TRANSPORTATION RESEARCH BOARD

TRB Webinar: Maximizing Proceeds from the Fleet Asset Disposal Sales Process

July 23, 2024 3:00 – 4:30 PM



PDH Certification Information

1.5 Professional Development Hours (PDH) – see follow-up email

You must attend the entire webinar.

Questions? Contact Andie Pitchford at TRBwebinar@nas.edu

The Transportation Research Board has met the standards and requirements of the Registered Continuing Education Program. Credit earned on completion of this program will be reported to RCEP at RCEP.net. A certificate of completion will be issued to each participant. As such, it does not include content that may be deemed or construed to be an approval or endorsement by the RCEP.



Purpose Statement

This webinar will provide guidance on selecting effective strategies for preparing, marketing, and selling surplus equipment and vehicles to maximize proceeds based on NCHRP Research Report 1074: Maximizing Proceeds from the Fleet Asset Disposal Sales Process. Presenters will cover the purpose and application of the supplemental spreadsheet-based tool and implementation plan.

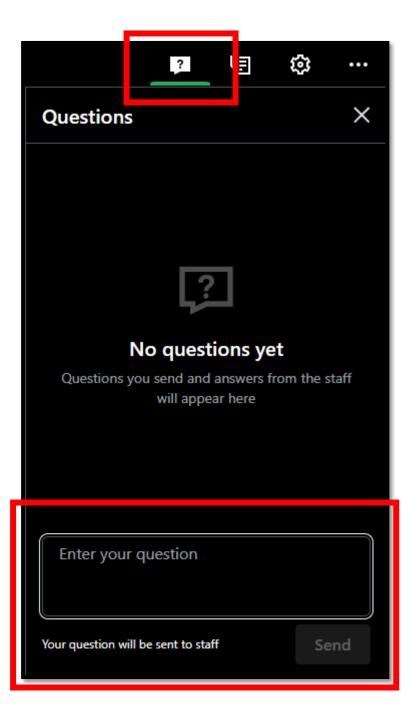
Learning Objectives

At the end of this webinar, you will be able to:

- Determine what marketing practice or strategies can help improve equipment disposal net proceeds
- Use project tools to self-assess disposal options
- Create an implementation plan for adopting project guidance

Questions and Answers

- Please type your questions into your webinar control panel
- We will read your questions out loud, and answer as many as time allows



Today's presenters



Henry Canipe

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Mott MacDonald



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John Hildreth
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Maximizing Proceeds from the Fleet Asset Disposal Sales Process

NCHRP 13-09 / Research Report 1074

Project Team

Henry Canipe, Mott MacDonald

Lisa Kunzman, Consultant

Dr. John Hildreth, Western Carolina University

Dennis Halachoff, Consultant

Dr. Lew Brown, Consultant

Dr. Geoff Morrison, Cadmus

Rex Hazelton, Cadmus

Project Objective

Develop a guidebook and a related Excel tool that assists state DOT fleet managers in selecting effective strategies for preparing, marketing, and selling surplus equipment items and to optimize net sales proceeds.

Project Deliverables



Research Report 1074



Decision Tool (EXCEL model)



