

Driving forward: The public sector leader's guide to fleet management

A step-by-step guide to selecting
the right data partner for innovation



GEOTAB

Driving forward: The public sector leader's guide to fleet management

To conquer complex issues in public sector fleet management, leaders need an innovative, trustworthy partner in telematics that provides them with data-driven insights.

Telematics is so much more than just locating your vehicles while they're on the road. The right solution highlights fleet performance metrics that keep you on budget while tackling the most significant fleet management challenges. A great telematics solution will give you foundational, complementary and future-ready options to push your fleet forward.

It might look like all telematics solutions are created equal from the outside, but it's what's on the inside that counts. Rushing into a partnership without carefully assessing requirements and capabilities can mean the difference in finding a long-term solution for optimizing your fleet versus a short-sighted option that doesn't check all the boxes.

This comprehensive guide to investing in a telematics solution will serve as your blueprint throughout the vetting process as you explore different telematics vendors. We will cover what to look for in a public sector fleet management tool and how to know that a telematics provider can meet your agency's needs.



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CHAPTER 01

What challenges can telematics help you overcome?

Helping alleviate the issues surrounding public sector fleet management is a tall order, but telematics technology is up to the task.

The first step in identifying the right telematics partner is deciding which challenges are most important to solve for your agency and where your big priorities and goals for fleet optimization lie.

Think about why you are looking to implement telematics.

In analyzing your fleet's performance or perhaps looking at next year's budget, are there areas in which telematics could have made a difference? Could you have used more visibility into vehicle usage metrics? Or were there several vehicle breakdowns you think could have been avoided with proper maintenance insights?

Identify the more prominent key performance indicators your agency is trying to achieve or budget targets you have to hit to understand where telematics can impact the fleet most. Is there a push for higher safety standards on the horizon or a crackdown on fuel usage to meet sustainability initiatives? Asking key stakeholders to represent these goals will provide valuable input on what telematics data you need to solve these challenges.



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How will you measure the success of your telematics implementation?

Again, looking at your agency's larger goals can help you refine the metrics for determining the success of your telematics rollout. Is there a mandate to switch over a percentage of vehicles to electric in the coming years? You will require a telematics partner who can help in that journey and provide insights into which vehicles to switch. Are you looking to reduce your idle time and fuel spend? The right telematics solution will show you exactly how to accomplish that with accurate reporting benchmarks that show your progress.

[Let's dive further into determining which features and public sector fleet solutions you should look for in your telematics provider.](#)



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CHAPTER 02

What do you need from a telematics provider?

Beyond a slick dashboard of vehicles' locations, your telematics solution should power every decision made for your public sector fleet.

It can help you address several fleet challenges with ease. As your fleet goes about its daily operational activities, telematics is in the background, crunching the numbers so you can gain comprehensive insights into how vehicles are performing and what optimization tweaks are needed.

The right telematics solution has capabilities built-in to help you streamline your agency's fleet, but as noted, not all providers offer the same robustness. Here are five crucial drivers for public sector fleets that you should look for in a telematics provider.



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Accurate vehicle usage metrics

To achieve peak fleet performance, you need to know that your vehicles are driven enough and that you have the correct type of vehicle at suitable locations available at the right time. Asset usage reporting from your telematics solution aids you in rightsizing your fleet.

As well as being an effective cost-saving strategy, rightsizing your fleet supports your sustainability goals by reducing unnecessary vehicles or identifying candidates for electrification.

Fleet managers will look at asset utilization reports to pinpoint the underused vehicles in the previous months to increase their usage or begin investigations into reallocating or retiring them.

A rightsizing exercise can identify which vehicles are better served cross-functionally in other departments or agencies. With data backing up the decision, fleet managers can be confident they are making the most optimal, cost-efficient moves.

Matching the correct number and type of vehicles in your fleet to the output of work required is critical for improving your bottom line and increasing efficiency and productivity while helping you improve your sustainability performance.

By rightsizing your fleet, you know that the most efficient vehicles for the job are deployed and can redeploy or replace under-utilized, aging or underperforming vehicles. Rightsizing also helps you avoid vehicle favoritism, which can cause more heavily used vehicles to require more maintenance.

