

Building A Comprehensive Transportation Strategy for Your Resort: A Four-step Plan to Improve the Return on Your Investment.

Few industries use utility vehicles in as many applications as the hospitality industry. Yet many properties do not take a holistic approach to fleet purchasing and planning. Instead, they purchase utility vehicles (UTVs) on a piecemeal basis from a variety of vendors, rather than developing a comprehensive transportation plan. This complicates every aspect of fleet management and maintenance for years to come.

Working with a single supplier with knowledgeable sales professionals who will help you develop an overall transportation plan is a more cost-effective option. This allows you to forge a stronger, more strategic fleet. It also helps you identify many safety, liability, and sustainability problems up front, and build solutions to them into your fleet from day one. It allows you to identify opportunities to switch from vans or trucks to less expensive utility vehicles. And it prevents piecemeal purchasing and all the problems that generates. "It makes all the difference in the world to partner with a single utility vehicle supplier that offers a great product and a high level of fleet management expertise. For us, it has resulted in a complete culture change that has improved efficiency and safety and cut costs. Our employees now take pride in the vehicles they drive and know how to care for them." 1

— John Cedillo General Manager Hawks Cay Resort & Villas





Step 1: Understand the Changing Facilities Maintenance and Resort Environment.

If you are a facilities maintenance professional at a resort or hotel, you depend heavily on your fleet. Yet you face formidable challenges that make fleet purchasing and management more complex than ever.

- The rules and regulations regarding transportation management have grown far more intricate: 466 state laws that apply to the safe and legal operation of light utility vehicles.
- State and federal governments may define sustainability standards, but they don't always tell you how to meet them.
- Facilities management budgets are increasing at an average annual rate of less than two percent. That means fewer employees and increasing workloads.
- The rules regarding the use of new classes of vehicles, such as street-legal low speed vehicles (LSVs), vary by state and sometimes by county or city. Not understanding these rules can cost you thousands of dollars in litigation and settlements.

- Inadequate responses to changing working conditions such as increased pedestrian areas, tighter parking lots and evolving vehicle technology may lead to the use of vehicles that are no longer suited to the work environment.
- Utility vehicles are replacing trucks and vans on resorts and hotel. They generally cost one-half to one-third as much to purchase, don't require driver's licenses or registration, need less fuel and maintenance and reduce liability because you don't have to worry about employees driving them off site. And they generally last longer, since they are built for start-stop driving. However, they make vehicle selection more difficult.

While you and your employees are struggling with these issues, no real work is getting done. With foresight, planning, and transportation expertise, you can address and overcome many of these problems during the fleet selection process.

Many resorts are still using vans and trucks for tasks that can be performed by less expensive utility vehicles such as this Villager™ 6 transport vehicle. Switching from larger vehicles to utility vehicles can save you thousands of dollars each year.





Step 2: Identify and Work with a Single Supplier and an In-house Team.

To preempt problems in the years ahead, buy all of your vehicles from a single supplier who understands the problems you face. This will help:

- Improve safety and compliance.
- Reduce training time.
- Streamline parts inventories and slash downtime.
- Simplify warranty issues.

- Standardize charging of electric vehicles.
- Make preventive maintenance easier.
- Give you a single point of contact if problems arise.
- Stabilize your monthly fleet budget.

You can move to a single supplier at once or in stages depending on the condition of your fleet and your budgetary issues.

Look for a knowledgeable and seasoned sales team that has worked on scores of resorts and is familiar with creative solutions to common and uncommon problems.

Don't assume all sales professionals have this knowledge and experience. Some manufacturers invest much more in training their sales force and maintain a more experienced staff than others.

Make sure the sales professional you work with:

- Has a portfolio of vehicles to meet your every need: from utility vehicles to street-legal LSVs to small four-wheel, multi-passenger transport vehicles.
- Sells vehicles made in America by a company with a network of authorized dealers who staff factory-trained technicians. You may wait months for parts or service on vehicles made abroad. That's no bargain.
- Knows the differences between various classes of vehicles golf cars, utility vehicles, and street-legal LSVs and the regulations regarding their use in your area. Not knowing these fine points can lead to serious consequences. Some resorts are still driving golf cars on public roads, which is generally illegal and can lead to lawsuits and damages. Others are using golf cars with speed upgrades as LSVs, but discover they are not true LSVs when an accident occurs. LSVs come directly from the manufacturer with a 17-digit VIN number identifying them as such.



- Can compare and contrast the benefits of their electric and gasoline vehicles to others. Some gasoline UTVs get more than twice the gas mileage of others, and there are big differences in the performance of electric utility vehicles.
- Offer special Facilities, Grounds Maintenance, Security, Housekeeping and other vehicles or packages that pair vehicles with commonly used accessories to simplify purchasing and improve productivity and safety.
- Offers service maintenance agreements from factory-authorized dealers who are insured, have easy access to parts, and enough service vans and trained technicians to meet your needs.
- Offers a portfolio of commercial accessories such as tool and van boxes, ladder racks, dump kits, stake sides, integrated cabs and more. Many manufacturers offer recreational accessories but few commercial ones. Yet commercial accessories can cut costs and improve productivity.
- Operates an active custom solutions department that designs and manufactures vehicles for specific resort applications, such as food service, banqueting, guests transport, housekeeping, etc. Ask if they do the work in-house, back the vehicles with the same warranty as others in class, and review them for safety, engineering and regulatory requirements.

