

**ROWAN COUNTY  
AGREEMENT FOR SERVICES  
NORTH CAROLINA**

This Agreement is made and entered into between Rowan County, North Carolina (“County”) and **Vector Fleet Management, LLC**. (“Provider”).

WHEREAS, the County and the Provider wish to enter into a contract under which the Provider will provide certain specified services and/or materials to the County in exchange for payment. NOW, THEREFORE, in consideration of the mutual covenants, promises, terms, conditions, and agreements herein, the County and the Provider agree as follows:

1. Services To Be Performed. The Provider agrees to perform the services and to provide the materials (all collectively called the “Services”) for the County as described in Section A of the attached Exhibit A (the “Contract Specifications”), which is incorporated into this Agreement by reference as if it were fully set forth herein. The Provider warrants that all materials it provides shall be of good quality and shall meet industry standards and the County’s expectations and approval, and the Provider warrants that it shall perform all Services in a good and workmanlike manner, in accordance with industry standards and the County’s expectations, and to the County’s full satisfaction.

2. Term. The term of this Agreement shall be as provided in Section B of the attached Exhibit A, the Contract Specifications.

3. Payment. In accordance with Section C of the attached Exhibit A, the Contract Specifications, the County agrees to pay the Provider for Services satisfactorily performed in accordance with this Agreement. The County shall pay each properly submitted invoice within thirty (30) days of its submission. Each invoice shall document, to the County’s satisfaction, the work performed and the basis for the amount of payment sought. If the Provider fails to perform in accordance with this Agreement, the County may, without penalty, withhold any payment(s) associated with Services not properly performed until and unless the Provider completes or corrects its performance, as applicable. The County’s remedies under this Agreement are not exclusive and are in addition to all other rights and remedies provided by law.

4. Non-waiver. If the County at any time does not require the Provider to satisfy any of the Provider’s obligations under this Agreement, or if the County fails at any time to exercise any right or privilege granted to it by this Agreement, that shall not waive or limit the County’s ability to require the Provider to satisfy those obligations in the future or the County’s ability to enforce its rights or privileges in the future. If the County waives any breach of this Agreement by the Provider, which shall not be deemed a waiver of any later breach by the Provider, nor shall it be deemed a waiver of this section of the Agreement.

5. Independent Contractor. For purposes of this Agreement, the Provider at all times shall be considered an independent contractor, and the County shall not be deemed the employer of the Provider or of any of the Provider’s agents or employees, nor shall the County be responsible for the actions or omissions of the Provider or its agents and employees. For purposes of this

Agreement, the Provider and its agents and employees shall not be deemed an employee of the County for any purpose, including (by example only and not for purposes of limitation) federal or state income taxation, unemployment benefits, or worker's compensation benefits.

6. Insurance. For the term of this Agreement, the Provider shall maintain at its sole expense the insurance specified in Section E of the attached Exhibit A, the Contract Specifications. All insurance policies shall be issued by a company authorized to issue insurance in the State of North Carolina. Before beginning to perform under this Agreement, the Provider shall provide the County with a certificate of insurance showing that all insurance required by this Agreement is in effect, and the Provider shall keep that certificate current by submitting to the County updated certificates as the Provider's insurance policies are renewed or otherwise modified. The County shall be named as an additional insured. The Provider shall notify the County immediately if any insurance required by this Agreement will be or has been cancelled or not renewed or if the amount of coverage of any such insurance will be or has been reduced.

7. Indemnity. The Provider agrees that it shall defend, indemnify, and hold harmless the County and its officials, employees, and agents from and against any and all losses, liabilities, claims, demands, suits, costs, damages, or expenses (including reasonable attorneys' fees) arising from or related to this Agreement and/or the Services, including (by example only and not for purposes of limitation) those for bodily injury, death, or property damage. The Provider's obligations under this section shall survive termination of this Agreement.

8. Limitation of Damages. In no event will Contractor or its directors, officers, employees, attorneys, agents, assigns or successors-in-interest be liable to County for any indirect, special, incidental, punitive, exemplary or consequential damages of any kind whatsoever even if advised of the possibilities of such damages.

9. Termination. Notwithstanding any other provision of this Agreement (including any provision in the attached Exhibit A), this Agreement may be terminated at any time by mutual written agreement of the County and the Provider, or it may be terminated by the County upon sixty (60) days' written notice to the Provider. Sixty days' written notice for termination by the County is not required if the County is terminating because the Provider has breached the Agreement. Further this agreement includes the following Non-appropriation Clause: Provider acknowledges that Rowan County is a governmental entity, and the contract validity is based upon the availability of public funding under the authority of its statutory mandate. In the event that public funds are unavailable and not appropriated for the performance of Rowan County's obligations under this contract, then this contract shall automatically expire without penalty to Rowan County thirty (30) days after written notice to Provider of the unavailability and non-appropriation of public funds. It is expressly agreed that Rowan County shall not activate this non-appropriation provision for its convenience or to circumvent the requirements of this contract, but only as an emergency fiscal measure during a substantial fiscal crisis, which affects generally its governmental operations. In the event of a change in Rowan County's statutory authority, mandate and mandated functions, by state and federal legislative or regulatory action, which adversely affects Rowan County's authority to continue its obligations under this contract, then

this contract shall automatically terminate without penalty to Rowan County upon written notice to Provider of such limitation or change in Rowan County's legal authority. During the term of this Agreement and for a period of ninety (90) days following its termination, County shall not, without the prior written consent of Provider, employ or hire, or solicit for employment, any employee of Provider until a period of 60 days has expired following termination of such employee's employment with Provider. County acknowledges and agrees that any solicitation or solicitation attempts of Provider employees is likely to cause Provider irreparable harm for which monetary damages may not be an appropriate or sufficient remedy.

County shall purchase all non-obsolete parts inventory from Provider at cost at the time this Agreement is terminated.

Within 15 days of the termination of this Agreement, Provider and County shall undertake a closing inventory of all parts and supplies, which shall establish the value of the usable inventory based on Providers acquisition cost. Obsolete inventory will not be included in determining inventory value, and disposal of obsolete inventory will be the responsibility of Provider.

10. Termination for Cause. The County reserves the right to terminate this Contract at anytime for cause. The violation of any provision or condition contained in this Contract, or the refusal, failure or inability to carry out any provisions of this contract shall constitute sufficient cause to terminate this Contract for cause. Should the County elect to terminate this contract for cause, the County will notify the Contractor in writing and shall specify the cause for termination and the date that such termination shall be effective. The County will allow the Contractor to remedy any claim within thirty (30) days of the written notification. If a reasonable solution is not reached then immediate dismissals may be executed if deemed necessary by the County.

All costs and charges incurred by the County, together with the costs of completing the work under the contract up to final termination date, shall be deducted from any monies due or which may become due to the Provider. In case the expense so incurred by the County shall be less than the sum which would have been payable under the Contract, if the Contract had been completed by the Provider, then the Provider shall be entitled to receive the difference, and in case such expense shall exceed the sum which would have been payable under the Contract, then the Provider shall be liable and shall pay the County the amount of said excess.

11. Termination for Convenience. If the County shall determine that it is in the County's best interest, the County shall notify the Provider to terminate the work within sixty (60) days. In such event, the Provider shall be entitled to compensation for all work properly incurred in terminating the Contract and vacating the County work site. No claim shall be made by the Provider for any loss of anticipated profits because of any alteration, change or termination, or by reason of any variation between the approximate quantities and the quantity of work as done.

12. Entire Agreement. This Agreement (including the attached Exhibit A, the Contract Specifications) constitutes the complete and entire Agreement between the County and the Provider concerning the subject matter of the Agreement and supersedes any and all prior agreements, discussions, understandings, promises, or representations concerning that subject

matter. This Agreement may be modified only by a writing signed by both the County and the Provider.

13. Governing Law and Forum for Disputes. This Agreement shall be governed by the laws of the State of North Carolina without regard to North Carolina's choice of law provisions. Any lawsuit or other legal proceeding concerning this Agreement and/or the Services must be filed in Rowan County, North Carolina, unless it is properly filed in federal court, in which case it must be filed in the federal District Court for the Middle District of North Carolina.

14. Severance Clause. If any part of this Agreement is deemed unenforceable by a court of competent jurisdiction, then that part shall be enforced to the greatest extent legally possible, and the rest of this Agreement will remain in full force and effect.

15. Compliance With Laws. The Provider acknowledges and agrees that it will perform all Services and will satisfy all of its obligations under this Agreement in full compliance with all applicable federal, state, and local laws and regulations.

16. Records. All materials, reports, etc. generated pursuant to this Agreement shall at all times remain the property of Rowan County, with copies of all such materials, reports, etc. being provided to Rowan County in a timely manner. It is further understood that some materials may be subject to NC Public Records laws, and any request for documents pursuant to such shall be processed through Rowan County prior to their release.

17. Repair of Damages. The Provider shall promptly and fully repair any damages that it or its employees or agents cause to the County's property. Alternatively, the County may choose in its discretion to require the Provider to fully compensate the County for any such damages rather than have the Provider repair them.

18. Titles and Headings. Titles and headings used in this Agreement are for convenience only and do not limit or modify the language within each section of this Agreement.

19. Non-Assignment. The Provider may not assign its rights or obligations under this Agreement, nor may it sub-contract any part of this Agreement, without written approval from the County.

20. Notices. Any notice or communication to the County or the Provider for purposes of this Agreement shall be delivered or shall be deposited in the United States Mail, first class, addressed to the addressee in Section E of the attached Exhibit A, the Contract Specifications.

21. Number and gender. This Agreement's use of singular, plural, masculine, feminine, and neuter pronouns shall include the others as the context may require.

22. Exhibit A. To the extent of a conflict between the above language of this Agreement and the attached Exhibit A (the Contract Specifications), the above language of this Agreement will control.



IN WITNESS WHEREOF, the County and the Provider have caused this Agreement to be executed as of the Effective Date.

THE COUNTY

BY: \_\_\_\_\_

Name: Aaron Church

Title: County Manager

THE PROVIDER

BY: \_\_\_\_\_

Name: Aubrey Felton

Title: Executive Vice President

## EXHIBIT A

### CONTRACT SPECIFICATIONS

- A. Services To Be Performed By The Provider.  
Provider shall provide Fleet Management services as described in RFP 2022-006 including all addenda incorporated herein by reference and providers' response see Attachment A.
- B. Term of the Agreement.  
The initial term is for five (5) years from the services start date of April 1, 2022, with the option to renew for two (2) more years.
- C. Payment to the Provider.  
Per the Best and Final Offer (BAFO) provided by Provider:  
Year 1 Target Cost: \$662,340.01  
Year 2 Target Cost: \$678,898.51  
Year 3 Target Cost: \$695,870.98
- D. E-Verify. North Carolina General Statutes prohibit counties from entering into contract with contractors and subcontractors who have not complied with the requirement of Article 2 of Chapter 64 of the NC General Statutes. The Contractor must submit the E-Verify Affidavit with bid proposals and/or contracts when required.
- E. Insurance. During this Agreement's term, the Provider shall maintain worker's compensation insurance as required by North Carolina law to cover all of the Provider's employees engaged in any work under the Agreement. The Provider shall also maintain the following insurance to cover its performance under this Agreement during the Agreement's term:
- General commercial liability in the amount of \$500,000 per occurrence / \$1,000,000 aggregate with County listed as additional insured.
  - Workers' Compensation in the amount of \$500,000 employer's liability
  - Automobile liability covering all owned, hired, and non-owned vehicles used in connection with this Agreement. The minimum combined single limit shall be \$1,000,000 for bodily injury and property damage; and, \$1,000,000 uninsured/underinsured motorist coverage with County listed as additional insured.

E. Contact Information.

THE COUNTY

AARON CHURCH,  
COUNTY MANAGER  
130 West Innes Street  
Salisbury, NC 28144  
Telephone: 704-216-8180

THE PROVIDER

Aubrey Felton  
Executive Vice President  
9300 Harris Corners Parkway, Suite 350  
Charlotte, NC 28269  
Telephone: 704-597-2262

These Contract Specifications are effective on the date signed and hereby acknowledged and agreed to by:

THE COUNTY

THE PROVIDER

BY: \_\_\_\_\_

BY: \_\_\_\_\_

Name: Aaron Church

Name: Aubrey Felton

Title: County Manager

Title: Executive Vice President

Date: \_\_\_\_\_

This instrument has been pre-audited in the manner  
required by the Local Government Budget and Fiscal  
Control Act.

\_\_\_\_\_  
(Signature of County Finance Officer)



**REQUEST FOR PROPOSALS  
For  
Fleet Management and Maintenance Services  
RFP # 2022-006**

**ROWAN COUNTY**

130 West Innes  
Street Salisbury, NC  
28144

704-216-8180

Date Issued: Thursday September 9, 2021

Preproposal Conference: Thursday September 23, 2021

Deadline for Questions: Friday September 24, 2022

Date Due: Thursday October 21, 2021

## Table of Contents

<b>I. INTRODUCTION.....</b>	<b>2</b>
<b>II. PURPOSE OF SOLICITATION .....</b>	<b>2</b>
<b>III. IMPORTANT TERMS .....</b>	<b>3</b>
<b>IV. CONTRACT PERIOD.....</b>	<b>4</b>
<b>V. TOTAL CONTRACT COST.....</b>	<b>4</b>
<b>VI. CONTRACT COST ADJUSTMENTS.....</b>	<b>5</b>
<b>VII. CONTINUITY OF SERVICE .....</b>	<b>6</b>
<b>VIII. VEHICLE MAINTENANCE AND REPAIR .....</b>	<b>7</b>
<b>IX. PARTS AND INVENTORY MANAGEMENT.....</b>	<b>14</b>
<b>X. FUELING SERVICES.....</b>	<b>14</b>
<b>XI. FLEET MANAGEMENT SERVICES.....</b>	<b>15</b>
<b>XII. QUALITY ASSURANCE PROGRAM.....</b>	<b>15</b>
<b>XIII. NON-TARGET SERVICE DEFINITIONS .....</b>	<b>16</b>
<b>XIV. PERFORMANCE STANDARDS .....</b>	<b>20</b>
<b>XV. CONTRACT ADMINISTRATION.....</b>	<b>22</b>
<b>XVI. CONTRACTOR PERSONNEL.....</b>	<b>22</b>
<b>XVII. RECORD KEEPING AND REPORTING.....</b>	<b>23</b>
<b>XVIII. INVOICING POLICIES AND PROCEDURES.....</b>	<b>26</b>
<b>XIX. VEHICLE MAINTENANCE FACILITY AND EQUIPMENT .....</b>	<b>27</b>
<b>XX. PROPOSAL SIZE, CONTENT, AND ORGANIZATION.....</b>	<b>29</b>

## **I. INTRODUCTION**

AGENCY: Rowan County, NC

PROJECT TITLE: RFP for Fleet Management and Maintenance Services

SERVICES SOLICITED: A vendor to provide comprehensive fleet  
management and maintenance services

DEADLINE FOR SUBMISSION: 12 P.M. Thursday, October 21, 2021

## **II. PURPOSE OF SOLICITATION**

### **a) Objective of This Request For Proposals**

The County is seeking proposals from commercial fleet service providers to provide fleet management and fleet maintenance services at the existing County facility. The County's ongoing objective is to improve the performance of its fleet – reduce cost and fleet downtime while improving fleet reliability and functionality – through enhanced fleet maintenance practices. The County desires to enter into an agreement that will provide the best value to the County, and that will form the basis of a partnership between the successful service provider, hereinafter “Contractor,” and the County for the achievement of the County's long-term objectives.

### **b) Overview Of Fleet Operations In The County**

- i) The County operates a fleet of approximately 325 licensed units, with the bulk of the fleet being cars and light-trucks. However, the fleet also includes some paratransit buses, ambulances, and large trucks. Appendix A provides a listing of the vehicles in the fleet. The Contractor will complete a thorough physical inventory of all vehicles and motor driven equipment within the first 30 days of contract operations. A final list of vehicles subject to target services will be agreed upon by the County and the Contractor including any associated pricing changes as described in a later section of this RFP.
- ii) Note that only licensed on-road vehicles (cars, pickups, SUVs, law enforcement vehicles, vans, and trucks) will be covered under the target services portion of any contract that may result from this RFP. Services provided to construction, landscape and miscellaneous equipment will be provided on a non-target time and materials basis. However, County departments will not be required to have this equipment serviced by the Contractor and may select instead to have this equipment serviced by commercial providers in the area.
- iii) While the County owns a small vehicle maintenance shop, most vehicle services are currently being performed by vendors. The budget for vehicle maintenance and repair for 2022 is \$383,000.
- iv) The County will continue to provide general oversight for the fleet including decisions relating to policy, safety, replacement, usage, disposal, etc. The Contractor will provide technical advice in these areas when requested by the County.