Presentation

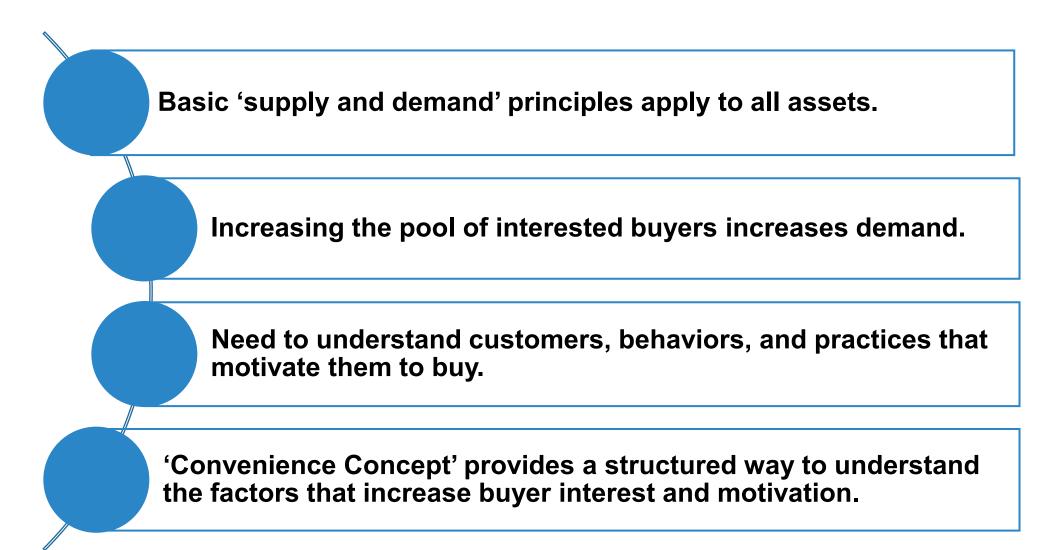


Fact Sheet



Implementation Guide ('Memo')

Research - Literature Review Results



Buyer Types, Characteristics and Motivators

Retail Buyer

Dealer/Reseller

Public Agency

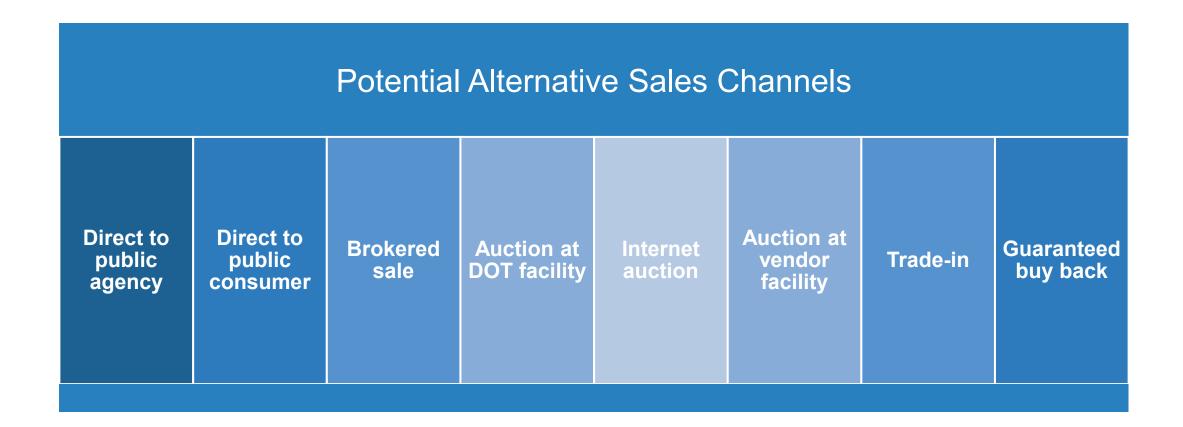
General Contractor/Business

DOT Contractor (local / state)

DOT Contractor (multi-state / national)

International Buyer

Sales Channels



7

Convenience Concept

Structured way to understand the factors that increase buyer interest, motivation, and satisfaction.

Provides framework for understanding different buyer types.

Key consideration in increasing buyer pool and driving higher sales prices.

Buyer Convenience Factors

Less Convenient Practices

- 'As is, where is' (no operating demo)
- Remove immediately
- Cash or Cashiers Check only

More Convenient Practices

- Live or recorded demo
- Maintenance records provided
- Food vendors allowed

Greater buyer convenience = larger bidder pool = greater competition = higher prices!!



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Maximizing Proceeds from the Fleet Asset Disposal Sales Process

NCHRP 13-09 / Research Report 1074

Research Efforts and Basis of Tool Design

July 23, 2024 Lisa Kunzman L. Kunzman Consulting

Stakeholder Survey and Interviews: Key Findings

Decision-Making Public Agency Equipment Sales Trade-in Programs Guaranteed Buy-Back Programs **Customer Research**