**Asset Utilization				
**Date		**Utilization % Thresholds		
**From	**To	**Drive Time Threshold	20:21:47	
**To	**From	**Distance Threshold	119.32	
**Days	**Days	**Days Driven Threshold	1	
**Distance Unit		miles		
**Name	**Total Utilization %	**Drive Time	**Total Distance	**Days Driven
Vehicle 93	98.76%	20:08	116	1
Vehicle 109	97.91%	19:05	119	1
Vehicle 76	97.82%	20:21	112	1
Vehicle 87	95.26%	19:46	106	1
Vehicle 77	93.94%	19:18	104	1
Vehicle 96	91.19%	17:50	103	1
Vehicle 71	90.86%	20:02	88	1
Vehicle 80	90.09%	18:44	93	1
Vehicle 112	87.13%	16:43	95	1
Vehicle 88	86.96%	18:17	85	1
Vehicle 32	86.90%	18:25	84	1
Vehicle 31	86.60%	19:01	79	1
Vehicle 102	86.56%	17:20	86	1
Vehicle 47	86.00%	18:00	79	1
Vehicle 23	85.76%	17:50	79	1
Vehicle 37	85.50%	18:00	79	1
Vehicle 12	85.24%	17:50	79	1
Vehicle 21	85.00%	18:00	79	1
Vehicle 63	84.76%	17:50	79	1
Vehicle 46	84.50%	18:00	79	1
Vehicle 58	84.24%	17:50	79	1
Vehicle 45	84.00%	18:00	79	1
Vehicle 68	83.76%	17:50	79	1
Vehicle 20	83.50%	18:00	79	1
Vehicle 42	83.24%	17:50	79	1
Vehicle 15	83.00%	18:00	79	1
Vehicle 100	82.76%	17:50	79	1
Vehicle 44	82.50%	18:00	79	1
Vehicle 39	82.24%	17:50	79	1
Vehicle 17	82.00%	18:00	79	1
Vehicle 57	81.76%	17:50	79	1
Vehicle 35	81.50%	18:00	79	1
Vehicle 19	81.24%	17:50	79	1
Vehicle 56	81.00%	18:00	79	1
Vehicle 41	80.76%	17:50	79	1
Vehicle 38	80.50%	18:00	79	1
Vehicle 18	80.24%	17:50	79	1
Vehicle 55	80.00%	18:00	79	1
Vehicle 40	79.76%	17:50	79	1
Vehicle 36	79.50%	18:00	79	1
Vehicle 16	79.24%	17:50	79	1
Vehicle 54	79.00%	18:00	79	1
Vehicle 34	78.76%	17:50	79	1
Vehicle 14	78.50%	18:00	79	1
Vehicle 53	78.24%	17:50	79	1
Vehicle 33	78.00%	18:00	79	1
Vehicle 13	77.76%	17:50	79	1
Vehicle 52	77.50%	18:00	79	1
Vehicle 32	77.24%	17:50	79	1
Vehicle 12	77.00%	18:00	79	1
Vehicle 51	76.76%	17:50	79	1
Vehicle 31	76.50%	18:00	79	1
Vehicle 11	76.24%	17:50	79	1
Vehicle 50	76.00%	18:00	79	1
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Vehicle 10	75.50%	18:00	79	1
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Vehicle 20	72.76%	17:50	79	1
Vehicle 19	72.50%	18:00	79	1
Vehicle 18	72.24%	17:50	79	1
Vehicle 17	72.00%	18:00	79	1
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Vehicle 9	70.00%	18:00	79	1
Vehicle 8	69.76%	17:50	79	1
Vehicle 7	69.50%	18:00	79	1
Vehicle 6	69.24%	17:50	79	1
Vehicle 5	69.00%	18:00	79	1
Vehicle 4	68.76%	17:50	79	1
Vehicle 3	68.50%	18:00	79	1
Vehicle 2	68.24%	17:50	79	1
Vehicle 1	68.00%	18:00	79	1
Vehicle 0	67.76%	17:50	79	1
Vehicle 1000	67.50%	18:00	79	1
Vehicle 999	67.24%	17:50	79	1
Vehicle 998	67.00%	18:00	79	1
Vehicle 997	66.76%	17:50	79	1
Vehicle 996	66.50%	18:00	79	1
Vehicle 995	66.24%	17:50	79	1
Vehicle 994	66.00%	18:00	79	1
Vehicle 993	65.76%	17:50	79	1
Vehicle 992	65.50%	18:00	79	1
Vehicle 991	65.24%	17:50	79	1
Vehicle 990	65.00%	18:00	79	1
Vehicle 989	64.76%	17:50	79	1
Vehicle 988	64.50%	18:00	79	1
Vehicle 987	64.24%	17:50	79	1
Vehicle 986	64.00%	18:00	79	1
Vehicle 985	63.76%	17:50	79	1
Vehicle 984	63.50%	18:00	79	1
Vehicle 983	63.24%	17:50	79	1
Vehicle 982	63.00%	18:00	79	1
Vehicle 981	62.76%	17:50	79	1
Vehicle 980	62.50%	18:00	79	1
Vehicle 979	62.24%	17:50	79	1
Vehicle 978	62.00%	18:00	79	1
Vehicle 977	61.76%	17:50	79	1
Vehicle 976	61.50%	18:00	79	1
Vehicle 975	61.24%	17:50	79	1
Vehicle 974	61.00%	18:00	79	1
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Vehicle 968	59.50%	18:00	79	1
Vehicle 967	59.24%	17:50	79	1
Vehicle 966	59.00%	18:00	79	1
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Vehicle 964	58.50%	18:00	79	1
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Vehicle 962	58.00%	18:00	79	1
Vehicle 961	57.76%	17:50	79	1
Vehicle 960	57.50%	18:00	79	1
Vehicle 959	57.24%	17:50	79	1
Vehicle 958	57.00%	18:00	79	1
Vehicle 957	56.76%	17:50	79	1
Vehicle 956	56.50%	18:00	79	1
Vehicle 955	56.24%	17:50	79	1
Vehicle 954	56.00%	18:00	79	1
Vehicle 953	55.76%	17:50	79	1
Vehicle 952	55.50%	18:00	79	1
Vehicle 951	55.24%	17:50	79	1
Vehicle 950	55.00%	18:00	79	1
Vehicle 949	54.76%	17:50	79	1
Vehicle 948	54.50%			

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CUSTOMER CALL-OUT

How the State of Utah police rightsized their fleet

When the [State of Utah's police force](#) realized their fleet was bloated with low-mileage vehicles, they set out to improve utilization.

Specifically, they wanted to tackle these critical components of a rightsizing analysis for their Department of Corrections —first measuring vehicle utilization, then tracking on-duty versus off-duty use of vehicles.

Telematics data quickly pulled the relevant information the DOC needed and correlated actual odometer mileage and engine hours for more accurate vehicle utilization reporting. With integrations into vehicle equipment, Geotab can also show time spent with the siren or light bars activated versus time spent patrolling.