### c) Summary Of Fleet Services Contractor Responsibilities

The Contractor will be responsible for providing all the services described in the subsequent sections of this RFP, and in accordance with the standards of performance outlined therein. In summary, the successful Proposer will be responsible to:

Provide all fleet maintenance and repair services to the County's fleet. It is expected that the successful Proposer will use the County-owned facility, or the option of a facility provided by the Contractor, and its own personnel to provide these services in a manner that (1) reduces overall fleet costs, (2) lowers overall fleet downtime, and (3) does not adversely affect the County's ability to provide a high level and quality of services to residents.

- i) Provide fleet management services such as tracking assets and costs in a Contractor provided fleet management information system, writing technical specifications for new vehicles, vehicle documentation services including tags and titles, coordinating fuel card services, coordinating the asset disposal process, working with insurance and subrogation as part of the accident damage repair process, providing recommendations for improving fleet safety, etc.
- ii) Provide technical assistance and guidance to support the County's fleet management decisions regarding fleet size and composition, fleet policy formulation and capital investments in the fleet and fleet facilities; and
- iii) Provide these services during all County-declared emergencies, such as inclement weather emergencies.

### III. **IMPORTANT TERMS**

#### a) Definitions

Each service in this RFP is either a "Target" or a "Non-Target" service. These designations have important procedural and financial implications, as described throughout the remainder of this RFP.

#### i) Target Services

The Contractor will provide all services designated Target services within a single annual fixed ("Target") amount as specified in its proposal. The Contractor will bear all risk associated with exceeding the annual cost Target but will share in any savings.

#### ii) Non-Target Services

The successful Proposer will provide all services designated as non-Target services on a time and materials basis at rates specified in its proposal. The County and the successful Proposer will cooperate in establishing and managing an annual budget for non-Target services.

The successful Proposer will provide each of the services outlined under the terms of this RFP, and such other allied services may be required to assure the continuity of effective and economical operation of the County's fleet, regardless of their definition as "Target" or "Non-Target" services. The successful Proposer will provide all management services,

supervision, labor, tools, parts, materials, supplies, office equipment, and sub-contractor services required, unless specifically exempted under the terms of this RFP, necessary to provide fleet services in accordance with generally accepted fleet practice, and in accordance with the performance standards specified in this RFP.

iii) Vehicle Equivalent Units

Each class of vehicle and equipment in the fleet will be assigned an appropriate number of Vehicle Equivalent Units (VEU) to define the relative level of maintenance and repair effort the Contractor expects to expend on vehicles and equipment of that class. Appendix A provides a list of County fleet assets with a column available for prospective Contractors to enter a VEU value. **This must be done and included as part of the response to the RFP by each respondent.** The County recognizes VEU, rather than actual count of units, for several purposes such as pricing changes to fleet size and fleet age as described in later sections of this RFP below. For any classification not identified by VEU, the County will negotiate pricing changes with the Contractor based on historical repair records.

**IV. CONTRACT PERIOD**

a) Commencement of Operations

The successful Proposer shall commence performance of services under the terms of this RFP within sixty days (60) of contract execution.

b) Term of the Initial Agreement

The term of the initial contract shall be a period of five (5) years from the start work date specified in the contract.

c) Options to Extend the Initial Agreement

- i) The County reserves the right to extend the term of the contract, at its sole discretion but with the concurrence of the successful Proposer, for one (1) one-year periods, or fractions thereof. The County will forward written notice to the successful Proposer at least thirty days (30) prior to the expiration of the initial contract or any extension then in force.
- ii) The total duration of the contract, including the exercise of any options under this provision, shall not exceed seven (7) years, unless agreed to in writing by both parties.

**V. TOTAL CONTRACT COST**

Any contract resulting from this RFP will have three cost components: Target Cost, Non-Target Cost, and Transition Cost. The Contractor's proposal will contain an itemized cost proposal in the tabular format provided in Appendix D. Described below are the major cost components.

a) Target Cost

Target costs are those costs incurred by the Contractor to provide Target Services, as defined throughout this RFP. The Contractor will develop an annual fixed price cost proposal for the provision of all Target services that is inclusive of all Target costs and



Contractor fees. The County will pay up to the agreed Target amount, but any cost incurred for the provision of Target services exceeding the agreed amount on an annual basis will be borne entirely by the successful Proposer.

The Target Budget for the first three years of the contract will be set by the successful Proposer's cost proposal. Adjustments to the annual Target Budget in following years will be made pursuant to the conduct of the annual meeting between the County and the successful Proposer.

b) Non-Target Costs

- i) Non-Target costs are those costs incurred by the Contractor to provide Non-Target services as defined throughout this RFP. The Contractor will invoice for these services on a time and materials basis.
- ii) Before commencement of services the County will work with the Contractor to develop a fully-burdened labor rate for the various employee classifications in its staffing plan as well as appropriate markups on parts, materials, and sublet services. These markups will be based on the Contractor's Target Services cost proposal (inclusive of an apportioned share of corporate overhead, general and administrative costs, management fees, labor costs, parts costs, anticipated sublet service costs, etc.). This rate will be used to charge Non-Target services to the County and to price all workorders in the Contractor provided fleet management information system so that the County can track lifecycle costs for its fleet.

c) Transition Costs

- i) The transition period is that time between the execution of a contract and completion of the first four months of contract services.
- ii) A successful transition to contract service is essential. This transition is one that provides for the provision of service throughout the transition period that is at least equal to the current level of service provided by the County's existing service providers, and that puts the Contractor in a position to meet all contract specifications after the transition period. The County appreciates the fact that resources in addition to the resources needed to provide Target services may be required to accomplish a successful transition. Consequently, the County requires Contractors to present in their proposals a Transition Plan, which includes the enumeration of resources needed to implement this plan.
- iii) The County will establish a Transition Budget that provides funding for implementation of the Contractor's Transition Plan to the extent that such implementation requires the Contractor to incur costs beyond those proposed for the provision of agreement services in the first year of the agreement. The Contractor's proposed Transition Plan cost proposal will reflect the transition budget, and the County will pay for transition costs up to this budgeted amount

**VI. CONTRACT COST ADJUSTMENTS**

a) Unusual Costs

The Contractor may petition the County for an adjustment to the Target Budget at reasonable times based on unusual changes in the Contractors' cost of doing business. For

purposes of this section, unusual changes are items not covered by the agreement that occur because of external events and through no fault of the successful Proposer. Examples of such are changes in local, state, or federal laws, regulations, natural catastrophes, civil disturbances, or similar extraordinary events. Unusual costs will not include price increases occurring in the ordinary course of doing business.

b) Cost Adjustment for Contract Renewal

The Contractor's cost proposal will set the Target Budget for the first three (3) years of the contract. Adjustments to the annual Target Budget in following years are pursuant to the conduct of the annual meeting between the County and the Contractor. The County will consider an adjustment of the Target Budget in each renewal year considering the following limitation:

The change in all costs (non-Target labor rates and Target services) will not exceed the Consumer Price Index – Urban (CPI-U) for urban consumers for all items in the Charlotte-Concord Metropolitan Combined Statistical Area for the prior year.

c) Cost Adjustment for Changes in Fleet Size

The Target Budget will be adjusted to correspond to increases or decreases in fleet size on a vehicle equivalent basis as specified by the Contractor in Appendix A. The County will calculate these adjustments quarterly and adjust the monthly Target Budget. Adjustments will take place only for the forthcoming and subsequent months. If the fleet increases in size, it is up to the contractor to apply for any increase in its Target Budget. It will be up to the County to notify the contractor of any decreases in the contractor's Target Budget due to decreases in fleet size.

For example, if the total of all vehicle equivalents defined by the contractor in Appendix A is 1,500 and its Target Bid is Appendix D \$1,500,000, then the cost of one vehicle equivalent would be \$1,000. If the size of the County's fleet were then to increase by five (5) vehicles that had a total vehicle equivalent numerical value of 15 during the third month of contract operations, then the contractor could apply for an increase to its Target Budget of \$1,500 per month beginning in month four (4) of contract operations.

## **VII. CONTINUITY OF SERVICE**

a) Notice of Intent Not to Renew

The Contractor must recognize that providing the services are vital to the County and required without interruption and that, upon expiration or termination of the contract, a successor will continue these services. Therefore, if the Contractor chooses not to renew the contract upon contract expiration, the Contractor is required to provide the County a written notice of such intent at least six (6) months before the expiration of the contract.

b) Phase In – Phase Out

If upon expiration or termination of the contract, the Contractor is not chosen to continue or elects not to renew the agreement, the Contractor will, upon written notification from the County, provide phase-in phase out services for up to sixty (60) days after terminated contract have been finalized with a successor Contractor. After notification, the Contractor will cooperate in good faith with a successor in determining the nature and extent of the services, including the development of a mutually accepted transition plan, subject to approval by the County.

The Contractor will provide sufficient, experienced personnel during the transition period to ensure that the services, called for by the contract, continue at the specified level of contract performance. The Contractor will receive reimbursement for all reasonable transition costs pre-authorized by the County, which incurred within the agreed period after agreement expiration or termination. The Contractor will cooperate with the successor in allowing as many personnel as practical to remain on the job to enhance the continuity and consistency of the services called for by the agreement. Toward this end, the Contractor will disclose necessary personnel records and allow its successor to conduct on-site interviews with its employees.

## **TARGET SERVICES**

### **VIII.VEHICLE MAINTENANCE AND REPAIR**

#### **a) Staffing Requirements**

- i) The Contractor will be on-site providing vehicle maintenance and repair service at the County located at 425 Airport Road, Salisbury NC 28147 Monday through Friday between the hours of 7:00 AM and 5:00 PM.
- ii) The Contractor may not modify these hours with the written approval of the Contract Administrator. The Contractor must provide additional staffing as required to meet the performance standards of this contract (at no additional cost to the County), to meet service needs during natural or manmade emergencies (non-Target services if response is after normal business hours), and to meet the special service needs of County departments (non-Target services).
- iii) The shop is located within the County's Facilities Maintenance building and provides 2 dedicated work bays with lifts. Potential contractors are encouraged to attend the pre-bid conference and tour to review the shop tools and equipment that they County will make available for this project. A list of equipment is included as Appendix E to this RFP.
- iv) The County observes 12 holidays as listed below:

<b>Rowan County 2022 Holiday Schedule</b>		
<b>Holiday</b>	<b>Observance Date</b>	<b>Day of Week</b>
New Year's Day	December 31, 2021	Friday
Martin Luther King, Jr.'s Birthday	January 17, 2022	Monday
Good Friday	April 15, 2022	Friday
Memorial Day	May 30, 2022	Monday
Independence Day	July 4, 2022	Monday
Labor Day	September 5, 2022	Monday
Veterans Day	November 11, 2022	Friday
Thanksgiving	November 24 & 25, 2022	Thursday & Friday
Christmas	December 23, 26 and 27, 2022	Friday, Monday, Tuesday

- v) The contractor will provide the resources to assist customers when the County brings vehicles to a shop for service. The Contractor will greet customers at a designated area within each shop. Contractor personnel will assist the customer in describing the service issues that the customer is experiencing, will immediately open a work order in the fleet management information system (which must time stamp the transaction) including all pertinent information as directed by the Contract Administrator, and will provide the customer with a completion date/time estimate.
- vi) The County requires at least one mechanics be ASE certified. Proposers must address their level of commitment to the ASE program in their proposals.
- vii) The County requires that at least one mechanic hold an EVT certification for ambulances and law enforcement vehicles. Proposers must address their support for EVT certification and experience with emergency and law enforcement vehicles in their proposals.
- viii) The Contractor may not reduce the number of staff included in its proposal for the duration of its contract without the written permission of the County.

b) Preventive Maintenance

- i) The Contractor will perform timely service on all fleet vehicles in accordance with each unit's original equipment manufacturer (OEM) recommended preventive maintenance (PM) services; and where such services are not defined, in accordance with the Vehicle Preventive Maintenance Program outlined in Appendix B.
- ii) All customers will be given a completion time estimate for PM and statutory inspections. Work will begin on PM and statutory inspections within fifteen minutes for those vehicles less than 8,600 Gross Vehicle Weight Rating when a customer has made a time certain appointment and elects to wait at the shop for services to be completed. Work will begin within two hours on all PM and statutory inspections when a customer elects to drop off their vehicle at a shop. The Contractor will notify customers by phone and/or email if they must extend the initial completion time estimates due to the inspection uncovering additional repair work. The Contractor must document all appointment, start, and completion times for services in the management information system.
- iii) The Contractor will maintain a PM schedule for every vehicle in the fleet, and will describe, as an integral part of its proposal, how it will schedule preventive maintenance and monitor for preventive maintenance program compliance. The Contractor will provide customers with a monthly calendar that provides specific day and time appointment schedules for each vehicle in the fleet. The Contractor will cooperate with customers to set appointments that minimize disruptions to County work activities. Appointments will be set with a minimum of one week notice. The Contractor will also be responsible for monitoring reports from the fleet management information system to ensure vehicles that become due for service and may not appear on the monthly calendar are serviced on-time. The Contractor will schedule these units for service with customers at a mutually agreeable time that occurs before the unit is overdue for service. Any statutory inspections (any inspection mandated by the United States government or State of North Carolina) will be scheduled in a similar manner as described above.

- iv) The County expects that the Contractor will assume an active role to ensure a high level of PM Program compliance and will consider favorably a proposal that includes specific methods of achieving this goal. Examples of such methods may include user training and education; customer service as a "Quick Fix" service (see below); and others. The County will work with the Contractor to provide enforcement of the preventive maintenance program.

c) Vehicle Safety, Emissions, and Other Inspections

- i) The Contractor will be responsible for completing all Federal and State required vehicle inspections and certifications. These include the annual North Carolina State Safety and Emissions Inspection, and crane and aerial device inspections. The Contractor will coordinate the scheduling of inspections and certifications with each Department Liaison not less than one month prior to the expiration of the current inspection or certification. The contractor will affix the appropriate inspection stickers to the vehicles and maintain the proper vehicle inspection/certification records in the management information system.

d) Repairs to Vehicles and Equipment

- i) The Contractor will provide for all routine mechanical repairs to the fleet. By definition, all repairs are routine except for those specifically described in the Vehicle Maintenance and Repair — Non-Target Services section below.
- ii) Priorities can change daily depending on emergencies, work priorities, and the availability of backup units. The Contractor will be responsible for following repair priorities as set by the Contract Administrator to meet the County's expectations for vehicle availability.
- iii) The Contractor will provide all customers a completion time estimate for repair services and the estimate must be entered into the fleet management information system. The Contractor will notify the Contract Administrator of any repair completion estimates that exceed 24 hours. Work will begin on services within fifteen minutes when a customer has made a time certain appointment and elects to wait at the shop for services to be completed. Work should normally begin within four hours when a customer elects to drop off their vehicle at a shop. The contractor must report to the Contract Administrator all repair services not begun within 24 hours of vehicle delivery to a shop. The County reserves the right to direct the Contractor to send vehicles to an outside commercial vendor at contractor's expense when repair-waiting time has exceeded 24 hours. The Contractor will notify customers by phone and/or email if initial completion time estimates require more time if additional repair work becomes apparent during the inspection. The contractor must document all appointment, start, and completion times for services in the fleet management information system.
- iv) The contractor will provide completed work orders to all customers who request them. Completed work orders should be available at the time that the customer picks their vehicle up from a shop and must include complete details regarding the services performed including labor, parts, and sublet costs.
- v) The Contractor must analyze in advance the cost effectiveness of any Target repair exceeding \$1,500 for light duty (less than 8,500 lbs. GVWR) vehicles. The Contractor must analyze in advance the cost effectiveness of any Target repair exceeding

\$3,000 for heavy-duty vehicles (greater than 8,500 lbs. GVWR) and other motorized equipment, or any repair where the cost estimate is more than the fair market value of the unit. These repairs require approval in advance by the County. In such cases, if the Contractor believes that replacement appears to be more cost-effective than repair then such recommendation shall be presented to the County. The County, however, will make the final repair versus replace decision. The County will place in a suspended status any unit awaiting repair authorization relative to the performance standards and requirements of the RFP.

e) "Quick Fix" Repairs

- i) The Contractor will provide a "Quick Fix" service for repairs that take less than one hour when the vehicle operator delivers the vehicle to the garage and chooses to wait for service. Examples of quick fix services include, but are not limited to, replacing wiper blades, fuses, and light bulbs; topping-off fluids; and fixing flat tires. This service will be continuously available during normal hours of operation.
- ii) The County will consider favorably proposals that include specific methods of maximizing the usefulness of quick fix services for improving user productivity and fleet availability. Examples may include user training and education programs; advance scheduling of quick fix services; and others.

f) Tire Services

- i) The contractor will provide comprehensive tire services including tire replacement, repair, balancing, field tire services, installation of tire chains, and maintenance of an inventory of mounted spares. The contractor will replace tires when tires have reached 4/32 tread depths (as indicated by tread-wear indicators) or have failed, or are otherwise unacceptable due to weathering, irregular wear patterns, ply separations, bead separations or other unacceptable conditions that affect the safety and performance of vehicles and equipment.
- ii) The Contractor may not plug, or patch speed pursuit rated tires for use on Sheriff vehicles. The Contractor must remove and replace pursuit tires at 6/32" remaining tread depth.
- iii) Any tire patching must conform to tire manufacturer protocols and recommended best practices.
- iv) The Contract Administrator shall make all decisions regarding the makes and types of tires that the contractor will purchase and provide to the County. The Contract Administrator will also have the final decision regarding when contractor personnel or subcontractor must replace tires. Tire services will be available including field service during normal business hours and considered as a Target cost. Tire services provided after normal business hours on an emergency call out basis are a Non-Target service.

g) Warranty and Recall Work

The Contractor will administer all warranties and recalls offered by the vehicle manufacturers and on any subcontracted repairs. The Contractor shall seek and receive all applicable reimbursements for such work. The Contractor is responsible for the transport to and from the selected warranty repair facility. Payments or

adjustments received by the Contractor for warranty or recall work will be credited to the County. The Contractor is encouraged to obtain authorization from the various vehicle manufacturers to perform in-house warranty work on County vehicles.

