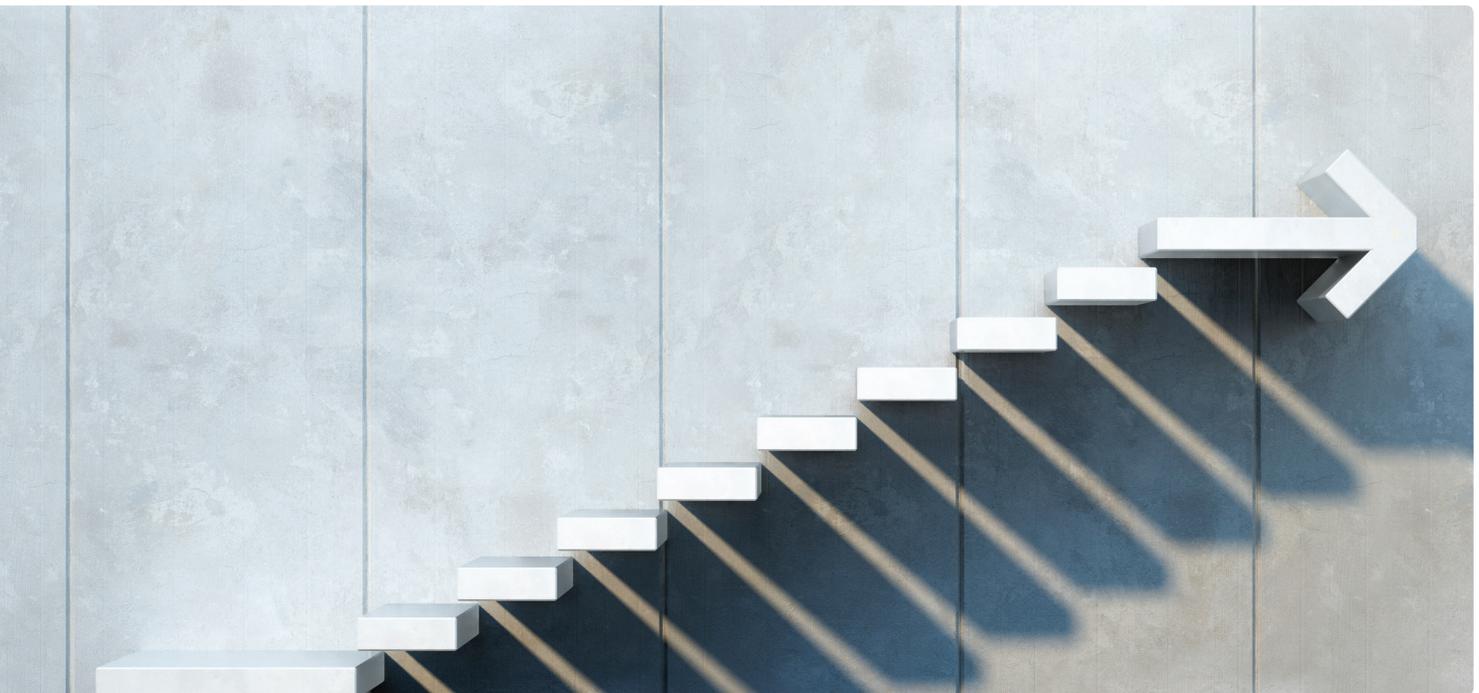
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¹Department of Homeland Security Office of Inspector General, https://www.oig.dhs.gov/assets/Mgmt/2014/OIG_14-126_Aug14.pdf

4

STEPS TO SUCCESSFULLY SETUP **YOUR MOTOR POOL**

The following four steps will be your guide on where to start in the planning process and walk you all the way through company buy-in and program rollout:



1

DEFINE YOUR GOALS

Before you begin looking into options for Motor Pool technology, it is critical that you evaluate what your main objectives are. Identify your goals so you can select the right tools that help you manage your Motor Pool. Are you trying to cut costs? Do you want drivers to have easier access to vehicles? Do you want employees to manage the vehicles or do you want a fully automated system? Prioritize your fleet's objectives by answering those questions and then establish some milestones and tentative timetables to reach those particular goals. This will help you select the right tools to manage your Motor Pool, identify the best size of your Motor Pool and how to best get started.

Are you trying to cut costs? Do you want drivers to have easier access to vehicles? Do you want employees to manage the vehicles or do you want a fully automated system?