This level of analysis into how the vehicles were used helped the State of Utah ultimately downsize its fleet by 60 vehicles, saving money and freeing up the budget for other essential expenses.



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Preventative maintenance warnings

Vehicle and equipment maintenance is an expected part of managing a fleet. Oil changes, tire replacements, routine check-ups – they can all be planned for and scheduled to keep up with general fleet health.

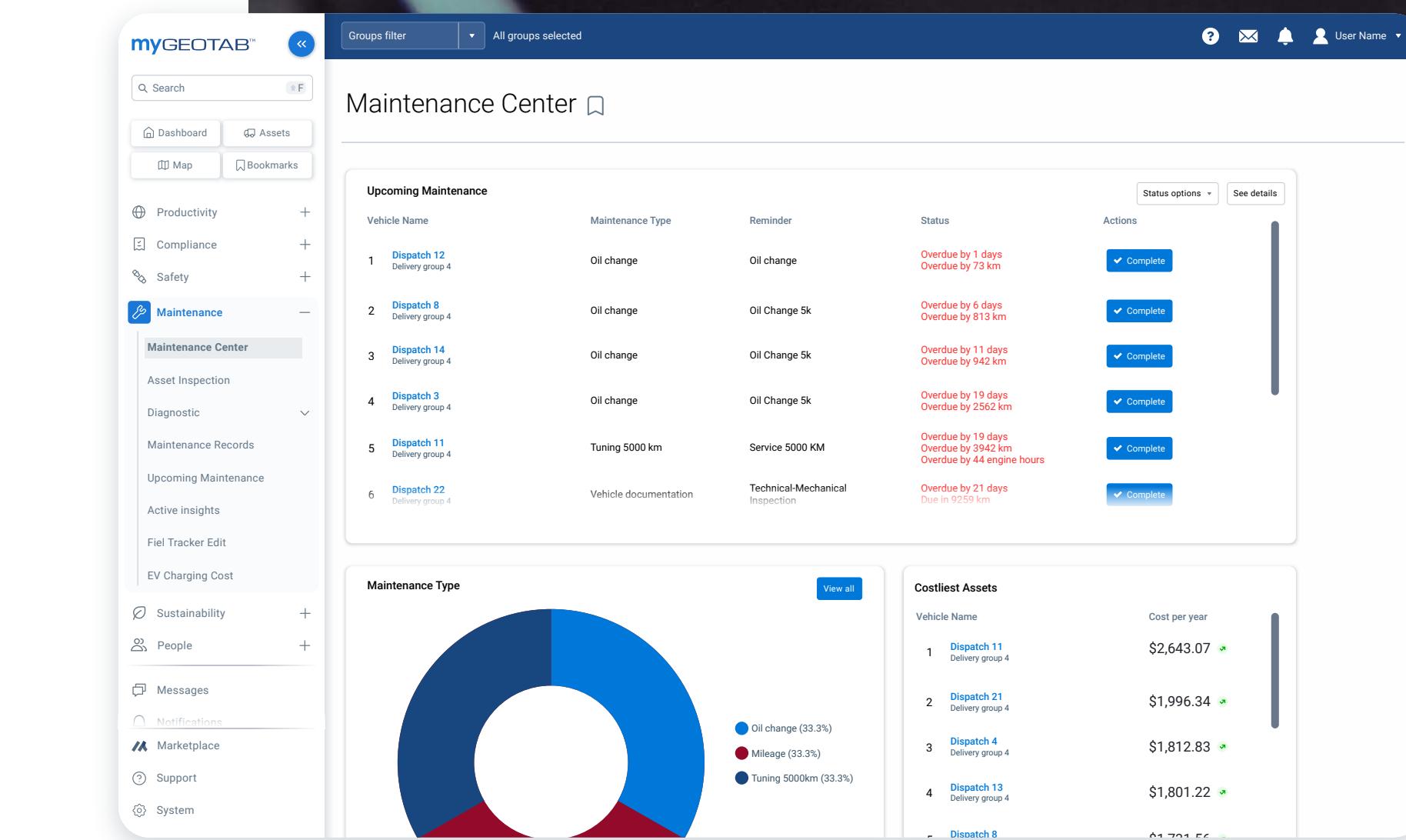
Predictive maintenance tools can help reduce costs by identifying fault codes before they cause too much damage, reducing breakdowns by providing engine and battery health reports, and identifying potential fuel inefficiencies.

Maintenance data can also determine the total cost of ownership (TCO) of a fleet or vehicle so you can pinpoint inefficient vehicles and swap them out for newer, more cost-effective alternatives.

Telematics helps prevent the costly maintenance that you don't – or can't – plan for, in addition to supporting predictive maintenance schedules. A good telematics solution will have built-in predictive maintenance features that can help lessen costs associated with vehicle health.

Did you know?

A telematics solution should be able to connect data back into your FMIS (Fleet Management Information System). This means you need a direct integration or an open data source through API and quality telematics data to get the most comprehensive reporting on vehicle health.



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CUSTOMER CALL-OUT

Wellington County sees improved uptime

Since installing Geotab devices, [Wellington County](#) in Ontario, Canada, has seen several operational benefits. Chief among them is the ability to have insights into vehicle health.

"We can see the fault code even before the driver comes in; it's very handy to know that already. It's also a time saver. The mechanic is often waiting for the driver as they come into the garage," said Brad Hutchinson, Road Superintendent for Wellington County.

Because of the Geotab reporting features, Hutchinson can also schedule service reminders, allowing for better staging of maintenance work.



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Environmental performance insights

As budgets tighten, sustainable fleet practices can help lower your fleet's bottom line. For instance, reducing idle time can help minimize engine wear to lower maintenance costs while also reducing emissions. Fuel reduction is also a plus for keeping your fleet on budget with uncertainty surrounding gas prices.