#### h) Outside Repairs

The Contractor's proposal will define the types of repairs will be conducted by subcontractor outside of the County facility. The Contractor is responsible for the transport to and from the selected vendor. The Contractor will be responsible for arranging, managing, and paying for all outside repairs, and will assume full responsibility and liability for the quality of these repairs. The requirements of this section do not relieve the Contractor from the responsibility for meeting the requirements of the Standards of Performance section of this RFP.

#### i) Road Calls

- i) The Contractor will provide road service for all County vehicles. Response time is the time the call is received to arrival on the scene. During the Contractor's normal business hours, and within the County limits, response time will not exceed sixty minutes (60). Within a fifty-mile (50) radius of the County, response time will not exceed ninety minutes (90). During non-business hours, response times will not exceed thirty (30) and ninety minutes (90), respectively. The County will not be providing any service vehicles as part of this contract.
- ii) The Contractor will provide road service substantially similar to the type of service provided under the Quick Fix requirements of this RFP (e.g., tire repair, dead battery replacement, broken light replacement, etc.) plus certain non-repair types of service such as empty fuel tanks or retrieving keys locked in the vehicle. The Contractor may subcontract part, or all the services required under this section. The date, time, and cause of each road service provided under the terms of this section will be included on the next daily report submitted to the County (see Record Keeping and Reporting section below).
- iii) Note that the County does not own any vehicles or equipment required to provide road service or towing. Consequently, the Contractor must include the cost of any required vehicles or the cost of third-party contracts to meet the scope of services in this RFP.

#### j) Towing/Transporting Vehicles

- i) The Contractor will be responsible for providing appropriate towing and transporting services as needed to meet the terms of this contract, including meeting all service standards.
- ii) The County assumes that the Contractor will sub-contract towing services but will entertain proposals that include in-house towing if the business case can be made for this. The County will provide towing data to the selected contractor during contract negotiations. The costs of towing and transportation services are a Target or Non-Target service depending on the circumstances of the tow:
- iii) Target Towing/Transporting Events:
  - 1. Retrieving an out-of-service vehicle for a Target repair reason

2. Transporting vehicles to/from vendors for warranty service
3. Transporting vehicles to/from vendors for Target services outsourced by the Contractor.

iv) Non-Target Towing/Transporting Events:

1. Retrieving an out-of-service vehicle for a Non-Target repair reason.
2. Transporting vehicles to/from vendors for Non-Target services outsourced by the Contractor.

k) Road Testing

The Contractor must conduct a road or appropriate operations test on all vehicles and equipment that have had safety related repairs or adjustments (e.g., brakes, steering, aerial lift, etc.). The Contractor must ensure the safety of these vehicles and equipment prior to returning to service. The Contractor's employee must have the appropriate license for the type of vehicle under test.

l) Welding and Fabrication

Welding and fabrication related to vehicle repairs will be an integral part of the service provided by the Contractor. The Contractor must provide an American Welding Society (AWS) certified welder to complete work on steel and aluminum. Additionally, there may be requirements for the Contractor to provide welding services in the non-target category. The Contractor may elect to outsource these services.

m) Vehicle Safety and Emission Inspections

The state of North Carolina requires annual safety and emissions inspection on all County vehicles. The Contractor is responsible for ensuring that the vehicles are prepared for inspection prior to expiration and tested. The Contractor will provide a certified inspector at the County shop for inspection of all required vehicles in a timely manner. The County will provide an inspection machine for use by the Contractor. The vehicle operators will be responsible for bringing each fleet vehicle to the County facility testing location. The Contractor will repair any vehicle that fails as a Target service and return for re-test by the Contractor.

n) New Vehicle Acceptance

- i) The Contractor will prepare newly acquired vehicles and equipment for service. Routine services – including receiving vehicles from dealers, inspections for compliance with purchase specifications, cleaning, and installation of decals and license tags, will be a Target service. Contractor will also coordinate installation of radios, computer equipment and accessories with outside vendors as a Target service. For reference, the County typically acquires 20 new vehicles each year.
- ii) The County is also interested in entertaining proposals where the Contractor would provide full upfitting services for emergency vehicles including installation of special equipment. This would be treated as a Non-Target service. For reference, the County typically purchases 2 ambulances and 14 patrol cars each year. Costs for the Sheriff related to purchase and installation of law enforcement equipment in vehicles is budgeted at \$301,000 in 2022.



- iii) Contractor shall describe in the Proposal plans for assistance with vehicle and equipment preparation including experience preparing ambulances and law enforcement vehicles for service.

o) Vehicle Disposal

- i) The Contractor will be responsible for coordinating sales of used vehicles and equipment through GovDeals. Services will include taking pictures of each vehicle, listing them on GovDeals, answering questions from potential buyers, coordinating with Finance on sales process and paperwork, and issuing vehicles to buyers once payment has been received.
- ii) The Contractor will also prepare vehicles for sale including removal of usable equipment, loose equipment, removal of license tags, decals and special equipment, interior and exterior cleaning, minor repairs, and associated paperwork. The Contractor shall not remove any parts or components from vehicles waiting for auction without the written approval of the Contract Administrator.

p) Waste Management

The County will remain responsible for the cleaning of all clarifiers at its facilities. The Contractor will provide for the gathering and disposal of all hazardous and non-hazardous waste products produced through normal garage operations (including but not limited to waste oil, ante-freeze, hydraulic oil, used batteries, and used tires. Disposal of all waste materials must conform and comply with County policies, and local state and federal laws and regulations. The Contractor will provide training for its employees. The Contractor will obtain and maintain all required permits and records, including Material Safety Data Sheets (MSDS) and contingency plans for handling a spill or other mishaps on all hazardous materials and waste products. The Contractor will provide annually a copy of all MSDS sheets to the Contract Administrator for all materials in inventory or on shop floor. The Contractor will report all incidents to the Contract Administrator.

q) Inclement Weather Support

- i) The Contractor will be responsible for supporting the County during weather events such as snow, ice, heavy thunderstorms and floods, and other events. Clearing roads of snow and ice is generally the responsibility of the State of North Carolina and various cities. However, County staff are called on at times to clear access roads and parking lots at County facilities. The County also may be required to clear downed trees from parks and other County facilities resulting from storms.
- ii) The Contractor will be responsible for maintaining all current and future snow and ice equipment, tree equipment, and other equipment required for storm response by the County and assist County staff in pre-checking such equipment before forecasted storms have arrived.
- iii) When the County declares a snow or ice event, the Contractor will be responsible for installing and connecting all equipment in accordance with the County's plan for the event. During the event, the Contractor will routinely inspect and maintain all

equipment as needed. When the event is over, the Contractor will inspect each unit; repairing, cleaning, dismounting, and stowing the equipment as needed.

- iv) Additionally, the Contractor will be responsible for procuring, stocking, installing, maintaining, and removing snow chains for County designated emergency equipment during all snow events. The Contractor will also be responsible for replacing all wiper blades damaged or worn due to excessive icing or as part of normal operations as a Target expense.
- v) Response to storms during normally business will be a target service.

## **IX. PARTS AND INVENTORY MANAGEMENT**

### **a) Procuring, Stocking and Disbursing Parts**

- i) The Contractor will procure and furnish all parts, materials, and supplies, required for the maintenance of all County vehicles in accordance with generally accepted parts management practice, and that will ensure meeting all relevant standards of performance as outlined elsewhere in this RFP. The Contractor will own and maintain an inventory of parts, materials, supplies, and fluids (in quarts or sufficient quantities) of an appropriate size and composition for the County's fleet at the County vehicle maintenance shop.
- ii) The Contractor will provide parts procurement, stocking, and disbursement services during all hours for which the Contractor is providing vehicle maintenance and repair services (see the Staffing Requirements section of this RFP).
- iii) Start-Up Inventory  
The County does not have any repair parts for its fleet in stock. The incoming Contractor is obligated to ensure that an adequate inventory is on-hand for the Contract start-up.

### **b) Quality of Parts**

- i) Parts used to maintain and repair the fleet will, at a minimum, meet or exceed the quality of parts furnished originally for the equipment (OEM or equivalent). Rebuilt/remanufactured parts must conform to the manufacturer's reconditioning tolerances. Contractor will provide specifications for all lubricants, tires, and brake parts at the beginning of contract operations. If during the term of any agreement resulting from this RFP the County determines that the product supplied does not meet its needs, the County reserves the right to require the use of a specific substitute. The County will specifically approve all product lines or changes to product lines before introduced for use.

### **c) Warranty Parts**

Notwithstanding inspection and acceptance by the County, the Contractor will warrant products supplied under any agreement resulting from this RFP for sixty days (60), or the length of time of any warranty given by the manufacturer or rebuilder/remanufacturer, whichever is greater, after acceptance by the County.

## **X. FUELING SERVICES**

- i) The County does not own a bulk fuel site and instead uses Wright Express (WEX) to access commercial fuel sites.
- ii) The Contractor will coordinate the WEX program by monitoring exception reports, requesting and issuing new fuel cards as required, reviewing monthly invoices, and answering question from County drivers. The Contractor will also coordinate with the Contract Administrator to issue new PIN numbers as required.
- iii) For reference the County's budget for fuel in 2022 is \$1.7 million.

## **XI. FLEET MANAGEMENT SERVICES**

### **a) Vehicle Acquisition**

- i) The Contractor shall assist the County in preparing purchase specifications for additional or replacement vehicles and service equipment as needed. In addition, the Contractor shall assist the County with inspections and assessment of used vehicles and equipment under consideration for purchase or lease. The Contractor shall identify and nominate for the County's purchase any other equipment that will reduce the cost of maintenance and/or improve the quality of Fleet Services.
- ii) The Contractor, in addition, will, assist the County with the demonstration and evaluation of new vehicle and maintenance technologies, including the coordination of demonstrations, the establishment of test protocols, and the collection of test data.

### **b) Replacement Planning**

- i) The County intends to have staff continue to have responsibility for replacement planning for new vehicles. However, the County may request the Contractor provide some assistance in this area from time to time. The Contractor may assist the County, upon request, by preparing a list of all vehicles that it recommends for replacement in the next fiscal year. The Contractor will rank each unit within its class based on its maintenance history and condition. The Contractor in addition, will conduct repair versus replacement analyses on any unit requested by the County.

### **c) Titles and Registration**

- i) The Contractor will coordinate with the North Carolina Department of Motor Vehicles (DMV) to obtain titles and registrations for new vehicles. Contractor will prepare required paperwork and forms, request appointment with the DMV and go to the appropriate DMV office to complete the title and registration process. Contractor will arrange to install new registration decals and forms in County vehicles within one week of receipt.

### **d) Investigations and Audits**

The Contractor will support the County, when requested, by providing technical advice to the County in investigations related to the fleet. Such investigations may involve accidents, fire, or other issues of a technical nature.

## **XII. QUALITY ASSURANCE PROGRAM**

- a) The Contractor will implement a Quality Assurance Program for the management of the service delivery requirements of the RFP. The program will include provisions for meeting specified performance standards, for maintaining quality workmanship, for providing a high level of customer service, and for reducing fleet costs incurred by the County. The Contractor will include a detailed description of its proposed Quality Assurance Program in its proposal. This part of the Contractor's proposal will address, at a minimum, the following items:
  - i) Fleet Availability
  - ii) PM Program Compliance
  - iii) Maintenance and Repair Performance
  - iv) Parts Availability
  - v) Vehicle Safety and Reliability
  - vi) Recall Compliance
  - vii) Customer Service
  - viii) Cost Reduction Initiatives
- b) A mandatory component of the quality assurance program will be periodic user surveying. Two types will be required: (1) a survey of individual vehicle operator satisfaction after the Contractor has serviced a vehicle, and (2) an annual user satisfaction survey of designated representatives of each user department.
- c) The Contractor's proposal will define a recommended role for the County in the quality assurance program.

## **NON-TARGET SERVICES**

### **XIII. NON-TARGET SERVICE DEFINITIONS**

Respondents will provide a thorough discussion of their approach to providing Non-Target services including staffing allocations, use of vendors, and management procedures.

- a) The following defines what constitutes repairs considered as non-Target services and indicated as such on work orders. The Contractor must have the ability to assign a reason code to each work order that corresponds to one of the definitions listed below.
  - i) Accidents — refer to physical damage to vehicles caused by operator error or by another vehicle that results in a completed accident report.
  - ii) Capital Improvement — refers to any requested modification to a vehicle or piece of equipment already in service that result in a change in the capital cost of the vehicle, including upfitting new vehicles and major refurbishment of chassis and/or bodies and attached equipment.
  - iii) Damage — Operating — refers to any physical damage to a County vehicle during its operation resulting from operator error, misuse, or unreported accidents. Contractors should be aware that certain types of County equipment including trash trucks, backhoes, snow removal, and street sweepers operate in severe use conditions. The County will not accept normal damage in operation of this equipment as non-Target services.

- iv) **Damage — Physical** — refers to any physical damage to a County vehicle resulting from vandalism, theft, natural disaster, weather, or unreported accidents when a vehicle is parked or unattended.
  - v) **Excluded Equipment** — refers to repairs to equipment not specifically included in the fleet inventory covered by this agreement (i.e., non-licensed equipment, stationary generators, boats, and temporary units, etc.).
  - vi) **Modifications** — refers to changes to the equipment, configuration, and/or appearance of a vehicles requested specifically by the County, including changes required by statute, that are not capitalized into the cost of the vehicle.
  - vii) **Other Services** — refers to services provided by the Contractor at the request of the County not specifically defined in this agreement.
- b) All Non-Target repairs estimated to cost more than \$500 for vehicles less than 10,000 GVWR and \$1,000 for those over 10,000 GVWR, or any repair where the cost estimated is more than the fair market value of the unit, requires authorization by the County before proceeding. The County reserves the right to have all Non-Target repairs approved in advance by a designated County representative.
  - c) Non-Target services are generally not subject to performance standards under this contract, because of their unpredictable nature and not because these activities are not highly valued by the County. In fact, the County considers Non-Target services essential. The selected Contractor must give them appropriate priority and not relegate them to fill-in work.
  - d) **Non-Target Labor**

The County will negotiate Non-Target services rates with the Contractor based on standard cost allocation practices and the Contractor's Target Cost Proposal. All indirect and overhead costs will be allocated to the appropriate line of business which are expected to include Fleet Administration (monthly fee per vehicle), labor rate (rate per hour with overtime billed at time and a half), parts markup (% fee on top of actual costs), subcontract fee (% fee on top of actual costs), fuel management fee (% fee on top of actual costs charged through the WEX program). Non-target repairs will be subject to Mitchell Flat-Rate Labor Guide adjusted for variables such as after-market installed equipment, special built equipment, modifications to equipment, and rusted fasteners or fittings.
  - e) **Stand-By Labor**

The Contractor will provide standby fleet maintenance and repair support during hours not normally worked by the Contractor. The County will notify the Contractor when a requirement exists, and the nature and anticipated duration of the response needed from the Contractor. The Contractor will be on-site and providing service with an appropriate complement of personnel within one (1) hour of notification that such services are required.
  - f) **Non-Target Labor Hours**

- i) The County will only pay overtime for hourly administrative and parts personnel when they are required to work overtime hours as part of a County declared emergency or are requested by the County to work standby hours. The County will not pay overtime for any salaried management or supervisory staff. The County will not be responsible for any overtime required by the Contractor to meet the Target service requirements of this contract.
  