Delphi Panel: Key Findings

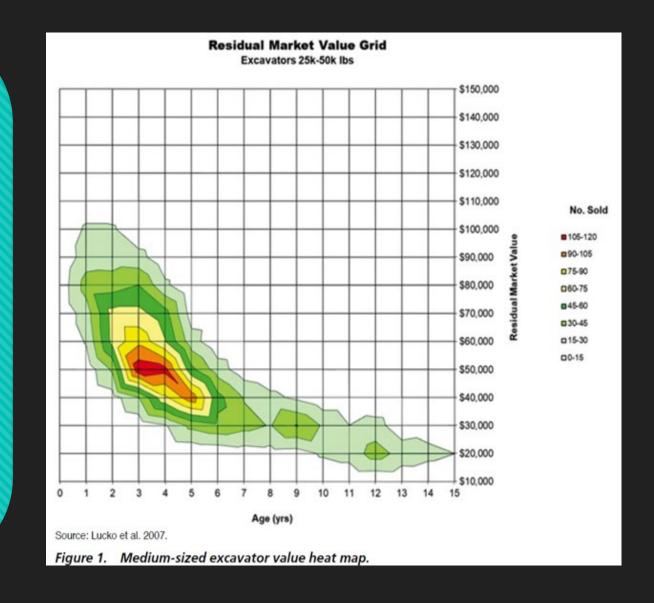
Sales Channels

Marketing

Asset Preparation

Key Research Findings

- Inadequate and inconsistent replacement funding force many DOT fleets to dispose of assets past the optimal lifecycle replacement points.
- The highest potential returns from fleet disposal sales tends to be when the equipment offered is in operating condition and has adequate amount of remaining life.



Key Research Findings

- DOTs have invested few resources to understand their buyers.
- Maximizing potential disposal returns involves making informed decisions between sales channels, asset condition investments, and marketing efforts.

Outreach Results-Asset Preparation and Asset Information



Asset Prep- Clean and detail

Asset Prep- Perform simple repairs

Asset Info- Demonstrate operability (incl. video)

Asset Info- Provide maintenance records

Outreach Results-Auction Process and Purchasing



Auction Process- Internet auctions expand buyer pool

Auction Process- Reserve bids

Purchasing- Guaranteed buyback programs

Purchasing- Trade-in programs

Outreach Results- Market Development



Develop relationships and communication

Market DOT equipment well maintained

Fleet manager as ambassador

Basis of Tool Design

Findings and Best practices used to create a tool to assist in sales decision making

Inputs

- Advantages/
 Disadvantages of Sales
 Channels from Outreach
- Relative Costs and Return from Industry Sources



Tools

- Asset Disposal Matrix Module
- Disposal Method
 Calculator Module

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Asset Sales Decision Support Tool

July 23, 2024



Introduction

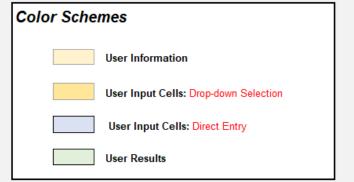
Summary of the Asset Sales Decision Support Tool

Summary: The purpose of the **Asset Sales Decision Support Tool** is to assist DOT fleet managers to determine the advantages and disadvantages of different sales channels available for disposal of fleet assets as defined by type, condition, and remaining life, and understand the relative costs and benefits of utilizing different sales channels for asset disposal.

The Asset Sales Decision Support Tool has two independent modules:

- (1) Asset Disposal Matrix Determines the applicable sales channels for a specific asset type based upon condition and remaining life.
- (2) Disposal Method Calculator Assesses the potential net return of one sales channel (asset disposal method) in comparison to another sales channel.

The two modules can be operated independently and require different user inputs. Outputs of the <u>Asset Disposal Matrix</u> can be used to inform the selection of sales channels for assessment in the <u>Disposal Method Calculator</u>. Instructions for the Tool can be found within the individual module tabs, with additional information provided in the User Guide.



About the Asset Sales Decision Support Tool

This tool was developed as part of NCHRP Project 13-09. "Maximizing Proceeds from the Fleet Asset Disposal Sales Process."

For more information about the project, visit:

https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=4968

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Introduction

1. Asset Disposal Matrix

2. Disposal Method Calculator

3. Key Terms and Definitions

4. Calculator Data Sheet

5. ADM Data Sheet TO BE HIDDEN

Introduction

Summary of the Asset Sales Decision Support Tool

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User Input Cells: Drop-down Selection

Purpose

- Assist fleet managers in making asset disposal decisions
- Provide information regarding asset disposal channels