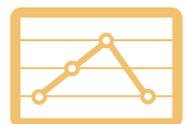
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MEASURE YOUR METRICS

To right-size your Motor Pool you need to first look at two key components: utilization and vehicle type. These two factors will help you figure out which vehicles can be cut from your fleet and which are vital to your drivers. To determine your fleet's vehicle utilization you can, for example, compare fuel consumption and miles driven. Keep in mind that vehicles with lower mileage don't always mean they aren't vital to your fleet — some vehicles may just have shorter distances to drive or are needed during seasonal tasks. This is why keeping track of daily vehicle requests is important and would be a third component to look at. Vehicle requests will give you a more accurate idea of what the demand really is like. All of these factors will help you weed out unnecessary vehicles.

Consider the following when measuring metrics:

- Vehicle utilization
- Vehicle type
- Vehicle requests



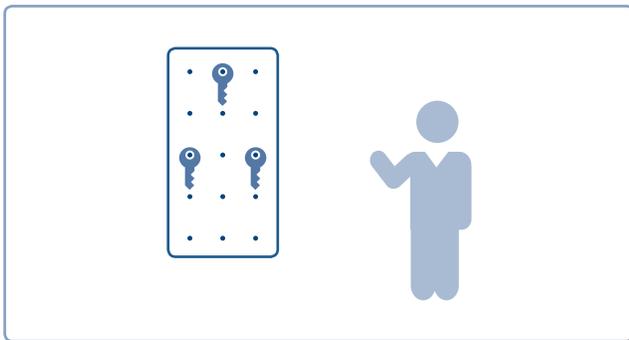
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INVESTIGATE YOUR OPTIONS

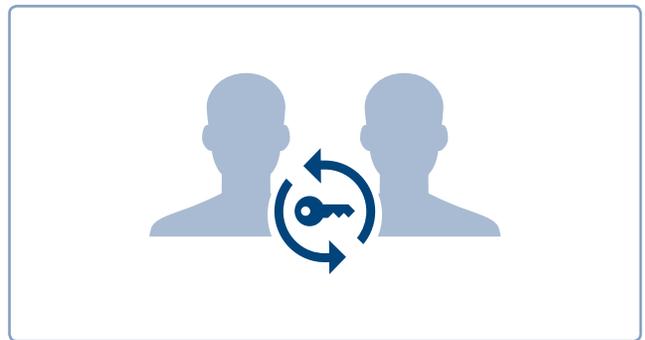
The right tool to assist with your Motor Pool operations will increase your efficiency and streamline the operation. Do your homework on what technology is available and which Motor Pool modes exist that could be the right fit for your fleet. For example, speak to other fleet managers or your technology partners that can help consult you in choosing the right tool.

CONTACT US

Do not hesitate to contact us to find out which option works best for you. Together we can find the optimal solution and provide you with information about how to successfully automate your Motor Pool operations.



An inexpensive (wall mounted) pegboard holds keys for drivers to pick up.



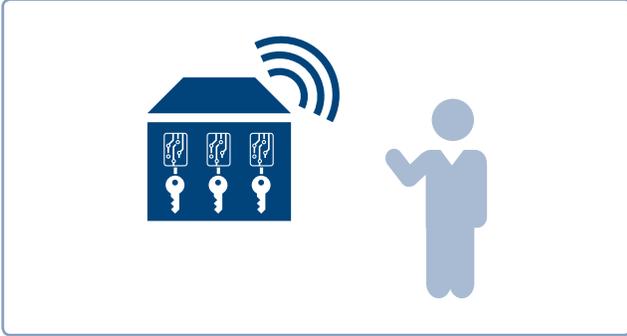
Dedicated personal manages and distributes vehicle keys to drivers.

Pegboard System

The most basic Motor Pool management system is a pegboard to hold the keys, maybe together with an existing calendar tool for scheduling. This system works well for smaller teams and is an inexpensive option. It is rather difficult to monitor and also scale to a larger number of vehicles or users.

Key Administrator

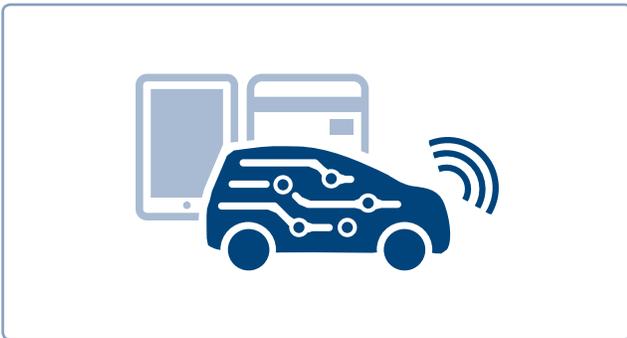
A step above the pegboard system is having an employee manage and distribute the keys. This solution allows your fleet to have more control over who takes vehicles out and allows drivers to ask questions. Cons to this type of key management system: drivers have to retrieve and return keys during certain hours of operation and at one central location, which can make it a hassle for some to get to. Different technologies and Motor Pool modes can remove this type of inconvenience.