- g) Non-Target Parts
 

The Contractor will provide parts procurement, stocking, and disbursement services during all emergencies and for all Non-Target repairs as defined in this RFP. The cost of Non-Target parts will include appropriate markups for Contractor's overhead costs and handling expenses.
  
- h) Non-Target Subcontracted Services
 

The Contractor may use sub-contractors for all Non-Target repairs as defined in this RFP. The Contractor will be responsible for arranging, managing, and paying for all subcontracted outside repairs, and will assume full responsibility and liability for the quality of these repairs. The cost of subcontracted services will be at the Contractor's cost (including fee, taxes, and any discounts) and will include any appropriate markups for Contractor's overhead costs and handling expenses. Contractor will submit all sub-contractors to the County for approval before they are used.
  
- i) Accident Repairs
  - i) The Contractor will be responsible for administering the mitigation of each accident on County vehicles from first report through return of the vehicle to service. The Contractor will arrange for towing of the vehicle (if required) to the County facility and reporting of the incident to designated County personnel. The Contractor will work with Insurance and Risk Management on accident subrogation, obtain three quotes from body shop vendors and aid in the selection of the preferred vendor, provide transportation of the vehicle to/from the repair site, monitor of the repair quality and timeliness; payment of repair invoices; inspection of the final repair; and authorization to return the vehicle to service. The Contractor will attach the appraisal, quotes, vendor invoices and all pictures of the damage to the work order in the Contractors fleet management information system.
  
  - ii) The County will pay the actual cost of accident repairs plus the Contractor's proposed markup on contract services. The County will incur no additional charge for administration of the accident repair process. The County will consider favorably proposals that include specific methods of minimizing downtime due to accident repairs.
  
  - iii) For reference, the number of accidents and related incidents in each of the past three years is provided below:
 

7/1/18 – 6/30/19  
 22 accidents/repairs due to accidents to our fleet  
 16 windshields/auto glass repairs (separate from accident count)

7/1/19 – 6/30/20  
 16 accidents/repairs

12 windshields/auto glass repairs

7/1/20 – 6/30/21

22 accidents/repairs

13 windshields/auto glass repairs

j) Vehicle Damage

- i) It is the responsibility of the Contractor to notify the County whenever a vehicle shows physical damage not associated with a reported accident. The County classifies damage in one of two ways: damage incurred while the vehicle was operating or damage that occurred when the vehicle was not in use. It will be the responsibility of the Contractor to identify the base cause for the damage and classify the repair appropriately.
- ii) The Contractor has the responsibility to identify any evidence of abuse, misuse, or obvious error by the operator resulting in physical damage to the vehicle. In such cases, the Contractor will proceed to repair the vehicle (subject to limitations specified elsewhere in this RFP) and will provide the County with documentation of the suspected abuse as part of the next day daily report to the County. The County will review the documentation, speak with the Contractor where necessary, and determine whether to charge the operator with the error.
- iii) Damage from normal operation to specific groups of vehicles defined as Severe Use under the Target Services section of this RFP will not be considered a non-Target repair, unless the Contractor can definitively prove that the damage was caused by obvious operator error, misuse, or abuse, or by a third party.

k) Vehicle Prep-For-Service and Disposal

Routine prep-for service and disposal such as coordination with vendors and departments, installation/removal of plates, tags and decals, cleaning, etc. will be a target service. Installation of special equipment such as trailer hitches, toolboxes, lights, electronics, emergency equipment, etc. will be Non-Target services.

l) Vehicle Refurbishment

The County may decide to refurbish an existing unit to extend its life or alter its intended use in the fleet. Refurbishment may include replacement of bodies, the rebuilding of major components such as the engine or transmission, or the addition of new equipment or accessories. The Contractor is required to assist the County with evaluating equipment under consideration, obtaining quotes to complete the services in accordance with the County's requirements and manage the completion of the project. The Contractor will classify refurbishment work orders as a Capital Improvement non-target service.

m) Extended Life Repairs

- i) Vehicles that have exceeded their useful life, as defined by the criteria for the vehicle's class as outlined in Appendix C, will be subject to shared liability for maintenance and repair services. During the contract year, all repairs and preventive maintenance services that would occur during the normal course of a vehicle's

operational life will continue to be performed by the Contractor under the definition of Target repairs as outlined in paragraph 5.1 of this section. However, the Contractor will only be ultimately responsible for the cost of labor, parts, and subcontracted services up to a per-unit deductible equal to the unit's assigned VEU's multiplied by the Contractor's Target cost for labor, parts, and vendor services per VEU.

- ii) Eligible units will be those units that have surpassed their expected replacement parameters prior to, or during, the contract year; including units disposed of in the contract year. The actual parts and services cost for each eligible unit will be compared to each unit's individual deductible amount and any amount more than the unit's deductible will be billed to the County as part of a non-Target invoice for all life extension costs at the end of each month. The Contractor will receive credit against the Target budget for the year and any Target savings resulting from the credit will be subject to the shared savings terms of this agreement. If after the deduction for the life extension expenses, the Contractor is still over their Target budget for the year, the excess amount will be the responsibility of the Contractor.

#### ***Sample Unit Life Extension Calculation***

Target Budget	\$1, 000,000
/ Total VEU's in Fleet	/ 1,000
= Budget per VEU	= \$1, 000
Unit's Assigned VEU	2
Budget per VEU	\$1,000
= Unit's Life Extension Deductible	= \$2,000
Unit's Actual Contract Year Target Cost	\$3,000
- Unit's Life Extension Deductible	- \$2,000
= Non-Target Life Extension Expenses	= \$1,000

- n) Excluded Vehicles

The County may exclude certain vehicles from the target budget and have all services provided on a time and materials basis. Examples of the types of vehicles the County may choose to have charged on a time and material basis include confiscated vehicles, grant vehicles, and small engine equipment.

- o) Directed Work & Technical Advice

The County may direct the Contractor to perform additional tasks related to the proper management and upkeep of the fleet. If additional tasks are required, the Contractor will receive a written task order detailing the tasks to perform. The Contractor will submit a proposal to perform the specified tasks on a fixed price basis that itemizes the direct labor, parts, sub-contracted services, and materials. The County will accept or reject the proposal. If accepted, the Contractor will perform such assignments in accordance with an agreed schedule.

## **CONTRACTOR PERFORMANCE REQUIREMENTS**

### **XIV. PERFORMANCE STANDARDS**



- a) Proposers need to be fully aware that the County relies on vehicles and equipment to provide essential government services and availability and reliability of the fleet is of the essence. With this in mind, the Contractor will meet the performance standards outlined below during the term of the agreement. The County expects the Contractor to always maintain these performance standards. Labor disputes, strikes and other events except those beyond the Contractor's control will not relieve the Contractor of meeting these standards.
- b) Non-Target Repairs are excluded from calculation of Daily Fleet Availability and Monthly Turnaround and as described below:
  - i) Vehicles Awaiting Repair Authorization from the County – In cases where the Contractor is awaiting repair authorization from the County to proceed with a given repair, the period from which turnaround time is measured will begin with the County authorization to proceed with the repair. Excluded also are vehicles awaiting authorization from the calculation of Daily Fleet Availability, as described below. The Contractor must make all requests for authorization to the designated County representative within twenty-four (24) hours of opening the work order.
  - ii) Vehicles Exempted by the County –The County may decide that it would be in its best interest to temporarily waive vehicle turnaround time and daily fleet availability performance standards for all or selected vehicles. The County will provide the Contractor written notification of this of this decision including specification of the time for which these standards will be relaxed.
- c) Monthly Vehicle Turnaround Time Standards

The Contractor will complete 80% of maintenance and repair work orders within 24-hours and 90% in 48-hours from the time the vehicle becomes available for service until the user has been notified that the vehicle is ready. Weekends and holidays do not count in the calculation of turnaround time. For example, a vehicle made available for service at noon on Friday, and with notification of completion to the user at noon on the following Monday has a turnaround time of 24 hours. Regardless of these standards, the Contractor will notify user departments when any vehicle will be out of service for 48-hours more.
- d) Daily Fleet Availability Standards
  - i) The Contractor will maintain minimum daily rates of fleet availability by vehicle class, as follows:
    - (1) Cars and Light-duty Trucks – 95%
    - (2) Law Enforcement Vehicles – 95%
    - (3) Special Transportation Vans – 88%
    - (4) Medium and Heavy Trucks – 88%

The County will calculate vehicle availability as follows:

  - (5) The total count of units in the class,
  - (6) Minus the count of units out of service as of 8:00 a.m. each day,
  - (7) Divided by the count of units in the class,

(8) Multiplied by 100.

- ii) Time out of service begins when the vehicle is available to the Contractor. It ends when maintenance or repair work is completed, and the Contractor notifies the County that the vehicle is available for service. Excluded from the computation are vehicles that are awaiting repair authorizations from the County, those out of service for a Non-Target service, and those specifically exempted by the County.
- e) Preventive Maintenance Program Compliance Standards

The Contractor will ensure that the preventive maintenance program achieves a high rate of compliance. Current performance is 80% and this will be set as the initial performance standard for the contract. However, the County will favorably consider proposals that articulate methods to raise compliance to the industry standard level of 95%. Any service performed within ten (10) days before the date the service is first scheduled is in compliance.
- f) Rework
  - i) All Materials, parts, and workmanship furnished by the Contractor will be of high quality and free from defects and imperfection. They will also meet all OEM standards and specifications. Notwithstanding these requirements, the Contractor will track and identify multiple repairs for the same deficiency in the same vehicle (rework) and shall not bill the County for any rework that occurs within the following periods:
    - (1) Engine and Transmission Overhauls – 12 months or 12,000 miles
    - (2) All Other Work – 90 days or 4,500 miles
    - (3) The Contractor must not exceed one percent (1%) incidents of rework in any single month (measured by number of repair tasks and not number of repair work orders.)

## **CONTRACT MANAGEMENT AND OPERATIONS**

### **xv. CONTRACT ADMINISTRATION**

The Director of Purchasing, or their designee, has the authority to act on behalf of the County in all matters relating to or resulting from his RFP. The County may appoint a representative who will act as the Contract Administrator and has the authority to act on behalf of the County. The Contract Administrator will resolve all questions that may arise as to the quality, quantity, character, and classification of service performed by the Contractor.

#### **a) Dispute Resolution**

In the event of any dispute between the Contract Administrator and the Contractor as to the Contractor's performance, or the Contract Administrator's decisions relative to the agreement, either party may submit the dispute to the Assistant County Manager, who shall render a decision within twenty (20) days. The decision of the Assistant County Manager shall be final.

### **xvi. CONTRACTOR PERSONNEL**

a) Contractor Project Manager

The County considers the Contractor's Project Manager to be one of the cornerstones on establishing a successful contract. It is expected that the successful Proposer's Project Manager will need to work closely and cooperatively with the County's Contract Administrator daily and will become the primary point of contact for all matters relating to the maintenance and upkeep of the County's fleet. As such, the Contractor's Project Manager will have proven technical and managerial experience in the field of fleet management, maintenance, and repair. The successful Proposer must present its nominee for Project Manager during interviews with the County. The County reserves the right to reject any nominee that the successful Proposer puts forward for the position of Project Manager.

b) Selection of Personnel

- i) The Contractor will have the responsibility for selecting personnel to perform the services outlined in this RFP and for determining and providing wages, salaries, and benefits for its employees.
- ii) The Proposer will include and will describe in detail in its proposal an employee training, improvement, and certification program.
- iii) The Contractor must include in its proposal a complete staffing plan. The plan must include an organization chart identifying specific job classifications and the number of employees in each job classification.

c) Changes in Personnel

- i) The Contractor will agree not to change the Project Manager without prior consultations with the County, except that the Contractor's Project Manager is subject to dismissal without prior County approval for criminal activity or documented violation of company policies. Otherwise, the County must approve the timing of the change, and the specific individual who will replace the incumbent Project Manager. The Contractor's proposal to change its Project Manager must include a transition plan.
- ii) The County reserves the right to require the dismissal of any Contractor employee whose performance or actions are detrimental to achieving the objectives set forth in this RFP.

d) Uniforms & Appearance

All Contractor employees will maintain a professional appearance and will wear uniforms that include the Contractor and employee's names in a visible location and a legible color and style.

**xvii. RECORD KEEPING AND REPORTING**

a) Information Systems Requirements

The Contractor will install and utilize a fleet management information system for the purpose of establishing an electronic record keeping and reporting system for all the

services to be provided under any agreement resulting from this RFP. The Contractor will provide all the required hardware and software for this system. The Contractor will provide a detailed description of its proposed information system including: a full list of functional capabilities; hardware requirements' version and upgrade management plans; and sample management reports. In addition, the system must be capable of downloading all data to Microsoft Excel. The Contractor will provide at least ten (10) read only access accounts to the entire system and training in report generation for County designated personnel.

Contractor will provide the County with access to the fleet system with the County's operational data for the duration of this and any successor contracts as well as for 3 years after contract termination.

b) Fleet Inventory and Maintenance Records

At a minimum, the Contractor will utilize its information system to record and maintain a Vehicle Master Record with all descriptive information for each unit in the fleet, and will record all work data including labor, subcontracted services, parts used, and repair codes for each service activity performed. In addition, the Contractor's system must provide an electronic interface with the County's contracted fuel software from Wright Express for the purpose of recording vehicle odometer readings and/or fuel usage information for each fleet vehicle in the Contractor's information system.

c) Internet Access

The County will provide the Contractor with access to the County's WAN at no cost. The Contractor will comply with all County policies and procedures relative to network, intranet, and computer security.

d) Email

The Contractor will be required to have separate email addresses for all staff. The Contractor will publish these email addresses and use email as primary means of communicating with County personnel. The County will provide the Contractor with an address book of County email addresses.

e) Daily and Monthly Reports

- i) The Contractor will generate a report summarizing the previous day's contractual activities for delivery to the County before noon each working day. The content of the report will be determined during negotiations for any contract resulting from this RFP. It is expected that the report will, at a minimum, summarize completed work orders, work in process, and vehicles where work has not yet started. Updated completion time estimates will be provided for all vehicles still in the shop at the end of the workday.
- ii) The Contractor will provide a monthly report delivered to the County on or before the fifth calendar day of the month following the reporting period. The report will summarize the month's work within the parameters defined by the daily report and will also include a summary of all vehicles more than thirty (30) days overdue for preventive maintenance at the end of the preceding month.

- iii) Monthly, the Contractor will provide the County with an electronic file detailing all work orders completed in the prior period, including detailed labor, parts, and commercial transactions that make up the work order. The County and Contractor will negotiate the layout of the file.
  - iv) Additionally, the Contractor will provide monthly a detailed electronic unit inventory, including all relevant fields describing the unit, its classifications, assignments, and costs maintained by the Contractor.
- f) Annual Meetings and Reports
- i) The County and Contractor will conduct a meeting no less than sixty-days (60) prior to the end of each contract year to determine the changes and adjustments necessary to the contract for the following year. A contract amendment will result if there are any changes to the contract resulting from the annual meeting.
  - ii) The Contractor and the County will hold a second meeting no more than sixty-days (60) following the end of each contract year at which the Contractor will present a written annual report that summarizes the prior year's activity in a format agreed. During this meeting, the Contractor will also present a summary of work accomplished relative to service performance standards, Target and Non-Target budget, etc. The presentation will also include recommendations for changes to improve performance during the upcoming year. A copy of the presentation materials and the written report must be available to the County two weeks before the meeting. The County will review the Contractor's performance during the second annual meeting. The County will present a "report card" that includes the assessment of the Contractor's performance.
  - iii) Irrespective of the above meeting timetables, the County will meet with the Contractor frequently and the Contractor will honor all reasonable requests for meetings.
- g) Reference Files and Procedures
- The Contractor will maintain a complete file of service manuals, service bulletins, lubrication charts and other information needed to properly service and repair the fleet. These files and manuals become property of the County.
- h) Access To and Ownership of Records
- Upon prior notice by the County, the Contractor will provide authorized County representatives access at all reasonable times to all electronic and hard data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers, and memoranda, and shall provide to the County cost verification for work performed in accordance with any agreement resulting from this RFP. All reference files and procedures, and all electronic data and hard copy records are the property of the County.
- i) Internal Billing Information
- The County intends to use transactional data from the Contractor's fleet system to develop charge-back rates as part of its billing methodology. Consequently, it is imperative that the Contractor maintain complete and accurate transaction data in the system such as vehicle number, customer organization, labor hours, labor rate,

parts used, parts costs, vendors used, vendor costs, etc. The Contractor and the County will also cooperate in developing fully burdened rates for contractor services for entry into the system. Such rates will include a fully burdened hourly labor rate, a markup on repair parts, and a markup on sublet repair services and include all Contractor fees and costs. These rates will also be used by the Contractor to bill Non-Target service costs to the County.