About the Asset Sales Decision Support Tool

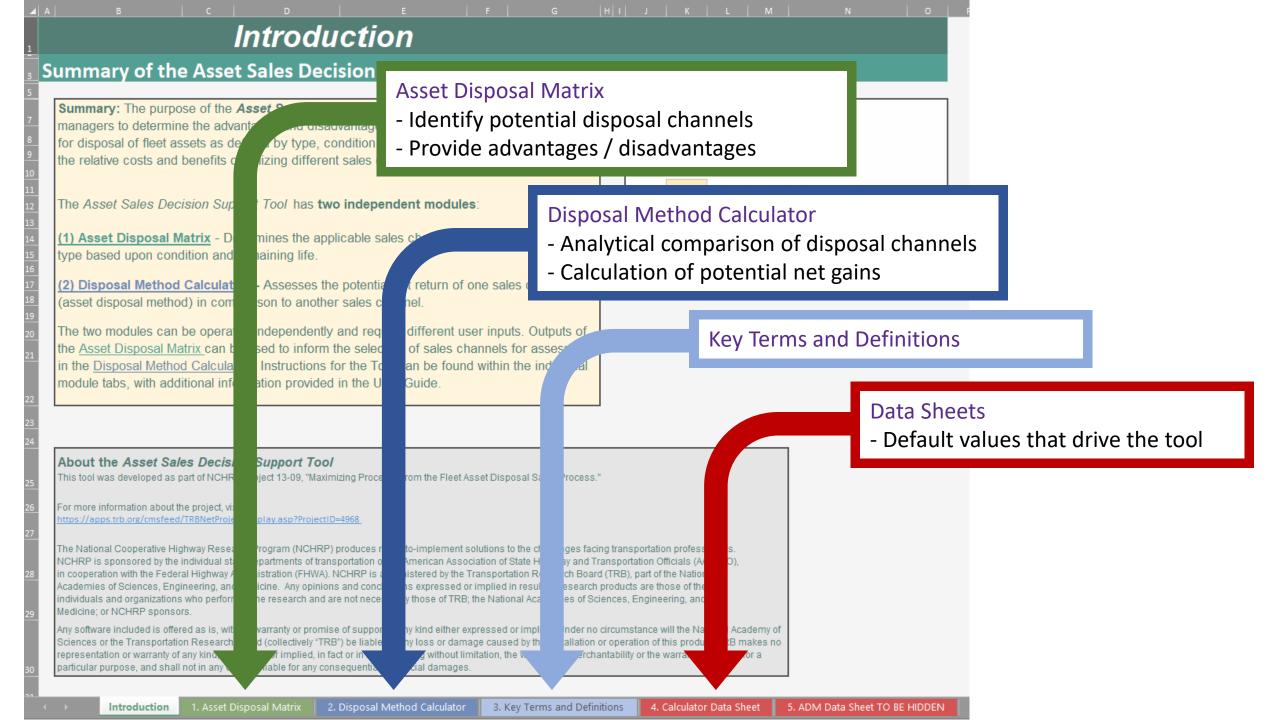
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Asset Disposal Matrix

Disclaimer: Each State has their own unique Laws, Statutes, Codes, Regulations, Administrative Rules, etc. relevant to how State Agencies acquire and dispose of mobile fleet assets. It is mandatory that the State DOT Fleet Manager understand the following recommendations on alternative fleet disposal practices may or may not be applicable. It is the Fleet Manager's duty to seek legal consultation with the Department of General Service, State Procurement Office, State Surplus Property Office, or similar responsible entity prior to implementing any equipment disposal method.

Table 1. User Data for Documentation		
Asset Class:	0314 Backhoe	
Analyzed by:	JCH	
Date:	1/1/2024	

Documentation Information

Table 2. User Inputs		
Asset Type	Condition (Link)	Remaining Life (Link)
Backhoe	Good	Med

<< Select from dropdown

Sale Options	Min. Condition Required	Min. Remaining Life Required	Advantages/Disadvantages
Direct to public agency	Good	Med	Advantages/Disadvantages
Auction at DOT facility	Any	Any	Advantages/Disadvantages
Direct to public consumer	Operable	Low	Advantages/Disadvantages
Internet auction	Any	Any	Advantages/Disadvantages
Auction at vendor facility	Any	Any	Advantages/Disadvantages
Trade in	Good	Med	Advantages/Disadvantages

Asset Information

- <u>Type</u>: Select from 40 typical municipal fleet asset types
- <u>Condition</u>: Select from Excellent to Scrap with respect to design and intended use
- <u>Remaining Life</u>: Subjective high / med / low concerning asset life (not replacement age)