A telematics solution should have in-depth reporting on vehicle performance, such as idle time and fuel usage, to provide a quick snapshot of where streamlining strategies could positively impact the environment and your budget.

Many public sector fleets are looking into electrifying their vehicles to reduce operational costs and emissions while remaining compliant with government mandates and regulations. A telematics partner should help in this journey to identify the best possible candidates for electrification that will be cost-efficient and budget-friendly.

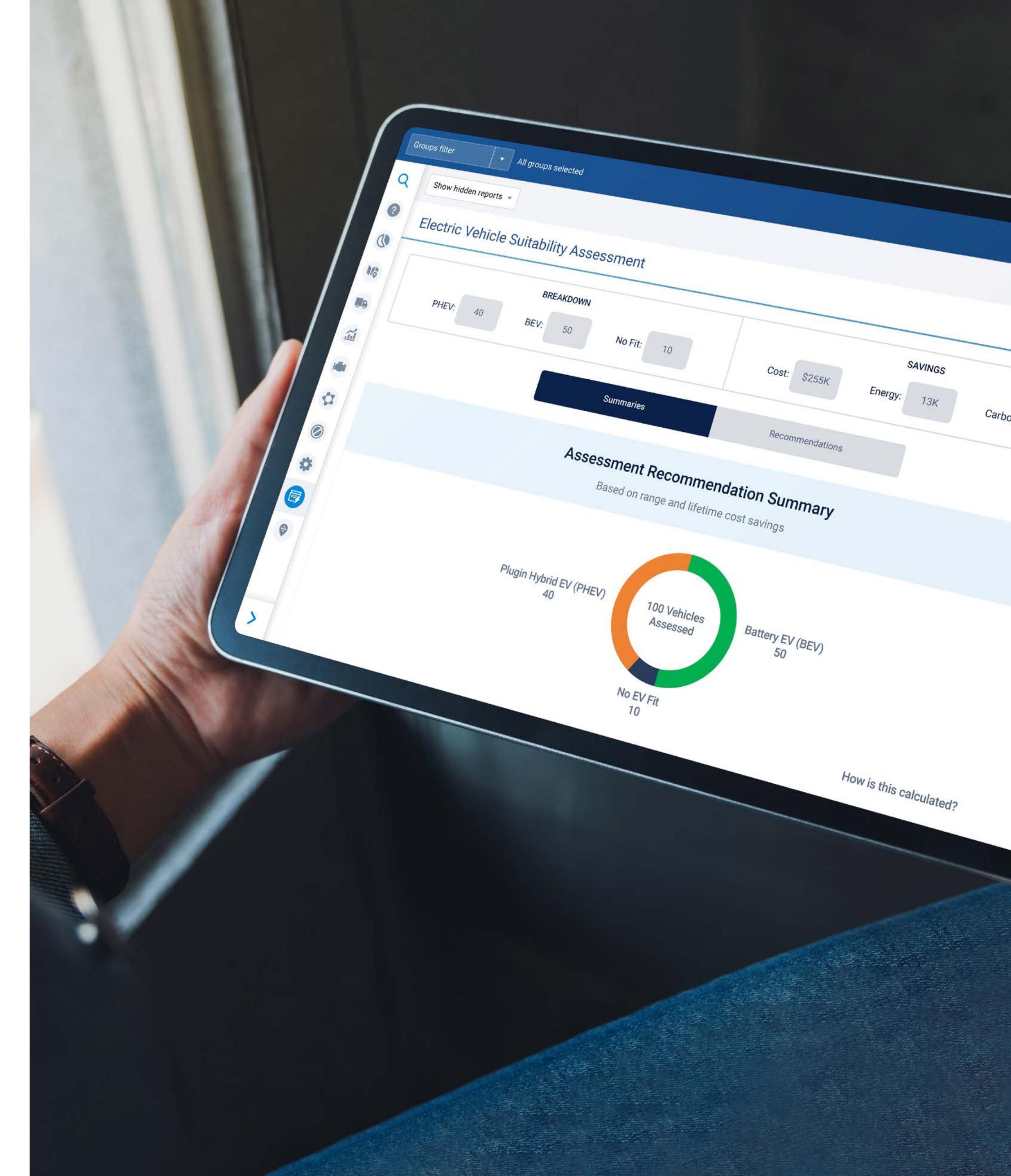
Once EVs are added to your fleet, you'll also require a comprehensive telematics solution that can easily compare the performance of all your vehicle class types. Data points should be readily accessible to determine charging requirements and state of charge levels to reduce range anxiety and help you know that a vehicle can complete its daily activities.



Feature Alert

Geotab's Electric Vehicle Suitability Assessment (EVSA)

uses your fleet's real-world performance data to identify which vehicles are best suited for EV replacement. The EVSA forecasts the potential cost savings and CO2 reductions with a custom list of EV model recommendations based on your fleet's duty cycles.



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CUSTOMER CALL-OUT

City of Raleigh executes their sustainability goals with Geotab

The [City of Raleigh](#) wanted a solution that would help them optimize fuel usage, reduce idling and identify prime opportunities for electrification in their fleet.

Rick Longobart, Fleet Operations Manager for the City of Raleigh, knew Geotab could help his organization move toward these sustainability objectives in the city's fleet by allowing them to keep track of driver behaviors and vehicle characteristics.

"Everything we touch, everything we do is all around sustainability, whether it's looking at renewable propane, looking at compressed natural gas, electrifying our fleet to retread tires," noted Longobart. "Everything we touch and everything we do has a relationship to sustainability, and we treat Geotab that same way."