## **XVIII. INVOICING POLICIES AND PROCEDURES**

### **a) Frequency**

The County will accept one invoice per month in payment for Target Services. In addition, the County will accept one invoice a month for costs incurred for Non-Target Services provided during the preceding month or not previously invoiced. Each invoice will adjust, as appropriate, for performance incentives and/or penalties, and for any costs incurred directly by the County for Target services.

### **b) Format**

- i) The Contractor will bill the County 1/12 of the Target contract amount at the beginning of each month. The Contractor will provide the County with monthly Target cost summary at the end of each month detailing the month's year-to-date Target costs (e.g., salaries, parts, sub-contracted services, overhead, etc.) and a unit-by-unit summary of maintenance and repair activity for the prior month. At the conclusion of the contract year, the Contractor will provide an annual summary of all Target costs. If the total annual Target cost is less than the amount billed, the Contractor will return to the County the amount of the differences less the Contractor's share of the cost savings. Payments are due to the Contractor within forty-five (45) days of the end on the contract year. The Contractor is responsible for all target costs above the Target contract amount for the contract year and cannot carry the excess amount forward from one contract year to another.
- ii) All invoices for transition costs require pre-approval by the County. Such costs will be actual net costs as paid by the Contractor and supported by detailed time and expense reports.
- iii) Invoices for Non-Target Services must include line-item documentation of cost incurred (e.g., wages, parts, sub-contracted services, etc.) as well as documentation of County authorization to incur Non-Target Costs. The Contractor within each Non-Target category will delineate, individual repair order numbers with associated labor charges, parts costs, and subcontracted services.

### **c) Certification and Payment**

- i) The monthly invoices will each include a statement certifying that the charges billed to the County are true and accurate and incurred in the performance of the terms of the contract. The Contractor's authorized representative will sign each statement.
- ii) The County will pay the Contractor within thirty-days (30) of the County's receipt of an acceptable invoice. The County will pay the Contractor for all items invoiced over which there is no dispute so that payment for undisputed items is prompt. The County will promptly pay for approved disputed items once resolved.

d) County's Right to Review Billing Documentation

The County reserves the right to request additional documentation from the Contractor prior to paying any disputed portion of the invoice. Such documentation may include, but is not limited to, invoices to the Contractor for parts or subcontracted services and payroll registers. The County reserves the right to audit the Contractor's records and books pertaining to this contract.

**XIX.VEHICLE MAINTENANCE FACILITY AND EQUIPMENT**

a) Use of Garages and Installed Equipment

- i) The County will permit the Contractor to use the existing County vehicle maintenance facility to include maintenance and repair equipment, tools, service vehicles, and furniture that are County property for a lease charge of \$1.00 (one Dollar) per year. A list of available equipment is provided in the Appendix to this RFP.
- ii) The County does not warrant or guarantee against the possibility that safety or environmental hazards, or potential hazards may exist at this facility. The Contractor will be responsible for identifying any hazardous conditions and notifying the County of these conditions in writing within thirty-days (30) of agreement award and prior to occupation of the property. The Contractor will conduct an environmental assessment and an occupational, health, and safety inspection of the garage acceptable to the County. The Contractor will arrange for the conduct of the assessment and inspection and will pay for the cost of these services.
- iii) The Contractor will not use the facilities or other property furnished by the County for work on vehicles or equipment not owned or leased by the County unless otherwise authorized by the County. The Contractor will not utilize the property of the County in any manner for any personal advantage, business gain, or other personal endeavor by the Contractor's employees other than in the performance of the work described in this RFP unless otherwise authorized in writing by the County.
- iv) Within ten (10) days of agreement award, the Contractor will schedule with the County a joint garage inspection for identifying pre-existing deficiencies pertaining to the buildings, utility systems, equipment and other assets. The Contractor and the County will together make a complete and systematic inspection and inventory of all structural, mechanical, electrical, and utility systems and equipment, tools, service vehicles, and furniture to which the Contractor will have access during the agreement period. The Contractor will then prepare and submit to the County a pre-existing deficiency report describing all observed deficiencies pertaining to the building structure, systems, equipment, or other assets noted during the joint inspection. The County and the Contractor will negotiate tool purchases on an annual basis. The Contractor is to provide all tools valued less than \$1,000.
- v) The County and Contractor will conduct a joint inspection annually, and a report noting any new deficiencies delivered to the County each year. The County will determine the appropriate action to take in response to any deficiencies identified.
- vi) The Contractor will be required to acknowledge receipt by signature of assets provided by the County for the Contractor's use. The assets accepted by the Contractor for the term of the contract will then become the responsibility of the Contractor. The Contractor will return these assets upon completion of the contract

in the same condition as provided to the Contractor, less normal wear, and tear. The Contractor will be responsible for replacing any stolen, missing, or destroyed asset with a comparable asset at the Contractor's expense.

- vii) The County will be responsible for supplying all utilities to the vehicle maintenance facility during its occupancy by the Contractor. The Contractor may use County phone systems but must pay for local service and equipment charges and long-distance calls. In using the facility, the Contractor will develop and adhere to an energy conservation plan that is consistent with County policies, including minimum temperature settings in summer months and maximum temperature settings in winter months.
  - viii) The Contractor will comply with all applicable environmental and safety regulations including a spill prevention and remediation plan, waste management plan, employee safety plan, etc. All environmental and safety plans/policies will be submitted to the County for approval before contract operations begin.
- b) Garage and Equipment Maintenance and Repair
- i) The County will be responsible for preventive maintenance and repair of the facility structures utilized by the Contractor and that are the property of the County unless such repair is due to the negligence of the Contractor. The Contractor must inform the County immediately upon determining that any element of the facility or its contents needs repair. Failure to do so may constitute Contractor negligence. The County will give notice to the Contractor prior to performing repairs.
  - ii) The Contractor will be responsible for preventive maintenance and normal maintenance and repair of all the garage equipment owned by the County, such as compressors, lifts, oil dispensers, oil-water separator, etc. The Contractor must inform the County immediately upon determining that any element of the garage or its contents needs repair. Failure to do so may constitute Contractor negligence.
  - iii) Facility features, utility systems, equipment, furnishings, and other assets damaged by the Contractor or by a subcontractor under any agreement resulting from this RFP, will be restored to their pre-damage condition by the Contractor at his sole expense and at no additional cost to the County.
  - iv) The Contractor will be responsible for interior housekeeping and supplies, which includes janitorial services.
- c) Garage Equipment Changes and Replacement
- i) The County will entertain Contractor recommendations for adding shop equipment to the vehicle maintenance facility. Such recommendations require approval by the County as part of the agreement. The County will add these items to the inventory of items that are the Contractor's responsibility as placed into service. The Contractor will make every effort to work with the equipment available at the County facility and will not demand additions to the facility equipment to fulfill the requirements of this request for proposals.
  - ii) The County will periodically replace equipment; tools, or furniture as needed. The County will amend the inventory of items for which the Contractor is responsible to reflect these changes.



- iii) The Contractor will be responsible for security of all properties and assets designated for its use or management. A security plan/policy will be submitted to the County before contract operations begin.

## **xx. PROPOSAL SIZE, CONTENT, AND ORGANIZATION**

A proposal will set forth full, accurate and complete information as required by this section and other sections of this RFP. Proposals will be arranged in two parts, Part I will be titled and consist of the "Technical Proposal" and Part II will be titled and consist of the "Cost Proposal."

### **a) Technical Proposal**

Part I of the Contractor's proposal will present the technical elements of the proposal and must consist of the following sections:

### **b) Corporate Overview**

This section of the proposal will present an overview of the Proposer's organization and will include the firm name; address; phone and fax numbers; firm history; appropriate company's state, and federal registration number; name title, address, and phone number of the firm's representative for the proposal; and annual reports or financial statements for the past three (3) years.

### **c) Approach**

- i) The main objective of this Request for Proposals is to continue to improve the delivery of fleet management and fleet maintenance services to reduce overall fleet related costs. The Proposer should clearly outline its methodology and approach to achieve these goals as an integral part of this section.
- ii) This section of the proposal will consist of a statement of understanding concerning the objectives of the proposed relationship. It should further explain how best to accomplish the objectives. It also will present a detailed description of the Proposer's proposed approach to providing each of the services specified in this RFP. This section will describe the services to be provided, who will provide the services, how the services will be provided, and the management systems the Contractor will use to support provision of services and accomplishment of performance objectives and standards.
- iii) This section will include a description of things such as the process to use that will promote compliance with the PM program; scheduling services to minimize disruption to the conduct of the County's business; establishing priorities among competing demands, controlling the quality of services provided; and tracking the work that is achieved, and otherwise accomplishing the County's objectives. The Contractor must discuss each of the requirements of the RFP clearly and completely in this section of the proposal.

### **d) Transition Plan**

This section of the proposal will describe the actions that the Proposer will take to accomplish a successful transition to agreement services and the resources the

Proposer will employ in addition to resources needed to provide Target Services. The Proposer will describe how they will maintain continuity of service during the transition period. The Contractor will provide a timeline of events and milestones for the transition period that highlights specific actions to take and specific resources, including personnel and equipment.

e) Service Alternatives and Exceptions

- i) This section of the proposal provides the Proposer the opportunity to suggest alternatives to the scope of services and conditions set forth in this RFP which, in the Proposer's judgment, will further advance accomplishment of the County's fleet management objectives. In addition, the Contractor must state in this section whether it takes exception to any provision set forth in this RFP.
- ii) The County prefers to receive technical proposals that are inclusive of all provisions set forth in this RFP without exception. The County prefers to have Contractors define alternatives in terms of changes in the technical and cost proposals that will enable the County to evaluate clearly and consistently the merits of these alternatives relative to the scope of services and conditions set forth in this RFP.
- iii) This section is mandatory. Failure of a Contractor to include this separate section in its proposal means to the County that the Contractor takes no exceptions to the terms and conditions specified in this RFP and offers no alternative terms and conditions.

f) Organization and Staffing

This section will present the Contractor's proposed organization structure and will present a staffing chart showing specific job classifications, number of employees and full-time equivalent employees (FTE) by position, and reporting relationships. Resumes for all key managerial/supervisory positions must provide in sufficient detail to determine the nature and depth of each individual's relevant experience and their relationship to the Contractor. Note that background checks will be required for all Contractor personnel and will be completed at Contractor's expense before contract operations begin.

g) Qualifications and Experience

- i) In this section of the proposal, the Contractor will describe its record of accomplishment in performing services comparable to those specified in this RFP, and other information relevant to making a determination as to the ability of the Contractor to perform these services. The Contractor will describe its experience with the full range of vehicles and equipment in the County's fleet. The minimum qualifications for this project are that proposers have been providing fleet management and maintenance services substantially similar to those in this RFP for a minimum of five (5) years and are currently providing these services to at least five (5) clients with fleets that are similar in size and composition to the County's.
- ii) This section will include a list of all work of this nature the Contractor has performed within the past five years. This list will include the name of each client, a client contact and telephone number, the size and composition of the client's fleet, the scope of services provided, effective dates of the contract(s) with this client, and the annual contract cost. The Contractor will distinguish fleet maintenance work from other work when both are part of a single agreement.

h) Compliance with the County's Insurance Requirements

The Contractor must acknowledge and agree to meet the following insurance requirements:

- i) The Contractor shall maintain worker's compensation insurance as required by North Carolina law to cover all of the Contractor's employees engaged in any work under the Agreement.
- ii) General commercial liability in the amount of \$500,000 per occurrence / \$1,000,000 aggregate.
- iii) Workers' Compensation in the amount of \$500,000 employer's liability
- iv) Automobile liability covering all owned, hired, and non-owned vehicles used in connection with this Agreement. The minimum combined single limit shall be \$1,000,000 for bodily injury and property damage; and, \$1,000,000 uninsured/underinsured motorist coverage
- v) Cyber liability in the minimum amount of \$1,000,000 per occurrence

i) Compliance with Federal Contracting Standards

The Contractor must acknowledge and agree to meet the federal contracting standards as outlined in Appendix F.

j) Cost Proposal

Part II of the Contractor's proposal will present, separately bound, and sealed, the business elements of the cost proposal and must be consist of the following sections:

k) Target Cost Proposal

- i) The Contractor must use the Target Cost Schedule (Appendix D) for the presentation of its Target cost proposal. The Proponents are to submit Target cost amounts for each cost item identified in the Target Cost Schedule and for a three (3) year contract term. The cost set forth in the schedule is for establishing a contract Target Budget that will be the Contractors' operating budget for each year of the base period of this agreement. The following instructions and definitions apply to the completion of the Target Cost Schedule:
- ii) Personnel – The number of full-time personnel equivalents (FTEs) (one FTE = 2,080 hours per year) proposed for each personnel category listed on the Target Cost Schedule will be noted along with the corresponding total personnel cost for this category. Personnel costs must be broken down into wages and salaries and fringe benefits costs by job classification. Any bonuses awarded by the Contractor to personnel because of cost savings realized under this agreement relative to the Target cost the County will not reimburse and should not be included in the cost to the County. Note that Personnel costs should not be burdened with any overheads or administrative costs.

- iii) Parts, Supplies, and Outside Services Costs – All repair parts, supplies, materials, and vendor services required to provide Target services.
  - iv) Overhead Costs – General, administrative, and overhead costs included in the Target cost will include indirect expenses incurred for such items as, office supplies, uniforms, bonding costs, insurance, copying services, non-capitalized equipment shop tools and insurance. Costs for maintenance and/or rental equipment used in delivering goods and services under the terms of this RFP are also overhead costs. The County will not reimburse any indirect costs in connection with the following: bad debts, donations, entertainment, fines and penalties, lobbying, defense of criminal charges, and alcoholic beverages.
  - v) Corporate and Management Fee – Costs for central corporate services, management fees, and profit will be included in this cost line.
  - vi) Cost proposals should be well documented with a separate narrative discussion and explained to aid in evaluating the rationale and reasonableness of proposed costs. The County reserves the right to reject poorly documented cost proposals and/or follow-up with proposers to obtain required documentation.
- l) Non-Target Cost Proposal

Respondents should assume Non-Target service costs will be equal to 15-percent of Target service costs. However, no amount of Non-Target services are guaranteed to the Contractor and will be entirely at the discretion of County departments who will base their decisions on a combination of cost, convenience, and quality of such services provided by the Contractor.

Approximately 75% of non-target work are expected to result from accident damage repairs. All such repairs are currently sent to outside body and paint shops. The Contractor may be asked to manage all Non-Target work sent to outside contractors. The County will work with the selected Contractor to develop a schedule of fully burdened rates to bill all services to work orders and to invoice the County for Non-Target services. Rates will be based on the Target Services budget and estimates for Non-Target volumes of services (such as labor hours, parts, third-party services).

Proponents should use the example rate calculation in the Non-Target cost form to complete estimated rates for this contract. Proponents should address their plans for providing these important services in their Technical Proposals including methods to control costs and to meet customer service expectations.

- m) Transition Cost Proposal

The County recognizes that resources in addition to those needed to provide on-going Target services might be required during the transition period. The Contractor will document these costs in its proposal. A detailed breakdown of the proposed transition costs is required.

- n) Proposal Submission Address

Proposers must submit their Proposals to the County at the following location by 1:00 P.M., Thursday October 21, 2021.