Asset Disposal Matrix

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Trade in	Good	Med	Advantages/Disadvantages

Potential Disposal Channels

- Identifies potential disposal channels with minimum condition and remaining life parameters
- Links to advantages and disadvantages of each disposal channel (below)

Sale Options	Advantages	Disadvantages
	Statute typically defines qualified entitles, schedule, pricing, and process	Sale pricing maybe less than current market
	Typically 6-8 weeks prior to public offering	Sale to public entities removes premium items from public offering
	Sale process typically performed by State Surplus Property Office (SSPO) or similar department	Disposal process times vary with amount of surplus property available
	Location can be at the Agency location or at SSPO	Typically, there is an item transaction fee paid by the buying entity to State Surplu Property Office of similar
	Sale process is known event allowing qualified public entities to budget	Depending on statute - proceeds may go to another Agency or return to the selling Agency or Fleet
	Qualifications are administrated by State Surplus Property Office or similar	If sale is at a SSPO location, the selling Agency typically absorbs transportation of
irect to public	Support of fiscally challenged public entities by large State Agency is good politics and P.R.	Risk Mgmt. and equipment maintenance exposure continues until sold
agency	Payment processing and public interface is transferred to SSPO	
	MVD and DMV administrative tasks are transferred from the selling Agency	



Condition

Good → Poor

Remaining Life

Med → Low



Table 2. User Inputs		
Asset Type	Condition (Link)	Remaining Life (Link)
Backhoe	Good	Med

Sale Options	Min. Condition Required	Min. Remaining Life Required	Adva
Direct to public agency	Good	Med	A
Auction at DOT facility	Any	Any	A
Direct to public consumer	Operable	Low	A
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Trade in	Good	Med	A
		-	

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Auction at DOT facility	Any	Any	A
Internet auction	Any	Any	<u>A</u>
Auction at vendor facility	Any	Any	A

Disposal Method Calculator

Step 5: The user can obtain the estimated benefit (or cost) of using the alternative sales channel in comparison to the current disposal method in Table 5 (cells G19:G20). Results with a relative benefit are displayed in green; results with a relative cost are displayed in red.

User Inputs

Link

Link Link

Link

Link

Table 1. User Data for Documentation Asset Class: Pick up trucks Analyzed by: DRH Date: 4/24/2023

Results

Table 5. Calculated Benefit (or Cost)	
Estimated benefit of alternate disposal method	\$30,667
Per Asset	\$1,533

Table 2. 'Base (Current) Disposal Method	<u>Link</u>
Select base disposal method	Internet auction
Estimated typical disposal value per asset	\$5,000
Estimated cost per asset disposal (%)	10%
Estimated number of assets to be disposed	20

<<Select from dropdown

Fields are to be directly input by user, see "Instructions: Step 2" above

Table 3. Alternate Disposal Method	<u>Link</u>
Select alternate disposal method	Auction at vendor facility
Estimated costs to establish and administer:	
Estimated fixed cost (\$)	\$10,000
Estimated unit cost (%)	12.0%

<<Select from dropdown

- Fields are to be directly input by user, see "Instructions: Step 3" above

Table 4. Convenience of Alternative Dispoal in Comparison to Current Disposal Method	<u>Link</u>
The alternate disposal method is:	More convenient

<>Select from dropdown

Disposal Method Calculator

Step 5: The user can obtain the estimated benefit (or cost) of using the alternative sales channel in comparison to the current disposal method in Table 5 (cells G19:G20). Results with a relative benefit are displayed in green; results with a relative cost are displayed in red.

<<Select from dr

Fields are to

User Inputs

Link

Link

Link

Link

Link

Table 1. User Data for Documentation Asset Class: Pick up trucks Analyzed by: DRH 4/24/2023 Date:

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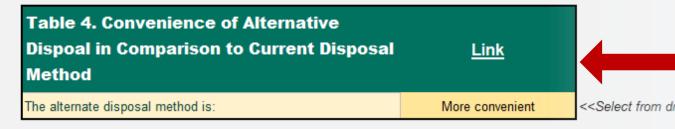
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Estimated benefit of alternate disposal method	
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Table 2. 'Base (Current) Disposal Method Link Select base disposal method Internet auction Estimated typical disposal value per asset \$5,000 Estimated cost per asset disposal (%) 10% Estimated number of assets to be disposed

