

Board Member Nomination & Application

Applicant Name _____

Are you a current member of another county board? Yes No

If yes, board/commission _____

Have you ever been a member of a board or commission in the county? Yes No

If yes, board/commission _____ Dates: _____

Are you or any member of your immediate family a county employee? Yes No

If yes, explain _____

Have you ever been convicted of a felony? Yes No

If yes, explain _____

Demographics *(optional)*

The information on this section is for statistical purposes and is confidential.

Gender Female Male

Age Range 21-39 40-54 55-64 65+

Race/Ethnicity (please check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> American Indian/Alaska Native | <input type="checkbox"/> Asian/Pacific Islander |
| <input type="checkbox"/> Black/African American | <input type="checkbox"/> Hispanic/Latino |
| <input type="checkbox"/> White/Caucasian | <input type="checkbox"/> Other (please specify) |

Represent a special community? _____

Forward this application and nomination to the contact below with a resume:

Shauna Johnson
Board Liason
7125 South 600 West
Midvale, UT 84047

Phone: (385) 468-0481
Fax: (801) 566-0127 **Email:**
sjohnson@slco.org



Board Appointment Approval

On the 10th day of July 2018 the Salt Lake County Council consents to the appointment of Mr. Steve Saltzgiver as the Representative of the Public on the Fleet Management Board.

The term for the Public Representative position is 2 years. His term will begin July 10, 2018 and end July 9, 2020.

Ben McAdams

Salt Lake County Mayor

Erin Litvack

Deputy Mayor, County Services

Rick Graham

Deputy Mayor, Operations

Karen Hale

Deputy Mayor, Community
& External Affairs

Darrin Casper

Deputy Mayor, Finance
& Administration

Salt Lake County Council

Aimee Winder Newton
Chair, Salt Lake County Council

Attest:

Sherrie Swensen, County Clerk

Please instruct the Council Clerk to return this form to Anna Vukin-Chow in the Mayor's Office, N2- 100 to process this appointment.

Steven Wayne Saltzgiver

June, 2018

Summary of Qualifications:

- Over 20+ years of management and leadership experience in fleet administration, centralization initiatives, information technology projects, financial planning, asset specifications, procurement, data analysis, and customer service programs
- Experience managing large fleet operations with assets over 50,000 units and budget exceeding one billion in annual operating and capital spend
- Proficient in communication skills to facilitate real organizational change
- Skilled in data analysis, creating value and establishing qualitative continuous improvement metrics to drive effective change
- Experienced in cost management, asset management and inventory control techniques
- Effective in creation of cost/benefit, business case analysis and strategic planning concepts to drive organizational efficiencies and establish low cost partnerships with outsourced vendors
- Effective in motivating mediocre teams to accomplish exceptional performance results.
- Proficient in utilization of office technology, business protocol, desktop computer hardware and software skills
- Experience with labor relations and bargaining unit/employee and negotiation skills
- Knowledgeable with federal, state, and municipal law, employment regulations, environmental practices, and human resource policies and procedures

Formal Education:

Masters of Arts Organization Management (MAOM)

University of Phoenix
Graduated 1999

Bachelor of Science Business Management (BSBM)

University of Phoenix
Graduated 1996

Strategic Leadership Certification (CCL),

Center for Creative Leadership – Colorado Springs, 2015

Certificate Vehicle Replacement/Maintenance Management

Instructor: John Dolce, University of Washington

Certificate in Transportation Management

University of Southern California

Certificate in Civic Planning

University of Utah

Master of Science in Computer Information Systems (MSCIS)

University of Phoenix, 50% complete

Certified Automotive Fleet Supervisor (CAFS),

National Association of Fleet Administrators

Professional Experience:**2015 – Present: Mercury Associates Inc. Student Transportation Inc. Management Service Group**
SENIOR MANAGER/CONSULTANT

Project Manager and Senior Consultant for North America's largest consultancy firm dedicated to the science of fleet management. Responsibilities include serving as a Project Manager providing expert fleet consultation services for benchmarking best practices toward continuous improvement objectives to reduce fleet expenses and working with corporate, public and private clients on various fleet management related consulting studies