Anna Bumgarner | Director of Purchasing/Contract Administration  
**Rowan County Purchasing Department**  
130 W. Innes St., Salisbury, NC 28144

o) Number of Copies

Each Proposer will submit One (1) original and one (1) copy of each proposal in a sealed container marked with the Proposer's name and the reference number for this RFP. Additionally, each Proposer will submit one copy each of the Technical and Cost proposals electronically on a thumb drive. Each Proposer's will submit the Technical and Cost Proposal in separate envelopes, with the proposal marked as "original" clearly labeled on the outside of the container.

p) Late Proposals

Any Proposal received after the date, time specified above will not receive consideration for contract award, and the proposal returned unopened.

q) Basis of Award

The County will evaluate all proposals submitted as well as its own in-house capabilities to perform fleet services. This RFP is not a guarantee that a contract will be awarded. The County expressly reserves the right to reject all proposals received for any reason, and to waive any of the terms, conditions, and provisions contained in the RFP. Such waiver will be at the discretion of the County, to the advantage of the County, and in the County's interests.

r) Contractor Selection Process

- i) A County team will review and evaluate all proposals submitted in response to this RFP. The Committee will conduct a preliminary evaluation of all proposals based on the information provided in the technical proposal. The County reserves the right to make on-site visitations to assess the capabilities of individual Contractors and to contact references provided with the proposal. In addition, the County may arrange for discussions with firms submitting proposals, if required, for obtaining additional information or clarifications. Following the review of technical proposals, the team will conduct a similar review of cost proposals.
- ii) Based upon the results of the evaluation by the team, the County may elect to interview the top-ranking Proposer(s). The County will consider the following attributes of each Proposer's proposal in making this determination. Proposers should not construe the order of these attributes as a measure of their relative importance in the evaluation.
  - (1) Cost and vendor financial stability
  - (2) Qualifications and experience
  - (3) Understanding, approach, and responsiveness
  - (4) Organization and staffing including project manager
  - (5) Exceptions, innovations, and service improvements
  - (6) Quality assurance plan
  - (7) Transition plan

- iii) The County will enter negotiations with the highest rated qualified Proposer if the team considers it advantageous to the County. The Proposer and the County may negotiate any changes desired in the RFP if deemed in the best interest of the County. If the County cannot negotiate a satisfactory proposed agreement with the highest rated qualified Proposer, negotiations will terminate. Negotiations will then be undertaken with the second most qualified Proposer, and so on until the County reaches an agreement or the County formally rejects the remaining proposal(s) or cancels the solicitation process.

## **APPENDIX A – FLEET INVENTORY AND VEUs**

(Please refer to separately provided Excel spreadsheet)

## APPENDIX B – LIFE EXTENSION CRITERIA

<b>Vehicle Type</b>	<b>Age Criteria</b>	<b>Use Criteria</b>
Cars and Light-Duty Trucks	10 years	125,000 mi
Law Enforcement Cars and Light-Duty Trucks	7 years	125,000 mi
Special Transportation Vans	10 years	150,000 mi
Medium and Heavy Trucks	12 years	150,000 mi
Trailers	20 years	NA

Note that extended life will apply if either the age or use criteria have been met.



## APPENDIX C – PREVENTIVE MAINTENANCE PROGRAM

**Objective:** To reduce overall fleet downtime and maintenance costs by periodically inspecting each unit and performing regularly scheduled preventive services, based on sound fleet management principals and manufacturer recommended service schedules.

Service schedules are provided in the table below:

PM	PM Focus	Cycle
PMB	Bumper-to-Bumper (includes oil analysis on diesels and emergency vehicles)	6,000 mi or 12 mos.
PMN	NC Emissions, OBD II and Safety	12 mos.
PMT	Transmission Service, Fluid Filter and Inspections	60,000 mi or 60 mos.

Contractor will provide the County with a PM Forecast report each month through electronic mail. Contractor will provide a weekly schedule based on the PM forecast which will permit both Contractor and the County to manage their weekly workload to accommodate forecasted PMs.

Contractor will replace all brake shoes and brake pads during PM's when, upon inspection, they are found to be worn 50% or more from their new condition. Brake rotors and drums will be resurfaced and replaced when OEM-specified tolerances have been exceeded.

## **APPENDIX D – COST PROPOSAL FORMS**

(Please refer to separately provided Excel spreadsheet)

## **APPENDIX E – AVAILABLE SHOP EQUIPMENT**

- WHIP 12,000 Drive on Lift
- WHIP 11,000 Lift
- Brake Drum Turn Lave
- Work Bench
- Transmission Lift
- Large Compressor
- Large Toolbox
- Used Oil Drain Caddy
- Used Oil Storage Tank x2
- Various Tools – Pneumatic and Hand
- Office/Storage Room
- Male/Female Restroom with Shower
- Eyewash Station
- Locker Storage
- Inspection Station
- AC Recovery Freon Unit
- 2- Bay Area with Garage Doors Lift
- Storage Area for Vehicles
- Assorted Tools
- 5-Gallon Air Tools
- 2- Portable Tools Boxes
- Tool Cabinet
- Head Lamp Alignment
- Fluid Extractor– 22 Gallon
- Spring Compressor Unit
- 12-Volt Booster Pack

## **APPENDIX F – FEDERAL CONTRACTING STANDARDS**

### **Appendix II to Part 200—Contract Provisions for Non-Federal Entity Contracts Under Federal Awards**

In addition to other provisions required by the Federal agency or non-Federal entity, all contracts made by the non-Federal entity under the Federal award must contain provisions covering the following, as applicable.

(A) Contracts for more than the simplified acquisition threshold, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

(B) All contracts in excess of \$10,000 must address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of “federally assisted construction contract” in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 CFR part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, “Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction”). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland “Anti-Kickback” Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are

applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of “funding agreement” under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended—Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

(J) See §200.323.

(K) See §200.216.

(L) See §200.322.













## APPENDIX D COST PROPOSAL FORMS

### TARGET COST PROPOSAL

		Vendor:					
		Year One	Year Two	Year Three	3 Yr Total		
Wages and Salaries	Management and Administrative	\$ -	\$ -	\$ -	\$ -		
	Mechanics	\$ -	\$ -	\$ -	\$ -		
	Parts Personnel	\$ -	\$ -	\$ -	\$ -		
	Other Personnel	\$ -	\$ -	\$ -	\$ -		
	<b>Subtotal</b>	\$ -	\$ -	\$ -	\$ -		
Fringe Benefits	Management and Administrative	\$ -	\$ -	\$ -	\$ -		
	Mechanics	\$ -	\$ -	\$ -	\$ -		
	Parts Personnel	\$ -	\$ -	\$ -	\$ -		
	Other Personnel	\$ -	\$ -	\$ -	\$ -		
	<b>Subtotal</b>	\$ -	\$ -	\$ -	\$ -		
Parts& Supplies		\$ -	\$ -	\$ -	\$ -		
Subcontractor Services		\$ -	\$ -	\$ -	\$ -		
Overhead		\$ -	\$ -	\$ -	\$ -		
Corp.& Admin. Fees		\$ -	\$ -	\$ -	\$ -		
<b>Total Target Cost</b>		\$0	\$0	\$0	\$0		

**Notes:**

1. Provide detail for each cost element on a separate page, as required.
2. Explain changes from year-to-year on a separate page, as required.
3. Provide number or personnel in each staffing category for wages, salaries and fringe benefits

Management and Administrative  
Mechanics  
Parts Personnel  
Other Personnel

### NON TARGET COST PROPOSAL

Total Target Cost for Year 1	\$500,000 example
Number of mechanics (does not have to be a whole number)	2.5 example
Expected annual direct labor hours per mechanic (for example, 1500)	1500 example
Total labor hours	3750 calculation
% of business activity expected to be associated with shop labor (i.e. not parts, fuel, or subcontractors)	70% example
Annual associated cost (% x target budget)	\$350,000 calculation
Regular time labor rate	\$93.33 calculation
% of business activity expected to be associated with parts management	5% example
Annual associated cost (% x target budget)	\$25,000 calculation
Estimated annual parts cost (based on target budget, VEUs and contractor experience)	\$100,000 example
Estimated markup on parts	25% calculation
% of business activity expected to be associated with management of subcontracted services	5% example
Annual associated cost (% x target budget)	\$25,000 calculation
Estimated annual cost of subcontractor services (based on target budget, VEUs and contractor experience)	\$100,000 example
Estimated markup on subcontracted services	25% calculation
% of business activity expected to be associated with fuel management services	5% example
Annual associated cost (% x target budget)	\$25,000 calculation
Estimated annual fuel cost (based on County's 2022 budget)	1,727,197 example
Estimated markup on fuel services	1.4% calculation
% of business activity expected to be associated with fleet management services	15% example
Annual associated cost (% x target budget)	\$75,000 calculation
Total VEUs (from Fleet List tab)	600 example
Estimated annual fleet management fee per VEU	\$125.00 calculation
	100% calculation (check of %s)

### TRANSITION COST PROPOSAL

Item Description	\$
	\$
	\$
	\$
	\$

---

**ADDENDUM #1**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: September 15, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006, and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

**Title Page**

**Preproposal Conference: Thursday September 23, 2021**

**Time:** 1:00PM

**Location:** 425 Airport Road, Salisbury, NC 28147

**Web meeting link:** Join Zoom Meeting

<https://rowancountync.zoom.us/j/99450364159?pwd=aG1DS1E4RFozQmN6Q29nTUJ0ektoQT09>

Meeting ID: 994 5036 4159

Password: 674263

**Phone dial in link:** Dial by your location

+1 720 928 9299 US (Denver)

+1 213 338 8477 US (Los Angeles)

+1 602 753 0140 US (Phoenix)

Meeting ID: 994 5036 4159

Password: 674263

following the conference, a tour of the shop will be conducted

**Page 2, Section I**

- 1) **DEADLINE FOR SUBMISSION:** 1 P.M. Thursday, October 21, 2021

**Page 35, Appendix A**

Posted on County website <https://www.rowancountync.gov/675/Purchasing>  
See Attachment A and D

**Page 38, Appendix D**

Posted on County website <https://www.rowancountync.gov/675/Purchasing>  
See Attachment A and D

---

**ADDENDUM #2**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: September 30, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006 and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

- Q1. Page 3- Purpose of Solicitation  
A. iii. Question regarding the RFP budget of \$383,000. Confirming that this is the amount that was budgeted for 2022 spend; however, this spend was determined prior to undertaking this initiative. The entire 2022 budget will cover the cost of vehicle maintenance & repair including the cost of management and technicians and any admin required as a result of the requirements documented within the RFP.
- A1. The \$383,000 is the amount in the current FY22 Budget for spend on vehicles. The services requested in this RFP are not currently part of the FY22 Budget. A Budget amendment will need to be done once the amount of this contract is determined.
- Q2. Page 4- Tooling- What existing tooling/equipment will be made available to the contractor to use from existing shop if any?  
A2. Refer to the list provided in the RFP and the video.
- Q3. Page 5 – Contract Period-Commencement of Operations- Is there any flexibility in the time requirement of the 60 days?  
A3. The County prefers that the selected contractor start operations within 60 days. However, firms are free to propose alternatives that are supported by a business case narrative.
- Q4. Page 9- EVT Certification- According to [www.evtcc.org/faq](http://www.evtcc.org/faq), “EVT exams are offered at "Nationwide" test sites only twice a year, in June and October.”, Just a call out that this will require a grace period depending upon start date, is this accurate?  
A4. The County prefers that the selected contractor provide technicians that are EVT certified at the outset of operations. However, firms are free to propose alternatives that are supported by a business case narrative.

**ADDENDUM #2**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

- 
- Q5. Page 10- Other Inspections-Crane and Aerial Inspections- Does the County currently have specific inspection criteria and/or possess testing equipment for these inspections?
- A5. This requirement can be deleted as the County does not have cranes or aerial devices.
- Q6. Page 12- Tire Purchasing-Are there currently any tire purchasing programs in place that the contractor will have to either assume or participate in?
- A6. No
- Q7. Page 14- New Vehicle Acceptance-Does the County have specific vendors that should be utilized by contractor for installation of radios, computer equipment, etc.?
- A7. The County does work with several vendors for radio installation and computer equipment. This process is typically done at the time of purchase for public safety vehicles. The City of Salisbury radio shop typically performs most installations at their facility.
- Q8. Page 15- Inclement Weather Support-To what extent of support is expected during the “weather events” and is the support within the scope of maintenance and repair?
- A8. The contractor must provide full support for fleet maintenance during weather events. This will be a target service unless support is provided after normal business hours.
- Q9. Page 16- Part and Inventory Mgmt. (Procurement)-Are there any existing purchasing programs that contractor will be required to utilize on behalf of the County? Does the County have any parts inventory?
- A9. The County does not have any existing purchasing programs or contracts in place. There is no parts inventory.
- Q10. Page 17- Title and Registration- What is the average annual quantity of new vehicles during the past (5) years that have required title and registration?
- A10. Please refer to the provided vehicle inventory for a list of vehicles by model year.
- Q11. Page 27- Daily and Monthly Reports-Are you willing to look at proposals that are not based in a transactional model?
- A11. The County is open to reporting alternatives that are supported by a business case narrative.
- Q12. General: Vehicle Document-Should vehicles marked as out of service be included in the fleet count?
- A12. Yes

**ADDENDUM #2**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

Q13. Fleet List – Can you provide the serial numbers/VINs for each of the units listed in the RFP?

A13. This information is not available.

Q14. Fleet List – What type of body is mounted on the rear of 9435 Freightliner (RCSO)?

A14. It is a storage/utility box. At one time it was used at the airport as a water tank. Box shows Reading Body Works, Inc Model # SPM60-HD132AW Serial 252093

Q15. Fleet List – What type of body is mounted on the rear of trucks belonging to Environmental Management (Landfill/Recycling):

A15. 222 1990 Peterbilt – Water Tank Truck

9930 1996 Mack DM6905 – Roll off

9927 1999 International 4700 – Flat Dump Bed

735 2002 Freightliner – Road Tractor (water tanker)

1116 2005 Mack Granite – Dumb Truck

1213 2012 Mack Granite – Roll Off

1326 2013 Ford F550 – Service Body Truck

1327 2013 Ford F650 – Flat Dump Bed

Not issued 2021 Mack Granite – Roll off

The County does employee one heavy equipment mechanic and plans to keep servicing the Environmental Management heavy equipment in house.

Environmental Management would like for tag and title to be handled by the contracted vendor.

Q16. Fleet List – what type of body is mounted on the rear of trucks and vans belonging to Emergency Services, are they ambulances?

A16. 1418-Taylor Made Ambulance

1419-Taylor Made Ambulance

1528-Medix Ambulance

1529-Medix Ambulance

1623-Medix Ambulance

1624-Medix Ambulance

1717-Medix Ambulance

1718-Medix Ambulance

1719-Medix Ambulance

1817-Medix Ambulance

1818-Medix Ambulance

1924-Medix Ambulance

1925-Medix Ambulance

2020-Medix Ambulance

2021-Medix Ambulance

---

Q17. Fleet List – Are 0204 and 0422 belonging to Emergency Services, Hazmat Bodied Trucks?

A17. 0204-Pierce walk in rescue body  
0422-Pick up body with camper shell

Q18. Fleet List – are the following units belonging to Transit department, cutaway buses or regular passenger vans?

A18. 49112-Cutaway  
50292-Cutaway  
37104-Para-Transit Van  
1802-Para-Transit Van  
1904-Cutaway

Q19. Can the main drive through be used for performing repairs during off-hours (after 5 PM or weekends)?

A19. The Drive thru can be used with proper authorization. The building locks down after 5PM on M-F operation. Weekends and Holidays are locked down 24 hours.

Q20. Since the roll-off trucks will not fit in the 2-bay shop area provided, is there any shop area available for use for maintenance of these units at the landfill?

A20. No, the County does employ one heavy equipment mechanic and plans to keep servicing the Environmental Management heavy equipment in house. Environmental Management would like for tag and title to be handled by the contracted vendor.

Q21. II. PURPOSE OF SOLICITATION Section b) Overview Of Fleet Operations In The County, #iii---What is the total project budget including staffing, equipment, repairs, maintenance, etc.? Does the \$383K only cover Repair & Maintenance, not staffing, etc?

A21. See the A1

Q22. TARGET SERVICES, VIII VEHICLE MAINTENANCE AND REPAIR, 1) Welding and Fabrication---Will the County be providing the welding equipment, or should contractor include the costs in their proposal, as this service is required by the RFP?

A22. The County will not provide any welding equipment. Firms may elect to outsource these services or include equipment in their transition cost proposal.

Q23. TARGET SERVICES, VIII VEHICLE MAINTENANCE AND REPAIR, f) Tire Services---Will the County be providing the tire equipment, or should contractor include the costs in their proposal as this service is required by the RFP?