Baseline Disposal Channel Info (method, revenue, and cost) to estimate net proceeds

Table 3. Alternate Disposal Method	<u>Link</u>	
Select alternate disposal method	Auction at vendor facility	< <select dr<="" from="" td=""></select>
Estimated costs to establish and administer:		
Estimated fixed cost (\$)	\$10,000	Fields are to
Estimated unit cost (%)	12.0%] Treids die to

Alternate Disposal Channel Info (method and cost) to estimate net proceeds



Convenience Assessment More, less, or about the same

Asset Disposal Method Calculator -

Default Values Driving the Calculations

Note: Default values in the table below are locked and should only be changed if supported by separate analysis of user market assessment.

<< Select from dropdown

<< Select from dropdown

<< Select from dropdown

<< Select from dropdown

<< Select from dropdown << Select from dropdown

<< Select from dropdown

<< Select from dropdown

Table 6. Value Types Associated with Each Disposal Method

Direct to public consumer Fair Market Value (FMV) Direct to public agency Orderly Liquidation Value (OLV) Trade in Orderly Liquidation Value (OLV) Guaranteed buy back Fair Market Value (FMV) Auction at DOT facility Forced Liquidation Value (FLV) Orderly Liquidation Value (OLV) Brokered sale Forced Liquidation Value (FLV) Internet auction Orderly Liquidation Value (OLV) Auction at vendor facility

Disposal Values

Each method assigned a disposal value

- Fair Market
- Orderly Liquidation
- Forced Liquidation

Table 7. Convenience Factors		
Less convenient	0.90	
About the same	1.00	
More convenient	1.10	

Link

Link

Link

Convenience Factors

Method to value convenience

Table 8. Ratios of Base Values to Alternate Value	S

 Inputs
 Calculated

 Base / Alternate
 Fair Market Value (FMV)
 Orderly Liquidation Value (OLV)
 Forced Liquidation Value (FLV)

 Fair Market Value (FMV)
 1
 0.65
 0.50

 Orderly Liquidation Value (OLV)
 1.54
 1
 0.75

 Forced Liquidation Value (FLV)
 2.00
 1.33
 1

Disposal Value Transition Matrix

Ratios of disposal method values Ex. OLV is 65% of FMV

Disposal Method Calculator

Step 5: The user can obtain the estimated benefit (or cost) of using the alternative sales channel in comparison to the current disposal method in Table 5 (cells G19:G20). Results with a relative benefit are displayed in green; results with a relative cost are displayed in red.

User Inputs

Table 1. User Data for Documentation Asset Class: Pick up trucks Analyzed by: DRH Date: 4/24/2023

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Estimated number of assets to be disposed	20

Results of Alt Disposal Channel
Increase (decrease) in estimated benefit
(net proceeds and convenience) from
alternate disposal channel

Table 3. Alternate Disposal Method	Link	
Select alternate disposal method	Auction at vendor facility	<<5
Estimated costs to establish and administer:		
Estimated fixed cost (\$)	\$10,000	
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Table 4. Convenience of Alternative Disposal in Comparison to Current Disposal Method The alternate disposal method is: More convenient

<<Select from dropdown

Asset Sales Decision Support Tool

Assist fleet managers making asset disposal decisions

- Identify potential disposal channels
 - Provide advantages / disadvantages

- Analytical comparison of disposal channels
 - Quantify benefits (net proceeds and convenience)



Asset Sales Decision Support Tool

July 23, 2024



Implementing Report 1074 and Potential Constraints

NCHRP Research Report 1074

July 23, 2024

George "Dennis" Halachoff Independent Fleet Management Consultant

Presentation Focus

- Review implementation memorandum (identified as 'Memo" in the website Report 1074).
- Discussion of potential constraints and considerations that can increase/decrease DOT motivation for pursuing implementation

Implementation Options:

Self-implement without partners

Seek implementation partner(s)/sponsors

Pursue NCHRP 20-44 pilot funding

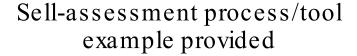


Basic Implementation Steps

- 1. Identify project goals
- Determine personnel resources needed and roles
- 3. Identify tasks
- 4. Create a schedule
- 5. Identify resource needs and budget
- 6. Provide additional support documentation (as available)
- 7. Identify project performance metrics
- 8. Secure final approval