The KeyManager allows for 24/7 access and is an effective solution to automatically manage multiple vehicles in one location.

KeyManager

Automated key boxes are a suitable option to allow for 24/7 access and are typically located near the parking lot. Drivers can access keys with a code or employee badge whenever they need to. This solution is great for fleets with multiple vehicles in one location that want to streamline their processes, allow for 24/7 access and utilize vehicles evenly.



The StandAlone InCar System offers the most flexibility to manage Motor Pool vehicles at various locations.

StandAlone InCar System

Another solution is the StandAlone InCar System that gives keyless access to vehicles wherever they are located. Vehicles can be opened with customer cards, smartphones or with existing employee badges. Some Motor Pool modes – such as offering a free-floating service within a specific zone on a university campus – work best with this option. StandAlone InCar solutions offer the most flexibility but may be higher in cost for small operations and require more in-depth user training.

Over 20 years of experience in CarSharing lay the foundation for efficient and cost-effective Motor Pool management. Take the opportunity and create a completely new customer experiences with INVERS Mobility Solutions.

4 |

PROVE YOUR CASE

Communication is essential to getting your employees onboard with the new system. Speak with as many employees and other managers about how the system would work to make sure the process is as transparent as possible. Answer their questions or any concerns. It should be a priority to meet with the departments that would participate in the Motor Pool, not just your supervisors. It is crucial to get the buy-in from upper management, so make your case in showing numbers for potential savings and the ROI together with case studies of other entities. Identify vehicles that you could potentially dispose and show how that would affect your bottom line.

Showcasing other agencies and what they have achieved can be very effective. A good example is the County of San Joaquin in California. In 2009, the County decided to switch to an automated KeyManager and reservation system for a large part of its fleet at three locations. The Motor Pool automation helped the county reduce its light-duty fleet by 44 vehicles in the first three years, which resulted in an estimated \$1 million saved.² Today they operate five Motor Pool locations with 144 vehicles resulting in even higher vehicle reductions.

If you have the option to start a small pilot at one of your locations don't hesitate. This is an even better way to drive your case home and create some first user experience. You can speak to the technology partners about pilots and how to start one. When finding a particular group within your agency for the pilot try to focus on groups or departments that are interested in trying something new, are eager to use new technology, or want to change the current system at their location.

The County of Santa Barbara identified a location in Lompoc for its first Motor Pool pilot. The small size of the pilot allowed the County to keep close watch of the program and ensure everyone had a positive experience. Employees in Lompoc were impressed and excited to be under the first adopters of the new technology, which gave the pilot a positive resonance. Today the County operates six locations with nearly 140 vehicles.



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²Technology trims \$1M from travel budget, http://www.recordnet.com/apps/pbcs.dll/article?AID=/20130312/A_NEWS/303120312&cid=sitesearch

MISSTEPS TO AVOID

Not every fleet will encounter obstacles during a Motor Pool implementation, but there are a few mistakes that you want to avoid:

Take it step by step

Now that you have done your research and gained the support from the organization, you feel ready to automate your Motor Pool throughout your entire organization in one step. That can be a mistake. You may not want to automate every process, location, or car on «Day One». Start small and work your way up. Using a pilot program with one or two locations will allow you to have more control of how an automated Motor Pool is working. Once you have a handle on a few vehicles and you, your staff and your users learned how the new program is working, consider adding more locations, technology, or features over time. Look at your utilization and consider if you should add or reduce the vehicle number, how to increase your user experience even more or identify the next Motor Pool location.

Think about your organization's needs

Another misstep to avoid is selecting vehicles that don't meet your organization's needs. This is why making sure you calculate which vehicles are utilized the most is critical before you sell them off. It's a balance between making sure you don't have vehicles sitting in parking lots untouched and not having enough to accommodate late vehicle returns or during times of peak demand. Through online tracking and automated reservation systems you can dodge some of these issues.

Spread the word

Don't forget to include your team in the project to create a positive experience for your users. While automating your vehicle dispatch, users will want to come to you and your team if they have questions or require training. Prepare yourself and your team to assist users with the new system and be able to answer questions. Going forward, your team can help to improve the experience for users even more, such as by working with your marketing team to create training materials, FAQs, or videos to offer additional customer service.

KEEP IN MIND

Start small and work your way up.

Use a pilot program.

Calculate which vehicles are utilized.