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Driver safety indicators to reduce risk

Telematics is an intelligent force behind driver safety. Advancements and integrations with AI, video cameras and sensors capture real-time driver behavior while collecting essential driving pattern data and sending alerts when anomalies occur.

Analyzing real-time driver behavior helps to reduce risks by identifying seat belt usage, harsh cornering, braking or speeding events that can be corrected through additional driver training.

Keeping tabs on risky driver behavior is important to a public sector fleet's overall safety and cost-efficiency. Telematics aid in data-driven coaching techniques to check aggressive behavior, reducing collision risk and the likelihood of additional expenses incurred with potential worker's compensation claims or costs to repair and replace vehicles.

Lawsuits are unfortunately commonplace for government fleets, warranted or not. Telematics data can be a fleet management tool to combat fraudulent claim scenarios and assemble the puzzle pieces for collision reconstruction to minimize liability claims.



Feature Alert

Video telematics using in-vehicle cameras are gaining traction as public sector fleets look to navigate liability claims and union issues. Geotab has partnered with several front-facing and dual-facing camera providers, allowing for comprehensive driver behavior monitoring to bolster real-time risk mitigation strategies.



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CUSTOMER CALL-OUT

California Department of Conservation sees 100% improvement in driver behavior

Driver safety was the leading factor for switching to Geotab for Paula Hutchinson, Fleet Administrator for the California Department of Conservation (DOC). Looking to curb speeding issues in real time, Hutchinson appreciated the safety reporting and alert features built into Geotab's platform.

"Now, I can be on the phone and talking to the driver or their manager in a minute," she says. "We've really improved our tracking for safety." With audible warnings, drivers can now be cued – and self-correct their behavior – related to seatbelt usage and speeding. In addition to reducing speeding violations, Hutchinson notes this will result in fewer public complaints about drivers.



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Comprehensive tracking of your entire mixed fleet

At its core, a telematics solution built for public sector fleet management must continuously monitor every asset. That includes comprehensive, real-time visibility into the entire mixed fleet, from the biggest pieces of machinery to electric vehicles to non-powered assets like signboards and remote generators.

Choose a provider that can extend its solution's coverage to include all of your owned, leased or contracted vehicles and equipment in one comprehensive dashboard.

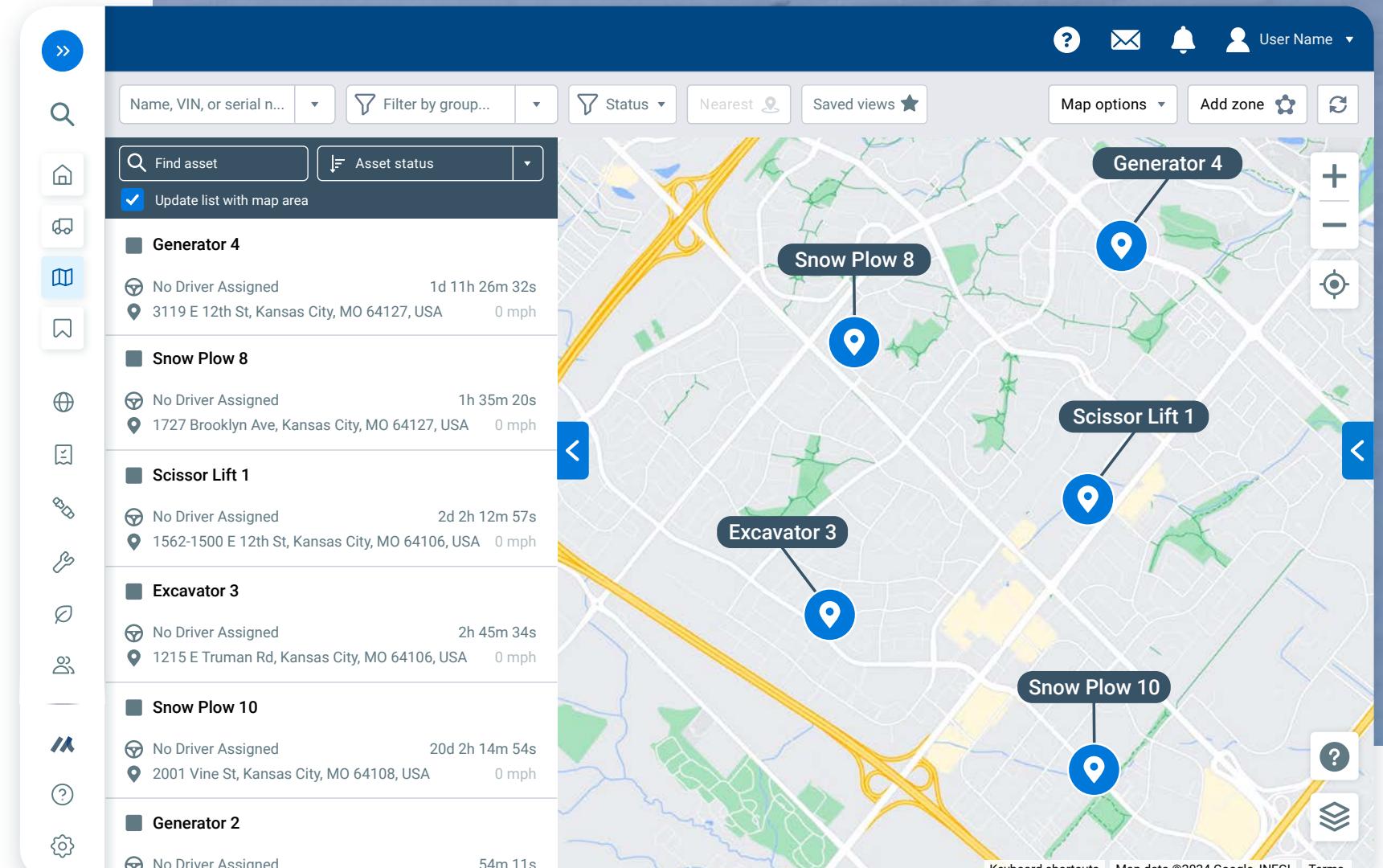
Public sector leaders are looking at fleet performance to figure out where improvements or tweaks can be made. You require access to all relevant usage data, including engine data and the auxiliaries like snow plow sensors or spreaders. Without detailed insight into how a piece of equipment is used or how a vehicle is driven, you cannot effectively measure performance to optimize your operations.