Implementation Readiness Self-Assessment Tool







Uses factors that frequently vary by DOT



Uses user-defined weighting to score readiness

Table 1: Implementation Readiness Self-Assessment (example)

Situation/Practice	Reason	Weighting	Yes/No	Score
 Sufficient fleet replacement funding is available to support the target equipment class replacement. 	The widest range of potential returns from fleet asset disposal sales tends to be when there is still a significant amount of remaining asset life.	20	Yes	20
2. State DOT directly controls how some/all of its fleet assets are disposed*?	When equipment disposal is handled by another state agency, the DOT has limited/no direct ability to control the sales channel used.	20	Yes	20
*Subject to state/agency rules and regulations.				
3. State DOT receive some/most of the proceeds from fleet asset sale disposal	If the DOT does not receive the proceeds from asset sale, little financial incentive exists to focus resources on this area.	10	Yes	10
4. State DOT <u>fleet unit</u> receives the proceeds of fleet asset disposal sales	If the DOT fleet unit does not receive the proceeds from asset sale, little financial incentive exists for the DOT fleet manager to focus resources on this area.	25	Yes	25
5. DOT is NOT required to offer equipment to other public agencies at less than fair market value before offering to other buyers.	If the DOT is forced to offer equipment to other public entities at below "Fair Market Values", these sales reduce the DOT's financial incentive for pursuing implementation.	10	No	0
6. DOT has prior sales data (equipment type, sales price, and buyer name)	The more the DOT knows about its buyers, the better it can tailor its sales efforts to expand the number and type of buyers.	15	No	0
Totals		100		75

Common Constraints of Public Sector Equipment Disposal Options: Key Findings:



Common Constraints of Public Sector Equipment Disposal Options: Key Findings – Continued:



Project Implementation Recommendations, Self-Assessment Tool and The Common Constraints of Public Sector Equipment Disposal Options

End of Presentation

NCHRP Research Report 1074

July 23, 2024

George "Dennis" Halachoff Independent Fleet Management Consultant

Today's presenters



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Upcoming events for you

July 29-August 1, 2024

Annual Automated Road Transportation Symposium

August 6, 2024

TRB Webinar: Day-to-Day Practices to Reduce the Carbon Footprint of Asphalt

https://www.nationalacademies.org/trb/events

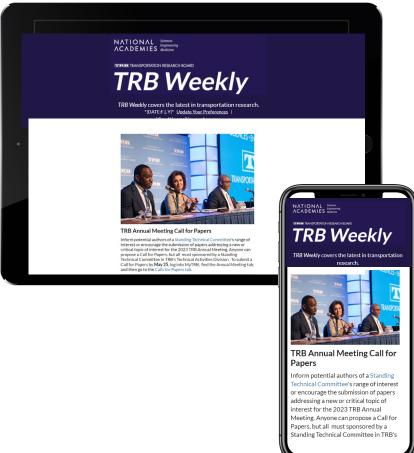


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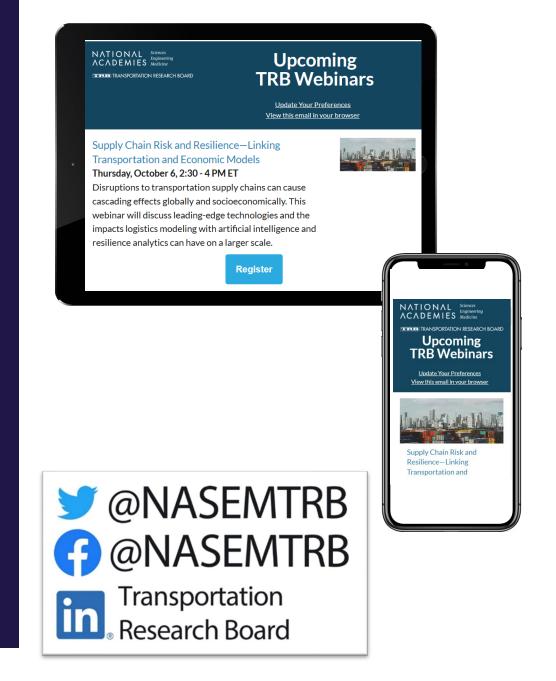
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