Major Accomplishments:

- Designing multi-year strategic plans; performed modernization studies; PM development and Training; Greenhouse Gas and sustainability planning analysis; rightsizing analysis, shop productivity and optimization and reviews to optimize depreciation life cycles lowering capital and operating expenses, long-term optimal replacement plans, best practice reviews and comprehensive analyses for several clients:
 - Austin, TX; Baltimore, MD; Boise, ID; Clark County, WA; Orange County, CA; Raleigh, NC; Salinas, CA; Stamford, CT; Vancouver, WA; Village of Oak Brook, IL; West Jordan, UT; Wilmington, DE; Yellowknife, Canada
 - States' of California, Florida, Georgia, Oregon, Utah, Washington
 - Sumitomo Rubber North America Tire; DTE Energy; Tacoma Public Utility
 - Orange County Sanitation District; BC Hydro; First Student; National Bus Corp
 - Rug Doctor; Brinks; Aramark; Manitoba Telecommunication Services
 - Lancaster Foods Inc.; Marco Industries; Brownsville Texas Utilities. Dent Wizard Inc.

2013 – 2015: Republic Services*VICE PRESIDENT - FLEET MANAGEMENT*

Responsible for the strategic direction over the fleet management operations of over 42,000 assets valued at \$4B dollars with \$300mm annual capital expense and \$1.2 billion operating budget. Responsibilities include strategic direction, capital budget planning and implementation of operational best practices. Provide influence in a matrix organization to influence over 2,500 fleet employees located in 335 shop operations in 43 US states and Puerto Rico

Major Accomplishments:

- Designed and implemented core metrics to optimize operations and increase management accountability toward continuous improvement improving asset reliability by over 40%, increasing utilization and providing 30% greater availability
- Directed an analytical team to understand the evolving complexity and increasing cost associated with managing Republic's heavy-duty assets to establish an achievable annual operating budget
- Designed a process to increase self-esteem, morale and build greater team engagement to accomplish the Company goals and continuous improvement objectives
- Oversee Republic's implementation of its "OneFleet" initiative to transform over 250 US shop operations to a proactive and productive environment
- Assembled key stakeholders to establish Republic's fleet acquisition and alternative propulsion strategy comprised of over 2,500 CNG trucks
- Designed and implemented a comprehensive preventive maintenance program with extended oil intervals to optimize operations
- Designed and led a cost recognition program to reduce operational variation and increase management accountability
- Led Republic Services through the process to become one of the Department of Energy's partners in fleet sustainability
- Member of the National Association of Fleet Administrators Board of Governors serving as Chair of the Government Affairs Committee working with Congress to reshape US fleet policy and direction

2010 - 2013: Coca Cola (Enterprises) Refreshments*VICE PRESIDENT OF FLEET OPERATIONS, NORTH AMERICA*

Provide executive leadership and strategic direction over the management of Coca Cola's fleet of over 50,000 assets. Oversee \$2B in assets, \$130mm annual capital expense and \$175mm operating budget. Responsibilities include capital budget planning and implementation of best practices with an objective toward continuous improvement. Provide influence to motivate fleet employees toward world class fleet management ideals

Major Accomplishments:

- Redesigned North America Fleet organization reducing executive staff and field staff by 10%, increasing capability, strategic focus, competitiveness and flexibility to meet economic challenges
- Implementing custom designed SAP Fleet Management System to manage operations
- Leading major change to standardize all fleet processes in North America
- Centralized 8 independent "silo" regional organizations into single streamlined operation
- Implemented Telematics across North America to optimize fleet assets and maintenance
- Achieved CEO 2011 "Team Performer of the Year" optimizing operations eliminating \$10mm in waste. Eliminated 3,000+ underutilized assets reducing depreciation by \$8mm
- Eliminated 10,800 executive autos converting to Allowance to focus on core assets
- Centralized Admin Support across North America in Tampa increasing effectiveness
- Elevated importance of world class performance in corporate fleet management
- Established functional fleet management committees to effectively organize fleet accountability, policies, and standard operating procedures
- Executed leadership to transform cultural status quo to begin driving the importance of asset utilization and data integrity standards
- Oversee Nation's largest Hybrid Electric Vehicle delivery fleet of almost 800 units
- Provided executive vision to design a comprehensive tool that evaluates and prioritizes assets for replacement using multiple factors versus age
- Redesigned internal communication processes to increase fleet accountability
- Implemented scorecards to measure core metrics necessary to proficiently benchmark corporate fleet performance and drive continuous improvement