Feature Alert

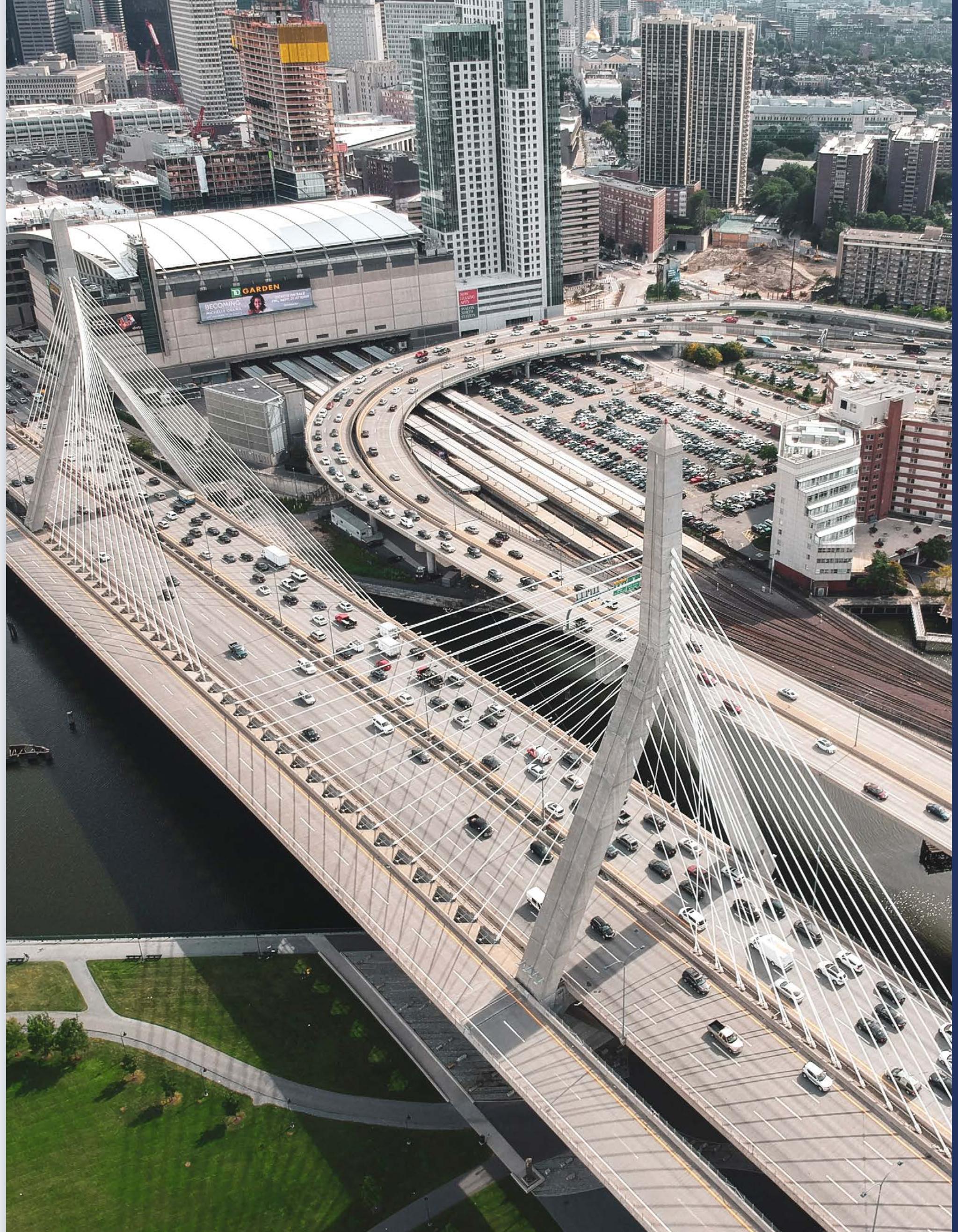
Looking to be more proactive about pushing out information to the public in real time? [Geotab offers Citizen Insights](#), a customizable and shareable dashboard with up-to-date information on roadwork updates or activities like snow removal, leaf collection or garbage pickup. Telematics can aid in building public trust and accountability using a platform like Citizen Insights to keep the community in the loop.







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CUSTOMER CALL-OUT

MassDOT Highway Operation

After selecting Geotab as their telematics solution, Mark Goldstein with the MassDOT Highway Operation said "Now we can see the precise location of fleets, measure vehicle performance and evaluate operator behavior. All of this information helps us optimize performance and manage operating costs."

Public sector leaders are looking at fleet performance to figure out where improvements or tweaks can be made. You require access to all relevant usage data, including engine data and the auxiliaries like snow plow sensors or spreaders. Without detailed insight into how a piece of equipment is used or how a vehicle is driven, you cannot effectively measure performance to optimize your operations.