Select the right vehicles.

Include your team.

Prepare yourself to assist.

EXPANDING FLEET MOTOR POOLS

— HOW TO CHOOSE THE RIGHT TOOLS

The concept of Motor Pools has been around for some time but the increase of InCar Technology has created more convenient options for Motor Pool management. Pegboards may be the cheapest option, but they don't hold drivers accountable. Oftentimes drivers will forget to return keys or fail to stick to the reservation schedule. Your users may quickly get frustrated with the Motor Pool. It's important to examine the options out there to improve your current system.

Automated Motor Pools have lessened the headaches of any fleet with a shortage of staff to watch or monitor Motor Pools. The County of Santa Barbara, for example, had been dealing with staffing problems for several years when they decided to pilot a fully automatic location. Mitch Guenthart, fleet manager for the County of Santa Barbara, said the upgrade curbed the staffing problem because the system served as the «Key Manager that never called in sick».

Before the automation four employees provided service to two large Motor Pools. Users were only able to dispatch vehicles during normal office hours. Today, six fully automated Motor Pool locations provide access on a 24/7 basis. Two full-time employees and one part-time employee assist the service throughout the county today. During the month of August 2015, county employees dispatched vehicles for more than 140,000 miles and 14,000 hours.

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SAVING TIME THROUGH AUTOMATED MOTOR POOLS

From reservation to key return, your fleet will save time through the entire process. This benefit adds to the direct cost savings achieved through an upgraded Motor Pool system. The average manned pool system requires a phone or email correspondence to make a vehicle reservation. Depending on how responsive your staff is, this could take up to 10 minutes. With an automated system, employees can go online and make a reservation at any time of the day. Manned pool systems can also be time consuming when the employee has to travel to a particular dispatch location. The beauty of automated systems is that there can be multiple key dispatch sites, making it more convenient for the driver. A further breakdown of the time savings is listed below.

SAVE TIME

Look at the geographical footprint of your organization. Research where your vehicles are located and where employees need them, and then take this into account when planning your Motor Pool expansions.



MANUAL MOTOR POOL VS. AUTOMATED MOTOR POOL

	MANUAL MOTOR POOL	AUTOMATED MOTOR POOL
RESERVATION	5 – 10 MIN Typically via phone or email, may require some back and forth	1 – 3 MIN Reservation via online or via smart phone or using walk-up mode at location
TRIP TO DISPATCH LOCATION	5 – 20 MIN Requires to walking to manned location, or drive with private vehicle first	1 – 5 MIN Locations can be within short walking distance, e.g. multiple dispatch sites
KEY PICK-UP AND VEHICLE ACCESS	3 – 20 MIN Often during business hours only may need to walk further to parking lot after key pick-up	2 – 6 MIN 24/7 dispatch possible vehicles close by (KeyManager) or direct vehicle access (InCar Technology)
VEHICLE FUELING, QUICK CLEANING	N/A Generally taken care of by Motor Pool staff who need to schedule time for those requirements	2 – 5 MIN — not for every trip necessary By user or taken care of by Motor Pool staff who are automatically notified about cleaning cycles or fueling
KEY RETURN AND WAY BACK TO WORK SPACE	7 – 20 MIN Some centralized sites are quite far from the employee's work desk	2 – 8 MIN Vehicle locations should be within walking distance
TOTAL TIME SPEND	20 MIN – MAX 1 HR 10 MIN	8 MIN – MAX 27 MIN

EXPAND YOUR VEHICLE PORTFOLIO

The same model of fleet sharing can be applicable to not just sedans and smaller vehicles but also to heavy equipment that sometimes is even less often utilized and usage could easily be scheduled. A good example is the City of Santa Barbara. After their success with its light-duty automated Motor Pool, the decision was made to expand pooling to its dump trucks, flatbed trucks, asphalt and concrete trucks, as well as a crane and forklift. The City partnered with the Department of Public Works to compare the costs and utilization of each asset, including heavy equipment. With new California emissions regulations resulting in costly retrofits to meet the requirements, both parties found it necessary to get rid of underutilized vehicles. By eliminating just one 10-wheel dump truck the City saw a savings of \$18,800. In addition, a one-time savings of \$15,000 for the avoided emission upgrade for that dump truck nearly financed the Motor Pool expansion. After a trial phase, both parties eliminated another dump truck and a paving truck resulting in an additional \$17,000 in annual savings and an avoidance of a \$10,000 emissions retrofit.

Heavy equipment is even less often utilized than smaller vehicles. By eliminating just one 10-wheel dump truck the City of Santa Barbara saw a savings of \$18,800.