2008 - 2010: State of Georgia, Department of Administrative Services*DIRECTOR- OFFICE OF FLEET MANAGEMENT*

Appointed by Commissioner of Administrative Services to oversee strategic alignment and direct management oversight of State fleet's 22,000 assets. Duties include collaboration with federal, state and local officials to create effective fleet legislation, policies and procedures and creation of effective partnerships to centralize and outsource critical fleet functions. Work in partnership with over 150 autonomous State Agency Fleet Managers to influence them toward continuous improvement and implementation of best management practices

Major Accomplishments:

- Right-sized fleet eliminating thousands of underutilized assets and reduced staff by 50%
- Developed and implemented a comprehensive mileage accuracy program
- Developed and implemented statewide fuel taskforce to reduce fraud, misuse and cost.
- Developed comprehensive statewide fleet improvement plan structured to introduce combination of alternative transportation solutions, to increase utilization, and reduce fleet size and overall expenses
- Developed fleet management information system business requirements and outsourced to third-party provider to increase data collection, integrity, and propensity to perform necessary business-case analysis
- Developed website portal to serve as fleet employee communication platform
- Developed profiles, scorecards and tools to measure agency fleet performance

2005-2008: Mercury Associates Inc., Gaithersburg, MD*MANAGER/SENIOR ASSOCIATE*

Consultant for North America's largest dedicated Fleet Management Consultation Company. Responsibilities include serving as Executive Director of the National Conference of State Fleet Administrators (NCSFA) and Project Manager providing expert fleet consultation services for benchmarking best practice toward continuous improvement objectives to reduce fleet expenses

Major Accomplishments:

- Served as interim Fleet Manager for the City of Stamford, Connecticut. Streamlined existing fleet processes, policies and procedures using best practices. Created a temporary fleet management information system using MS Access to provide effective metrics to benchmark continuous improvement. Revamped shop procedures and preventive maintenance program.
- Served as NCSFA Executive Director the chief responsibilities include, coordination of organization's day-to-day management activities, member surveys, conference, and curriculum planning and monitoring the annual budget process
- Orchestrated three most successful (and profitable) NCSFA conferences in the organization's 25-year history
- Served on First Student Project Consultation Team, the nation's largest private school bus contractor with over 42,000 buses. The project was to design "Proof of Concept" to create, and implement an effective Preventative Maintenance program
- Participated on project team to develop Business Plan and Strategic Vision for the State of Washington, Department of General Administration Motor Pool operations
- Collaborated on creation of State of California's Fleet Colloquium sponsored by University of UC-Davis focusing on nationwide Best Fleet Management practices
- Participated on Project team to conduct best practices review and fleet audit for the State of Oregon Department of Administrative Services

1994 - 2005: State of Utah Department Administrative Services, Salt Lake City, UT
DIRECTOR OF FLEET AND SURPLUS SERVICES

Appointed by Governors' Michael Leavitt, Olene Walker and Jon Huntsman to oversee the management of \$300 million in state assets. Responsible to plan, develop and manage \$40-million-dollar annual budget. Worked with federal, state and local officials to create legislation, administrative rules, policies and procedures. Managed procurement and ethical disposal of all state property assets

Major Accomplishments:

- Transformed and centralized the State fleet of over 10,000 assets into the nation's premier fleet management operation still recognized by industry leaders as the model
- Created and implemented comprehensive fleet policies and procedures
- Implemented broad based financial asset accounting models and fleet management information systems
- Supervised implementation of interactive online "web-based" reporting tools with interactive scorecards for continuous improvement
- Reduced state fleet operational costs by over \$3 million annually
- Reduced state fleet capital costs by over \$15 million annually