A23. The County will not provide any tire equipment. Firms may elect to outsource these services or include equipment in their transition cost proposal.



Q24. Should the contractor plan to provide all diagnostic equipment?

A24. The list of equipment the County will provide is included in the RFP appendix.  
Firms should list any additional equipment in their transition cost proposal.

Q25. Is there a bid or performance bond with this contract?

A25. A bid or performance bond is **not** required.

Q26. Attachment A Fleet List and VEUs- Are designated “out of service” and “spare” vehicle assets of County to be excluded from VEU calculations?

A26. See A12.

Q27. Attachment A Fleet List and VEUs- Could you provide a description of all the vehicle models. For example, Emergency Services has Ford E450 trucks. Are these ambulances or Brush trucks? If ambulances, what body OEM? Etc.

A27. See A14-17.

Q28. May we have a list of all the fleet maintenance vendors attending the pre-bid meeting?

A28. First Vehicle Services, Shenandoah Valley Fleet Maintenance and Management, Transervice, and Vector Fleet Management

Q29. Do patrol vehicles have individual drivers or does Rowan County slip seat?

A29. The majority of the Sheriff vehicles have individual drivers.

Q30. Do we have a separate parts room?

A30. There is not current parts room space. This is a large warehouse so an area could be designated for parts. The office space is large enough to store sufficient parts. When operating repairs to fleet maintenance in the past, it was large enough with shelf racks and office staff. If not large enough, there may be suitable space available, but not secured.

Q31. What is the size of the office space?

A31. 18' X 15.5' = 279 square feet

Q32. Will the breakroom be shared?

A32. Yes, the breakroom will be shared space with our facilities staff. They are out in the field most of the day.

Q33. Is the shop wired for internet?

A33. Yes, the current office space has both wired and Wi-Fi available.

Q34. Would it be possible to get a copy of the shop video to share with my colleagues preparing our proposal?

A34. The video is available at: <https://vimeo.com/611977964/596c422112>

---

**ADDENDUM #3**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: October 4, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006 and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

- Q1. In reference to Addendum # 2, Q20 Environmental Management trucks; the answer you provided was that the County does employ one heavy equipment mechanic in house. Does that mean that mechanic will also service the units addressed in Q15? Or will the Contractor maintain these units and should include them in their bid?
- A1. As stated in Q15 of Addendum 2, the county does plan to continue to maintain and service the heavy equipment in the Environmental Management Department. The County would like for the contract to handle the tag and title for the listed equipment.
- Q2. The County would like for the contract to handle the tag and title for the listed equipment in Q15, and do repair work for these trucks, just not the off-road equipment. Correct?
- A2. The contract will only handle tag and title. No other work for the items listed in Addendum 2 A15 will be handled by the contract.
- Q3. Addendum 2 A15, indicates the County will retain a mechanic for Environmental Management and this mechanic maintains the aforementioned 9 vehicles/equipment. Is this employee in a Union? If yes, which Union and is the Union the same as other County employees?
- A3. No, this employee is not part of a Union.

**ADDENDUM #4**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

**ADDENDUM #4**

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: October 15, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006 and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

- Q1. Section VI. c) Cost Adjustment for Changes in Fleet Size. The example provided has an error. It states that:  
“If the size of the County’s fleet were then to increase by five (5) vehicles that had a total vehicle equivalent numerical value of 15 during the third month of contract operations, then the contractor could apply for an increase to its Target Budget of \$1,500 per month beginning in month four (4) of contract operations.”
- A1. It should be ...an increase to its Target Budget of \$1,250 per month....



**Proposal**

**2021**

**Proposal for Fleet Management  
and Maintenance Services  
RFP# 2022-006**

**Technical Proposal Part I**

**COPY**



*Vector Fleet Management, LLC  
9300 Harris Corners Parkway  
Suite 350  
Charlotte, NC 28269  
Aubrey Felton  
Executive Vice President  
PH: (704) 597-2262  
[www.vectorfleet.com](http://www.vectorfleet.com)  
10/18/2021*

## TABLE OF CONTENTS

### **PART I TECHNICAL RESPONSE**

<b>1. CORPORATE OVERVIEW</b>	<b>1-2</b>
<b>2. APPROACH</b>	<b>3</b>
2.1 UNDERSTANDING	3
2.2 THROUGH THIS PARTNERSHIP, ROWAN COUNTY CAN EXPECT	4-5
2.3 DEDICATED FLEET MAINTENANCE PROGRAM	6
2.4 OUR COMMITMENT	7
2.5 STAFFING REQUIREMENTS	7
2.6 PREVENTIVE MAINTENANCE	8
2.6.1 PREVENTIVE MAINTENANCE SCHEDULING PROGRAM REQUIREMENTS	8
2.6.2 PREVENTIVE MAINTENANCE PROGRAM	8-9
2.6.3 PREVENTIVE MAINTENANCE AUTOMATED TRACKING	9
2.6.4 PREVENTIVE MAINTENANCE WORK FLOW	9-10
2.6.5 VEHICLE SELECTION FOR SERVICES	11
2.6.6 VEHICLE CHECK IN PROTOCOL	11
2.6.7 REPAIR ORDER CREATION	11
2.7 MAINTENANCE METHOD & PM FORMS	11-15
2.8 VEHICLE SAFETY, EMISSIONS, AND OTHER INSPECTIONS	16
2.9 REPAIRS TO VEHICLES AND EQUIPMENT	16
2.9.1 REPAIR SERVICE TIMELINES	16
2.9.2 REPAIR LIMITATIONS	16
2.10 QUICK FIX	16
2.11 TIRE SERVICES	17
2.12 WARRANTY AND RECALL WORK	17
2.12.1 WARRANTY AND RECALL WORK	17
2.13 OUTSIDE REPAIRS	17-18
2.14 ROAD CALLS	18
2.15 TOWING/TRANSPORTING VEHICLES	18
2.16 ROAD TESTING	18
2.17 WELDING AND FABRICATION	18
2.18 TRANSIT	19-21
2.19 UP-FITTING	22
2.19.1 UP-FITTING EQUIPMENT	22
2.20 VEHICLE SAFETY, EMISSION INSPECTIONS	22
2.21 NEW VEHICLE ACCEPTANCE	22
2.22 VEHICLE DISPOSAL	23
2.23 WASTE MANAGEMENT	23
2.24 INCLEMENT WEATHER SUPPORT	23-24
2.25 PARTS AND INVENTORY MANAGEMENT	24
2.26 PROCURING, STOCKING AND DISBURSING PARTS	24
2.27 QUALITY OF PARTS	25

## TABLE OF CONTENTS

2.28 WARRANTY PARTS	25
2.29 FUELING SERVICES	25-26
2.30 FLEET MANAGEMENT SERVICES	26
2.30.1 VEHICLE ACQUISITION AND REPLACEMENT PLANNING	26-27
2.30.2 TITLES AND REGISTRATION	27
2.30.3 INVESTIGATIONS AND AUDITS	27
2.31 QUALITY ASSURANCE PROGRAM	27
2.31.1 FLEET AVAILABILITY	27-28
2.31.2 PM PROGRAM COMPLIANCE	28
2.31.3 MAINTENANCE AND REPAIR PERFORMANCE	28
2.31.4 LAW ENFORCEMENT EXPERIENCE	29
2.31.5 PARTS AVAILABILITY	29-30
2.31.6 VEHICLE SAFETY AND RELIABILITY	30
2.31.7 RECALL COMPLIANCE	30
2.31.8 CUSTOMER SERVICE	30-31
2.32 NON TARGET SERVICES	31-32
2.33 PERFORMANCE STANDARDS	32
2.33.1 VEHICLES EXEMPTED BY THE COUNTY	32
2.33.2 MONTHLY VEHICLE TURNAROUND TIME STANDARDS	33
2.33.3 DAILY AVAILABILITY STANDARDS	33
2.33.4 PREVENTIVE MAINTENANCE PROGRAM COMPLIANCE STANDARDS	33
2.33.5 REWORK	33
2.33.6 PERFORMANCE AND INCENTIVES	34
2.34 CONTRACT MANAGEMENT AND OPERATIONS	34
2.34.1 CONTRACTOR PROJECT MANAGER	34-36
2.34.2 SELECTION OF PERSONNEL	36
2.34.3 CHANGES IN PERSONNEL	36
2.34.4 UNIFORMS & APPEARANCE	36
2.34.5 EMPLOYEE TRAINING AND CERTIFICATION PROGRAM	36-37
2.34.6 VECTOR FLEET MANAGEMENT CERTIFIED TECHNICIAN PROGRAM	37-38
2.35 RECORD KEEPING AND REPORTING	38
2.35.1 INFORMATION SYSTEMS REQUIREMENTS	38
2.35.2 FLEET INVENTORY AND MAINTENANCE RECORDS	38-44
2.36 DAILY AND MONTHLY REPORTS	44
2.36.1 RECORDS	44-46
CUSTOMER REPORTS APPLICATION	47-51
2.36.2 ANNUAL MEETINGS AND REPORTS	51
2.37 REFERENCE FILES AND PROCEDURES	51
2.38 ACCESS TO AND OWNERSHIP OF RECORDS	51

## TABLE OF CONTENTS

<b>3.0 TRANSITION PLAN</b>	<b>52</b>
3.1 SERVICE TRANSITION PROCESS	52
3.2 LOCAL START-UP TEAM COMPOSITION	52
3.3 ESTABLISHING COMMUNICATION WITH KEY PERSONNEL FROM ROWAN COUNTY	53
3.4 FACILITY INSPECTION AND ASSET MANAGEMENT TRANSITION	53
3.5 EMPLOYEE HIRING AND TRANSITION	53
3.6 PARTS INVENTORY AND VENDOR/SUBCONTRACTOR TRANSITION	53
3.7 FLEET MAINTENANCE MANAGEMENT SYSTEM (FMIS)	54
3.8 EQUIPMENT AND TOOLING	54
3.9 SAFETY	54
 <b>4.0 ORGANIZATION AND STAFFING</b>	 <b>55</b>
4.1 PROPOSED STAFFING PLAN	55
4.2 KEY MANAGERIAL/SUPERVISORY	56-67
 <b>5.0 QUALIFICATIONS AND EXPERIENCE</b>	 <b>68-70</b>
5.1 COMPARABLE SERVICES	71-75
 6.0 COMPLIANCE WITH THE COUNTY'S INSURANCE REQUIREMENTS	 76
6.1 COMPLIANCE WITH FEDERAL CONTRACTING STANDARDS	77
 FINANCIAL STATEMENTS 2018 -2020 (CONFIDENTIAL DOCUMENTS)	 78-116

## Part I. Technical Proposal

### 1.0 Corporate Overview



Since 1988, Vector Fleet Management, LLC (VFM) has provided dedicated fleet maintenance, with an optimization approach to produce more efficient and effectively managed fleets while helping eliminate fleet redundancy, extend life cycles and improve operator safety.

Our many existing partnerships include government contracts, which consist of cities, counties, hospitals and universities throughout the U.S excluding Alaska and Hawaii. We also have partnerships with private companies that consist of mining, utilities, foodservice, beverage companies

and OEM inspection and storage.

*Today VFM manages two of the largest government contracts in the US.*

VFM fleet maintenance and management program favorably impact costs, services levels and life expectancy of equipment. This is achieved through deploying skilled personnel, a world-class fleet management information system, vocation specific fleet planning and competitive parts and tire sourcing.

VFM consistently delivers on this commitment because maintenance is our only mission. Our singular focus on improving our client's maintenance performance, which allows them to focus on their core mission of serving their constituents.

**Organization:** Vector Fleet Management, LLC, 9300 Harris Corners Parkway, Suite 350, Charlotte, North Carolina, 28269, Ph: 704-921-0148, Fx: 704-921-9880, [www.vectorfleet.com](http://www.vectorfleet.com)

**Services:** *Dedicated, Customized Fleet Maintenance and Management Services*

**Contact Person:** Aubrey Felton, Executive Vice President  
9300 Harris Corners Parkway, Suite 350  
Charlotte, North Carolina, 28269  
Office: 704-597-2262, Cell: 561-339-6877  
[afelton@vectorfleet.com](mailto:afelton@vectorfleet.com)

**Contact Person:** [Craig Moran](#), Executive Vice President  
9300 Harris Corners Parkway, Suite 350  
Charlotte, North Carolina, 28269  
Office: 704-597-2245, Cell: 704-968-0465  
[cmoran@vectorfleet.com](mailto:cmoran@vectorfleet.com)

#### County, City, State and Federal Registration Numbers

Vector Fleet Management, LLC has provided our Federal and State registration Numbers below:

**FEIN #:** 20-5680368  
**DUNS#** 80-922-4822  
**State ID#** 600610089

**Financial Statements for the past three (3) years will follow after this section.**

**Audited: 2018**  
**Audited: 2019**  
**Audited: 2020**



**6 Segments Vector Fleet Management Specializes in:**

**1. Municipalities**

*Fleet Maintenance Experts for your diverse Public Fleet*



**2. Mining**

*Professional fleet maintenance for the high demands of a mining fleet*



**3. Parts Management**

*Cost Savings, efficiencies and productivity enhancements for your shop with our parts and supplies dedicated program.*



**4. Private Fleet**

*Fleet maintenance and management for the uncompromising demands of private fleet*



**5. OEM / Remarketing**

*Intake, inspections, vehicle prep and readiness, your OEM partner to help manage the fleet*



**6. Utility**

*Fleet maintenance for Public and Private Utility*



## 2.0 Approach

### 2.1 Understanding



The success of Rowan County fleet program is directly dependent upon the proper management and maintenance of your fleet. Vector Fleet Management, LLC (VFM) has been managing and maintaining fleet equipment for over 33 years consisting of Municipal fleets ranging from 80 units to more than 3500+ units.

**VFM maintains in excess of \$3.5 billion in customer assets every day in locations across the Country.**

Since 1988, VFM has been providing cost-effective and reliable fleet maintenance and management services. We have

accomplished this through our core beliefs:

- As a Charlotte North Carolina Based fleet maintenance and management company, VFM will be able to provide support, oversight and exemplary fleet maintenance performance to Rowan County.
- We believe each client fleet requirements and operational demands are unique and thereby require a specific approach to our overall staffing, inventories, and processes
- We believe in today's economic environment our clients should be able to depend on uniformity in fleet maintenance costs
- We believe in providing our technician teams with the proper training, diagnostic software, and tooling required for each specific clients fleet
- We believe in a providing a national parts procurement solution for our clients which will lower overall operating costs
- We believe in a detailed Quality Assurance Program, which reduces downtime, rework, and overall client costs
- We believe in benchmarking our performance internally and for our clients, using industry Key Performance Indicators
- We believe in providing our clients real-time access to their fleet information through our Maintenance Software Solution
- We believe in clear lines of communication throughout our organization and with our clients
- We believe nothing is more important than the safety of our team members and clients employees. We maintain our clients fleets like our family is operating the equipment
- We believe each client is a business partner, one in which we share successes and setbacks; ultimately pulling in the same direction with the same goals and objectives.

**If our belief systems aligns with yours then we are the Right Choice for your operation!**

## 2.2 Through this partnership, Rowan County can expect:

### a. Meeting Rowan County's Operational Readiness Requirements

VFM has developed proven management and leadership initiatives which increase operational readiness and enhance our ability to mitigate maintenance failures, including:

- Vector Fleet Managements Corporate Office located in Charlotte is 40 minutes south of Rowan County, NC.
- Flexible and increased shop hours to meet the needs of the client.
- Condition Based Maintenance processes such as periodic engine compression checks, along with oil and lubricant analyses to determine pending engine, transmission and, differential repairs before they occur.
- Increased use of On-board Diagnostics and other computer aided online diagnostics capabilities.
- Qualified and fully staffed shop and parts room.

### b. Reduce Overall Fleet Maintenance Cost

Our experience with all types of fleets, results in cost reduction across various areas, which ultimately reduces costs associated with fleet maintenance and management:

- **Complete PM Services, with weekend Service** performed with a PM inspection Checklist. This will identify any existing or developing issues. We utilize our exclusive Preventive Maintenance checklist that have been developed over the past decade utilizing OEM guidelines and our own real world expertise of systemic issues.
- **Major Supplier Agreements** to reduce overhead costs. We have major suppliers preposition fast moving parts in the shop for our use. Most repairs are completed in-house instead of sourcing a local OEM dealer for support. VFM will buy locally to cut transportation-shipping costs. We rely heavily on local vendors to provide the bulk of our needed fast moving items such as filters, brake pads, rotors, tires and rubber products.