Select in-house fleet management personnel who understand your big-picture goals, and mechanics with hands-on knowledge of utility vehicles to work with your sales professional in planning your fleet. "I knew that the Carryall UTVs were the Mercedes Benz of utility vehicles, but it was the expertise Club Car offered that made me sign with them."

> *— John Cedillo* General Manager Hawks Cay Resort & Villas



Select a vendor with a wide range of commercial accessories, such as this VersAttach[™] bed-based attachment system that boosts productivity and versatility. The system helps crews organize and protect gear and it reduces round trips.



Step 3: Identify Rugged, Reliable, and Long-lasting Vehicles.

Make sure your supplier's vehicles:

- Are purpose-built for work, not play. Some UTVs are built for recreational use and sold as work vehicles. Their suspension systems are often insufficient for heavy work and hauling. They may also reach high speeds that can pose dangers on resorts.
- Are built on durable rust-proof aluminum frames. Most UTVs are built on steel frames that tend to rust, even when coated to prevent rust. They may not be coated on the underside and the coating can scratch, allowing rust.
- Have rugged, rustproof Rhino-lined beds. Many UTVs have breakable plastic boxes or steel boxes that rust.
- Feature powerful name-brand automotive-style overhead cam engines with electronic fuel injection, on gas models. Ask about ease of access for maintenance, how their preventive maintenance schedule differs from others and if they have splash lubrications systems, self-compensating steering and self-cleaning ergonomic clutches.
- Offer 48-volt battery packs and 500-amp controllers with controlled downhill ability plus zero-speed detect to prevent roll away, on electric vehicles. They should also have handheld diagnostics, carry heavy loads and deliver a full day's work. Look for onboard chargers with reel retractors, and chargers that issue alerts to prevent common user errors.
- Are easy to enter and exit and have spacious legroom, intuitively placed controls and ample storage areas.
- Carry a long, proven warranty. This may save you thousands of dollars on a single vehicle. More importantly, it indicates the confidence the manufacturer has in its vehicles.
- Have a narrow turning radius, making them more nimble and able to access narrow paths and reduce travel time across your property.

To prevent rust and ensure long life, look for vehicles built on rustproof, corrosion-resistant aluminum frames. "We are very pleased with our new fleet of Club Car vehicles. We love the durable aluminum frames and the ERIC chargers. We're getting good power and a lot of use between charges. And, the resort is now spending less each month to lease a new professional-looking fleet that's under warranty than they were to rent and maintain less efficient and attractive vehicles."

> *— Lennie Petraska* Chief Mechanic Hawks Cay Resort & Villas





Step 4: Get the Most From Your Sales Professional.

Once you've selected a knowledgeable sales professional, you'll want to leverage his or her expertise.

- Discuss any problems regarding safety, sustainability, training, liability, maintenance or other issues up front.
- Tell your sales professional whether you'll need on-road or off-road vehicles or a mix of both.
- Ask him to identify any "target opportunities" to reduce fleet costs, downsize your fleet or replace full-size vehicles with UTVs.
- Make sure he is familiar with any applicable tax credits in your area.
- Work with him to establish minimum safety requirements for every vehicle you purchase. Add additional safety features as needed for particular vehicles or applications.

- Have your sales professional work department by department, identifying:
 - The work each department does.
 - The number of crew members.
 - Where the vehicles are driven.
 - The type of vehicles they are currently using for each task.
 - Any additional safety features they may need for the tasks.
 - How many miles the car is driven daily.
 - The maximum payload needed.
 - Who will maintain the vehicle.
 - Accessories that can boost productivity.
 - Any specific problems they are facing.

Inventorying and determining the condition of your current fleet can help you decide which vehicles you need to eliminate, replace or reposition. It can also help you identify and resolve safety and liability issues and boost overall sustainability.

Using this information, and working with your internal team members, your sales professional will develop a comprehensive transportation strategy for your review. The plan should include the right size vehicles for each application, complete with safety equipment and accessories, and suggest eliminating full-size vehicles when appropriate. It should also factor in vehicle sharing among departments when feasible.

Step 4 continued p7



A knowledgeable sales team can help you right-size each vehicles to do more with less. This Carryall 500 utility vehicle is among the most versatile in the industry, and gasoline models accommodate an automatic limited slip differential that lets it travel on terrain that usually requires a 4x4, without harming lawns or turf.

For more information, or to request an onsite demo, visit **clubcarinfo.com/rwp1**.

Consider Leasing Your Fleet

Leasing a fleet has many advantages. It lets you get new cars every three to four years and:

- Keep your vehicles under warranty much of the time.
- Reduce your maintenance costs.
- Slash your downtime.
- Enjoy the latest upgrades and technology.
- Retain your credit and cash.
- Stabilize your monthly fleet budget.
- Lease payments are often considered as an operational expense and not a capital expense, which means they may be tax deductible. Speak to your finance department about this.

Ben McElmurray is a Commercial Regional Manager for Utility, Turf and Retail Sales at Club Car. You can reach Ben at **Ben_McElmurray@clubcar.com**.