1990 - 1994: City of West Jordan Public Works, West Jordan City, UT
FLEET MANAGER AND PUBLIC SAFETY FIREFIGHTER/EMT

Direct oversight of City's fleet assets providing employee supervision, analysis, metric development, benchmarking, budgeting, asset specification, operational policy, maintenance best practices, and disposal of City's assets. Served part-time as volunteer Firefighter with chief responsibility over specifications of fire-fighting assets. Partnered with State of Utah Fleet Operations to centralize fueling activities transforming the City fleet into a model organization

Major Accomplishments:

- Strengthened relationships and improved customer service with City's leadership

- Created a comprehensive preventive maintenance program
- Created comprehensive specifications for capital equipment and procurement.
- Organized budget and purchase order program analysis tools
- Created a more effective inventory control process using outsourced consignment model with local vendor (i.e., NAPA)
- Streamlined and reorganized maintenance shop facility
- Reorganized fuel system policies, practices and procedures

1976-1990: Utah Transit Authority, Salt Lake City, UT
SUPERVISOR, DIESEL MECHANIC AND BUS OPERATOR

Supervised fuel management operational support unit to provide daily services to fuel and clean bus assets prior to next day's dispatch. Duties include DVIR collection, staging and repair to prevent excessive road calls and to mitigate DOT roadside inspection defects. Directly responsible to provide employee supervision, budget management recommendations, analysis, and preparation

Major Accomplishments:

- Instrumental in the creation of policy and procedures for employee operation manuals
- Created computerized equipment scheduling program
- Created, implemented and taught employee training programs
- Implemented new inventory control process for department
- Created, implemented, and served on organization's first Accident Review Board
- Served on the UTA Ridership Task Force, System Review Committee, Maintenance Personnel Committee, and Disabled Transportation Committee
- Served on maintenance facility design team and environmental committee
- Performed duties related to professional Bus Operator, Mechanic Helper, Diesel Mechanic and Union Shop Steward

Industry Awards and Recognition:

- 2017 - Recipient of the Government Fleet "Legendary Achievement Award"
- 2017 - Inducted into the Government Fleet "Hall of Fame" sponsored by Bobit Media
- 2016 - Appointed to the Board of Directors for the National Association of Fleet Administrators
- 2015 - Heavy-Duty Sustainable Fleet of the Year, Fleet Technology Expo
- 2013 - East Bay, CA "Clean Cities Sustainable Fleet of the Year"
- 2011 - "Team Performer of the Year", presented by Coca-Cola Refreshments COO
- 2010 - HTUF "Blue Sky Award" for exhibiting leadership in electric fleet mobility
- 2010 - State of Georgia Customer Service award, presented by Governor Sonny Purdue
- 2010 - Automotive Fleet Magazine nominee for Public Fleet Manager of the Year
- 2009 - "Distinguished Service Award", National Conference State Fleet Administrators
- 2001 - Automotive Fleet Magazine Nominee, Public Fleet Manager of the Year
- 2000 - "Kentucky Colonel", Governor Patton, outstanding public service
- 2000 - "Environmental Leadership Award" presented by Honda Motors
- 1999 - Past Regional Chair, Utah Chapter Chair, Officer, Board Member with Rocky Mountain Fleet Management Association (RMFMA)
- 1998 - Member of the National Alternative Fuel Task Force Committee, NAFA
- 1994 - "Recognition for Dedicated Public Service", West Jordan City management

Civic and Industry Appointments (partial list):

- Appointed as a member of the Dossier Fleet System Board of Directors, 2014-2015
- National Association of Fleet Administrators (NAFA) Chair of Government Affairs, 2015
- Atlanta Clean Air Board Member, 2013
- Michelin Tire Advisory Committee, 2013
- Atlanta Clean Cities Board Member, 2010 -2013
- Hybrid Users Truck Users Task Force, Calstart, 2010 - 2014
- Truck Industry Task Force, National Association of Fleet Administrators, 2010