CUSTOMIZING YOUR POOL

Motor Pools aren't one size fits all. Different fleets will have different needs. In order to meet your needs you may have a combination of different Motor Pool dispatch systems. For example, the County of Ventura in California operates a central pool that is served by a KeyManager system but added StandAlone keyless systems so the County could create smaller pools of about two to four vehicles for departments in various locations. To figure out which systems will best suit your fleet look into the geographical footprint. If you are a larger fleet with many vehicles in a central location, for example, the best Motor Pool solution will likely be an external Key Management system. If you have numerous vehicles spread out over a campus or at remote locations, the StandAlone Solution at the vehicle directly might be the better solution. Also research the options of how users should get access to vehicle keys. Do you want them to schedule in advance or give access on the go?

Consider the following when customizing your pool:

- Motor Pool dispatch system
- Geographical footprint
- Vehicle access



UPGRADE YOUR CUSTOMER EXPERIENCE

Beyond initial buy-in, it's vital to first educate drivers as well as keep them continuously satisfied with the Motor Pool system. When you are changing your old Motor Pool system to a newer technology use it as an opportunity to rebrand, which gives you a platform to educate everyone on how it works:

- Brand any vehicles and the parking lot if possible that will be included in the pool. If your shared vehicle fleet was always referred to as «Motor Pool», a good idea is naming the program when adding technology so it creates a new experience. Some agencies gave their automated Motor Pool programs names such as UCAR (University of Washington), AMPCAR (Seattle City Light) and SnoGO (Snohomish County PUD).
- Work with your marketing department to create materials to help communicate what the new Motor Pool entails. Internal newsletters, e-mails, FAQs or even websites can help spread the word.
- Videos are another great way to train users, explaining the idea behind the Motor Pool operation, and can be used as a refresher at any point if you post them on your website.
- Make sure to update your policy so it is clear for your drivers what has changed and what responsibilities they have when using one of the vehicles.

Rebranding helps users understand the new service and start with a positive experience. A poor first experience can result in a tarnished view of your fleet sharing program. Your policy should outline how to take care of the vehicles while in the driver's possession. This policy could include gassing up after a certain low-fuel threshold is met and cleaning out after each drive. With an automated Motor Pool, the fleet team should create a community around sharing. This means explaining the rules of the game while making it engaging and offering perks. Given the weather conditions in Seattle, the King County fleet for example, decided to put umbrellas in each vehicle. It's these little touches that will improve the customer experience. Other amenities you can include are phone chargers, first aid kits, or even jumper cables.

TEAM UP

The customer experience goes hand in hand with your team's commitment to the Motor Pool. Automation can create a streamlined experience for your users and save you money, but every Motor Pool needs someone dedicated on your side that takes care of the vehicles on a regular basis. To assist your team with that task, an automated system — like INVERS Mobility Solutions — allows fleets to easily set up cleaning or maintenance cycles.

RESOURCES

¹Department of Homeland Security Office of Inspector General
https://www.oig.dhs.gov/assets/Mgmt/2014/OIG_14-126_Aug14.pdf

²Technology trims \$1M from travel budget
http://www.recordnet.com/apps/pbcs.dll/article?AID=/20130312/_A_NEWS/303120312&cid=sitesearch

About INVERS Mobility Solutions

What we offer

Improvements in technology are continuously reducing the amount of time and effort fleets have to put into Motor Pool management. INVERS has experience working with fleets of all sizes to accommodate each fleet's unique needs. Whether you are slowly shifting into automation or trying to improve your already automated Motor Pool, INVERS technology offers various types of hardware platforms that can operate Motor Pools with different modes.

INVERS software (CocoSoft) and hardware (StandAlone and KeyManager) help fleets streamline operational processes. CocoSoft features include: dashboards with real-time information; integrated damage, maintenance and vehicle cleaning scheduling; a fully automated billing process; and automated workflows to handle early and late returns. Fleets can keep track of their Motor Pool by simply accessing their account online from a computer or smartphone.

Why INVERS

INVERS has over 20 years of international project experience in the CarSharing and FleetSharing market place. Being the developer and manufacturer of all offered hardware and software components, INVERS has the unique ability to meet the diverse customer and vehicle technology needs on any level in the product chain.

With INVERS algorithms for more even utilization, the path to rightsizing your fleet will become easier. INVERS has helped fleets reduce their Motor Pools by up to 30% while maintaining high customer service. Regardless of what type of Motor Pool you have INVERS automated Motor Pool tools can help make your fleet more efficient through increased vehicle utilization, reduced number of assigned vehicles, and better driver satisfaction.

INVERS

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