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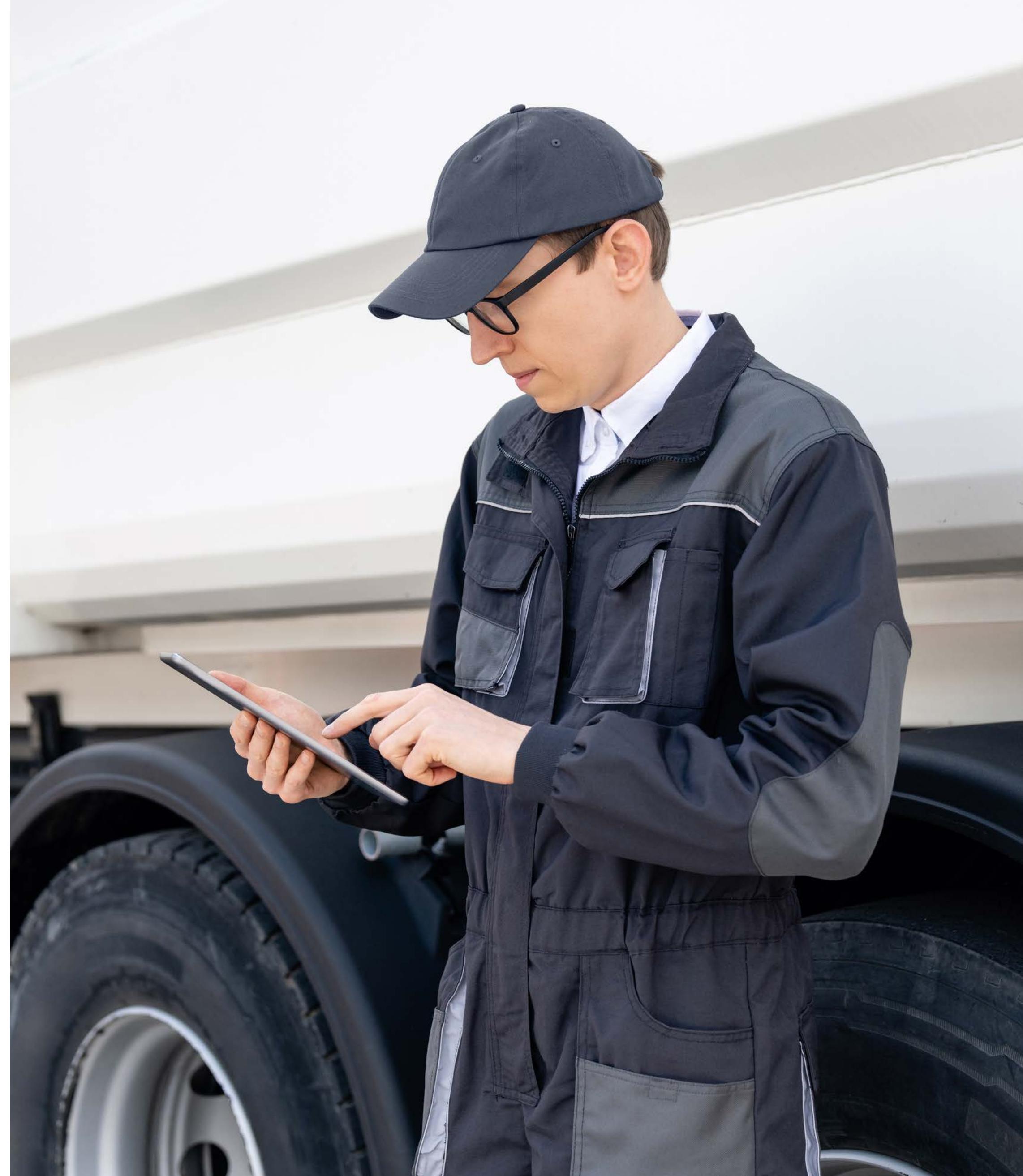
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The right telematics solution will combine all the relevant equipment data for your powered and non-powered assets in one centralized platform. Look for a solution that can keep track of any vehicle or asset in the fleet, from a signboard to an electric vehicle to a plow or a garbage truck.

A top-tier solution will also offer in-platform reporting coupled with the ability to integrate with other business intelligence tools for more detailed insights into fleet performance and benchmarking. Solutions that give you the ability to slice and dice the data precisely for your reporting needs will fuel better decision-making using custom dashboards that provide insights at a glance. Uncover areas for operational and bottom-line improvements with a telematics provider that integrates directly across your entire fleet and pulls relevant information for instant analysis.

Next, we'll discover what sets one telematics solution apart from another.



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CHAPTER 03

Determine the ideal solution for your fleet

Once you've established what you need from your telematics solution for optimizing your public sector fleet determining which provider is right for you comes down to a few factors.

There are different considerations for procuring telematics in the public sector and the right solution will satisfy your criteria and then some.



Data quality

When deciding what makes data 'good', there are several points you should consider. Making sure the data is correct, comprehensive, reliable, relevant and up-to-date will save you headaches down the road. Inaccurate data produces inaccurate conclusions that can misrepresent a situation and lead to poor decisions. It is critical to work with organizations with teams of data scientists and engineers constantly observing the data for any quality issues.

Without 100% trust in the data you're pulling from your fleet, any operational decisions are still guesswork. Choose a telematics solution that is accurate, reliable and comprehensive when pulling data points.



Did you know?

Looking into how a telematics provider gets their data back to servers for analysis sheds light on how accurately you can gauge the performance of your fleet. **Geotab uses GPS or curve logging** to identify and discard useless points while preserving the most important and contextually accurate information.

Curve logging is incredibly efficient compared to the alternative methods of time-based or distance-based transmission which miss critical information about the vehicle such as high or low values for speed and cornering.



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Data security

Telematics stores a vast amount of potentially sensitive information about your fleet assets, drivers and operations. The data stored in your telematics system could include vehicle tracking data, driver performance metrics and maintenance records. The ramifications of unauthorized access or a breach in security can lead to the sharing of confidential data and compromise the integrity and reputation of your agency.

Public sector fleet leaders must know their telematics data is secure at all levels. Look for a telematics partner that implements strict access controls and user authentication protocols as well as encryption techniques to secure the data transfer from the device to the servers.



Did you know?

Telematics solutions built for public sector fleets should have FedRAMP and FIPS 140-2 certifications, guaranteeing your data is secure and processed in the right hands. [Geotab has reached FedRAMP](#) authorization and was the first telematics provider to achieve FIPS 140-2 validation for its cryptographic library, setting the benchmark for data encryption and protecting sensitive information.

Government fleets will want to have 100% trust in their telematics partner. Federal-level security clearances and certifications are one way to know that your telematics provider is up to the task of public sector fleet management.



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Proven track record

It is crucial that you trust your telematics partner to guide your fleet management practices and one way to do that is to look at other agencies' successes. Has this telematics provider worked with many government departments to understand their specific requirements? Do they have success stories to share that demonstrate their ability to capture, measure and analyze fleet data in the public sector?

Work with a telematics provider that has extensive experience with government fleets of all sizes, spanning departments at the federal, state and local levels. Check for a solution that supports operations for first responders, utilities, public works and shared fleets with motorpools.



Did you know?

Over 2,500 government agencies and departments have selected Geotab as their telematics provider and their results have been astounding.

- New York City saw a 75% reduction in fatal traffic events over 5 years
- The City of Spokane is saving \$25,000 per year after automating manual paperwork
- Sacramento County avoids costly downtime while saving \$50 per vehicle with automated smog checks



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CHAPTER 04

How to simplify the procurement and implementation process

Solution features are not the only assessment criteria when choosing a telematics partner.

You also want to understand the purchase process and any important deployment considerations.

You'll want to remove any obstacles to procuring and installing devices to start receiving and analyzing data immediately. Contracting telematics services in the public sector comes with challenges and without the right purchasing mechanisms in place, your implementation can be severely delayed. These purchase and contracting procedures can affect both pricing and procurement timelines.



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- 02 What do you need from a telematics provider?
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Contract considerations

Telematics providers that understand the contractual obligations of public sector fleets will have looked to establish state contracts or cooperative contracts to expedite the process and remove any unnecessary red tape. With contract mechanisms in place, you get a streamlined, cost-effective way to add telematics to your agency.

Cooperative purchasing programs use a lead-state model which has one state coordinate a sourcing team from other states to develop an RFP and evaluate the proposals, simplifying the procurement while delivering competitive pricing. Single-source or blanket purchasing agreements like this allow agencies to procure telematics without going through the time-consuming and expensive RFP process.

Thoughtful approach to service

Once you've purchased a telematics solution, it's not instantaneously up and running. The implementation process can be lengthy when partners are unfamiliar with the requirements of a public sector fleet or leave you to manage the installation yourself.

Ask if your telematics provider will assist with the installation of telematics devices across your fleet and if they bundle this service as part of their solutions package. Eliminate extra time spent coordinating schedules and instead develop an implementation plan as part of your purchase. Having a telematics vendor that provides robust post-sale field services support including in-vehicle installs and dashboard and reporting setup saves you dollars and time in the long term.



Did you know?

Geotab has purchasing [contracts with Sourcewell and NASPO ValuePoint](#) among a growing [list of blanket agreements](#) across North America. These guarantee government agencies access to vetted telematics solutions built for public sector fleets with clear pricing models and expedited purchasing cycles.



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Making a strategic telematics purchase

Choosing telematics to optimize your public works fleet is a sound decision and your choice of telematics provider should also be grounded in reason.

Whether your goals are to minimize maintenance costs, move towards sustainable fleet practices or increase fleet utilization and productivity, use this guide to identify your requirements before selecting a solution that works best for your agency.

Find a telematics partner that provides unparalleled data quality, contracting mechanisms for easier procurement, installation assistance and a suite of features built specifically for achieving public sector fleet excellence.

If you want to level up your fleet's operations with telematics, contact a **public sector fleet specialist** at Geotab to discuss our offering.



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About Geotab

Geotab is advancing security, connecting commercial vehicles to the internet and providing web-based analytics to help customers better manage their fleets. Geotab's open platform and Marketplace, offering hundreds of third-party solution options, allows both small and large businesses to automate operations by integrating vehicle data with their other data.

The in-vehicle device provides additional functionality through IOX Add-Ons as an IoT hub. Processing billions of data points a day, Geotab leverages data analytics and machine learning to help customers improve productivity, focus on sustainability, optimize fleets by reducing fuel consumption, enhance driver safety and achieve strong compliance to regulatory changes. Geotab's products are represented and sold worldwide through Authorized Geotab Resellers.

To learn more, please visit www.geotab.com and follow us [@GEOTAB](https://www.linkedin.com/company/geotab) and on [@Geotab](https://www.linkedin.com/company/geotab).

This ebook is intended to provide information and encourage discussion on topics of interest to the telematics community. Geotab is not providing technical, professional or legal advice through this white paper. While every effort has been made to ensure that the information in this white paper is timely and accurate, errors and omissions may occur, and the information presented here may become out-of-date with the passage of time.

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