- **Inventory Management** Reports will be produced periodically to identify obsolete and slow moving parts and return them for credit, which will further reduce the overhead expenses and allows for a responsive parts room. Our inventory system will supply the County with the "right" parts, at the "right" time, for the "right" cost.



**c. Decrease overall fleet downtime**

Improving Vehicle and Equipment Availability is the most visible standard and causes the most challenges in a County environment. We recognize this important metric and apply our expertise to keep the operational fleet at its maximum availability:

- **Dedicated Preventive Maintenance Programs** will be implemented to meet and exceed your fleet maintenance needs and requirements, while being compliant with OEM specifications.
- **Certified Maintenance Staff** ASE and EVT Technicians as well as corporate, management staff and a Certified Parts Staff that includes Certified ASE P1 & P2
- **Rigorous Certified Training Program, which consists of 18**, required courses to become a Vector Corporate Certified Parts Staff.
- **Fleet Management Information System (TMT)** implemented for a customized PM scheduling process through the County's fleet management information system (**TMT**) will increase the County's fleet availability while extending unit lifecycles and reliability. TMT will be the sole FMIS for VFM, meaning no need for dual entry into another FMIS.

**d. Continue and Improve The County's ability to provide a high-level of services to residents**

VFM looks at every aspect of the support and collaborating required achieving the goals of the County.

- We incorporate an extensive system of customer feedback. We want to know what we can do better, how we can adapt our processes to make it easier to get the work done, to identify and reward outstanding employees and likewise those whose performance is not up to standard. We read every form, review them at corporate level and take prompt corrective action where needed.
- Then we respond to the customer who submitted the feedback so they know that we appreciate their input and have reacted accordingly.
- All of the corporate officers are ASE certified technicians, up to and including the President/CEO. These individuals can relate to the dynamics of a shop environment and what it takes to make things happen. There is no substitute for practical experience.
- Our corporate staff makes regular scheduled and unscheduled site visits to keep abreast of the customers day-to-day issues. In addition, our corporate managers meet with department heads, purchasing directors and County managers to ensure that VFM is meeting the needs of those concerned, as well as being kept informed of changes in operations, budgeting issues, and other County planning initiatives.

## 2.3 Dedicated Fleet Maintenance Program

By submitting this proposal Vector Fleet Management, LLC (VFM) is committed to implementing our industry-leading fleet practices necessary to maintain the County's fleet. This service will include, but is not limited to:

<i>Scope of Services</i>	<i>Management Services</i>
Facilities / Hours of Service	Management Plan
Security	Transition Plan
Preventive Maintenance	Reporting
Routine Maintenance and Repair	Fleet Management and Information System
Non-Vehicular Equipment	Invoicing
Fleet Assessment	Purchases
Scheduling	Staffing Provisions
Performance	Training and Continuing Education
Annual Inspection	Insurance
Repairs	Safety Management
Repair Limitations	Inventory Control
Road Calls and Towing	Quality Assurance Control
Warranty	Obsolete Inventory Management
Rework	Telematics
Outside Repairs & Subcontracting	Fuel Management
Vehicle Preparation and Disposal	Asset Remarketing
Unit up-fitting and decommissioning	Bids & RFPs
Parts and Inventory Management	DOT Compliance
Accident Repairs & Subrogation	Emergencies
Vehicle Refurbishment	Bonding
Directed Work and Technical Advice	Facility Conversions (CNG)
Investigations and Audits	Disadvantage Business Programs
Waste	
Daily Fleet Availability	
Quick Fix	
Motor Pool	
Tires / Tire Management	

## 2.4 Our Commitment

Vector Fleet Management, is committed to implementing our industry-leading fleet practices, which will result in the following benefits:

- We will introduce and strive to exceed high levels of Accountability through Performance Thresholds.
- Our commitment to quality guarantees that we will continuously improve our fleet management operations and work processes to provide the most efficient and cost-effective service delivery for the County.
- Our inventory management system will insure the County's unusable and obsolete inventory will be eliminated as a financial burden.
- We will uphold compliance with all safety, environmental, vehicular, and personnel legal mandates in our fleet operation on behalf of the County.
- We will provide an experienced management team and technical personnel who will make customer service a top priority for the County.
- We will incorporate, into TMT, our nationwide asset maintenance data from our FMIS, to improve overall asset lifecycle.
- We will provide real-time reporting access to the County through our Customer Portal. This will allow each department to see the specific unit information and reporting on an as needed basis.
- We will work with the County to bring innovative solutions to your fleet operation. As your partner, we will offer suggestions for managing your fleet and help you by recommending the number and types of vehicles required to deliver services efficiently and cost effectively.
- We will implement our industry-leading fleet management and maintenance practices and make recommendations that can increase your fleet's productivity and/or help cut costs. For example, if we detected a unique maintenance need, we would recommend a maintenance or replacement plan to address it.
- We will assist the County in preparing purchase specifications for additional or replacement vehicles and service equipment.
- Additionally, we will provide inspection services and assessments of used vehicles and equipment under consideration for purchase or lease; a process we are considered industry experts in.

Our highest commitment is our dedication to service excellence. Every VFM employee is committed to providing a superior partnership experience, every time. Our employees will focus on quality and timely fleet service delivery. We invest in their technical training and professional growth and, reward them for completing VFM's training curricula and for providing outstanding customer service.

## 2.5 Staffing Requirements

Vehicles and Equipment shall be accepted at any time. VFM has performed an analysis of the County's staffing needs and proposes to provide the staff support for the County's location. VFM staffing reflects:

- The time of Shift Operation at the Fleet Maintenance location
- Provide Roadside support for the County
- Observe all the County's recognized Government Holidays
- Monday through Friday between the hours of 7:00 AM and 5:00 PM



## 2.6 Preventive Maintenance

The purpose of Preventive Maintenance (PM) is to maximize a vehicle's availability and longevity. VFM's preventive maintenance program is designed to achieve a level of performance that eliminates the requirement for unscheduled preventive maintenance on vehicles. By adhering to prescribed schedules and performing an extensive inspection at every PM, unscheduled maintenance will not be necessary during the period between scheduled PMs.

With any successful fleet maintenance program, it must be built around a rigorous PM schedule. PM inspections are critical to any quality fleet maintenance program.

VFM's well-executed PM program should achieve the following:

- minimizes breakdown maintenance (towing)
- reduce capital costs
- reduce excessive repairs and major component repair
- reduce operator inconvenience
- most importantly ensure the safe operation of the County's entire fleet.
- Utilize OEM information and review any pertinent Technical Service Bulletins
- Perform any and all state and federal inspections during the PM (unless otherwise specified by the County)

### 2.6.1 Preventive Maintenance Scheduling Program Requirements

- All customers are provided a completion time for PM and any required inspections.
- For light duty vehicles 8600lbs and under, PM and inspections will begin within 15 minutes of arrival for scheduled service and the customers elects to wait in shop until services are completed.
- 40 Minute PM Service for Light Duty Vehicles.
- PM and inspections. VFM will develop a PM and Inspections due Calendar so appointments may be made with sufficient notice to each vehicle/equipment user and operator. This calendar will be available through our FMIS Client Portal, phone app and push notifications.

### 2.6.2 Preventive Maintenance Program

VFM's well-executed PM program has several key elements:

- **Scheduling** PM activities should interfere minimally with the operator's normal required work schedule. Therefore, vehicle and equipment PM's should be scheduled at times mutually agreed upon by VFM and the County. VFM has developed and will provide an automated PM schedule to the County with sufficient lead-time that the County can give ten (10) working day notice to the vehicle user. PM schedule notification, referencing both the department and unit number, will be provided in writing to the designated Department representative VFM will be responsible for all contact with departments regarding vehicle PM scheduling. The County, the designated Department representatives, and the vehicle and equipment operators will be responsible for keeping scheduled appointments for preventive maintenance.
- **Quick Lane PM Program-Optional Service** VFM has the capabilities to provide Quick Lane PM program. This will include a 40 minute turnaround time for all light duty and police vehicles.
- **Notification** has started at this point. We will notify individuals and Department heads of the next months' schedule via a formal letter and, if available, we will email each person/office to remind them of the appointment.

- **Reporting** Each week VFM will prepare a report for the County containing a list of “PM No Shows” and any other pertinent information related to PMs. On a periodic basis, we will also provide a report outlining statistical analysis, findings, and recommendations to enhance the overall maintenance of the fleet. We will notify the senior management of the applicable using agency whenever a vehicle is not delivered for service after a second notification. It is VFM policy to note the no shows and should the vehicles develop a problem that results in a repair to correct and the cause can be traced to the missed scheduled servicing.
- **Performance** will start after all coordination is done and appointments are set. We will use our checklists to perform all necessary inspections and determine if key items are within tolerances or need to be replaced because of age or nearing the end of its useful life. VFM will perform the most appropriate Preventive Maintenance service when vehicles and equipment are in the shop for other reasons.

### 2.6.3 Preventive Maintenance Automated Tracking

This ‘at-a-glance’ report is delivered automatically every Monday morning to the Contract Liaison

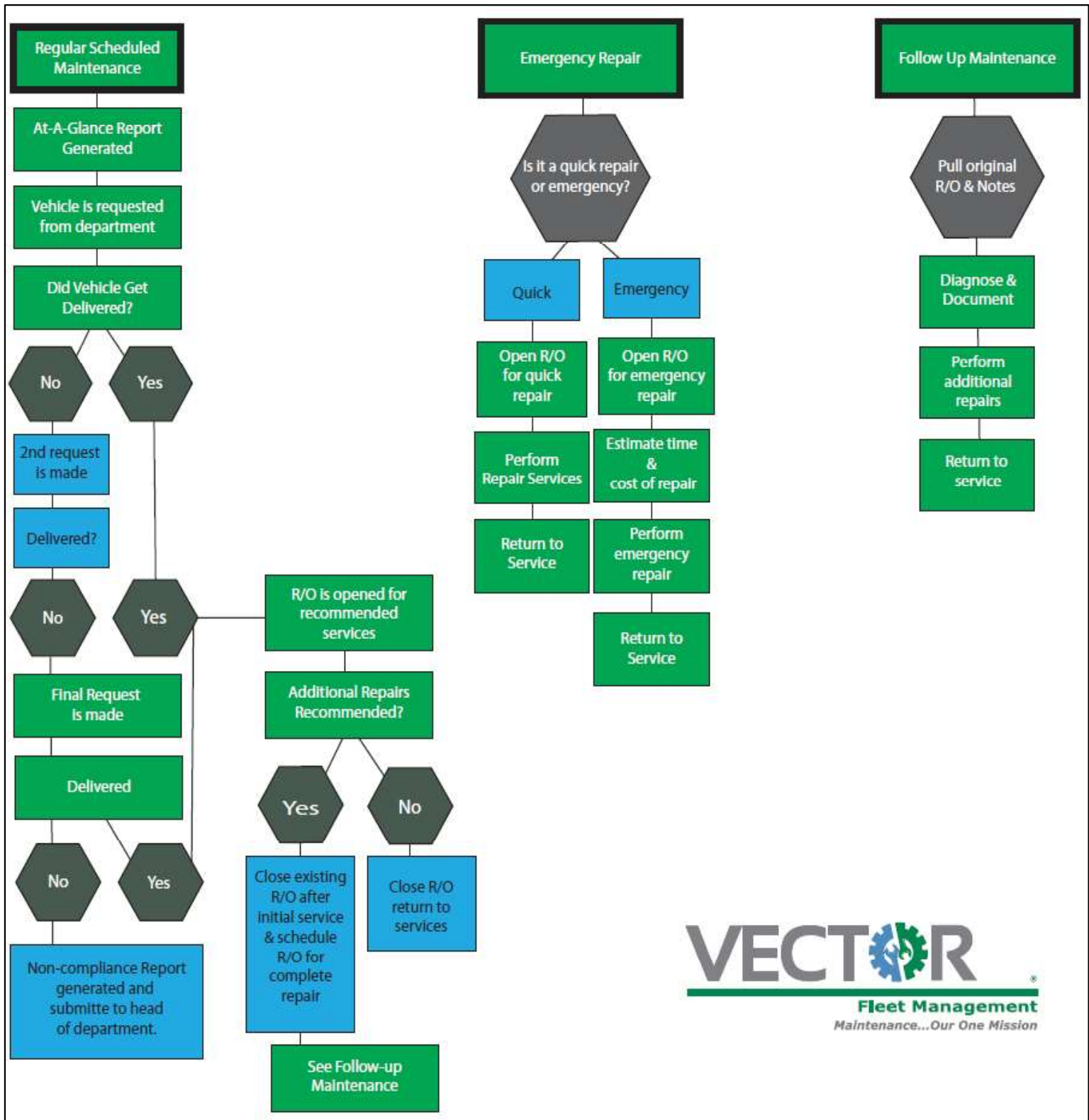
UNIT	DESCRIPTION	LAST DONE	LAST DONE READING	DUE %	INTERVAL	METER TYPE	DUE DATE
6100-7215	Wet (B PM)	Jan 20 2010 12:00AM	63779	129	4000	ODOMETER	Apr 26 2010 12:00AM
7500-80-1	Annual Inspection (C PM)	Mar 10 2009 12:00AM	28466	121	365	DAYS	Mar 8 2010 12:00AM
1425-6247	Wet (B PM)	Mar 17 2010 12:00AM	24548	110	5000	ODOMETER	May 17 2010 12:00AM
7500-10-L	Dry (A PM)	Nov 12 2009 12:00AM	18438	108	180	DAYS	May 9 2010 12:00AM
6100-66	Annual Inspection (C PM)	Apr 28 2009 12:00AM	116143	107	365	DAYS	Apr 28 2010 12:00AM
6210-01-N	Wet (B PM)	Jan 27 2010 12:00AM	117900	101	5000	ODOMETER	May 22 2010 12:00AM
6100-59	Wet (B PM)	Nov 27 2009 12:00AM	145510	99	180	DAYS	May 25 2010 12:00AM
7500-099	Annual Inspection (C PM)	Jun 2 2009 12:00AM	13514	98	365	DAYS	May 31 2010 12:00AM
7500-060	Annual Inspection (C PM)	Jun 1 2009 12:00AM	28944	98	365	DAYS	May 31 2010 12:00AM
7500-041	Annual Inspection (C PM)	Jun 3 2009 12:00AM	10060	98	365	DAYS	May 31 2010 12:00AM
6100-40	Wet (B PM)	Dec 1 2009 12:00AM	90120	97	180	DAYS	May 29 2010 12:00AM
7500-067	Annual Inspection (C PM)	Jun 10 2009 12:00AM	44929	96	365	DAYS	Jun 7 2010 12:00AM
8100-5703	Wet (B PM)	Mar 5 2010 12:00AM	36377	96	5000	ODOMETER	May 27 2010 12:00AM
7500-090	Annual Inspection (C PM)	Jun 12 2009 12:00AM	16458	95	365	DAYS	Jun 11 2010 12:00AM
7500-053	Annual Inspection (C PM)	Jun 15 2009 12:00AM	59836	94	365	DAYS	Jun 14 2010 12:00AM
7500-092	Dry (A PM)	Dec 9 2009 12:00AM	15932	93	180	DAYS	Jun 5 2010 12:00AM
7500-093	Dry (A PM)	Dec 9 2009 12:00AM	5259	93	180	DAYS	Jun 5 2010 12:00AM

### 2.6.4 Preventive Maintenance Work Flow

VFM has a great deal of experience as a maintenance provider in the Automotive, Medium/Light Duty Truck, Heavy Duty Truck, and equipment markets. We have an executive team composed entirely of former technicians, and individuals who are currently ASE Certified technicians. Commensurate with that experience comes attention to detail, and never forgetting what it was like to operate within a shop on a daily basis. With these shared experiences VFM is intimately familiar with the workflow layout that will increase productivity, improve reliability, and guarantee customer satisfaction.



**Preventive Maintenance Workflow Chart:**



The following outlines our Maintenance Process for servicing the County fleet.

#### 2.6.5 Vehicle Selection for Services:

- The Site Manager will make decisions for needed services based off of reports received at the beginning of the workday, in coordination with County Fleet Manager.
- Once the Site Manager has looked over the “at a glance” report from our FMIS software, he will schedule out the work based upon his findings in the report.
- The site manager will then communicate to the responsible party, that there is a need for maintenance on certain unit numbers.
- Once the vehicle is brought onto the lot, it is taken by its daily driver to the check in area.

#### 2.6.6 Vehicle Check In Protocol:

- The assigned driver for the vehicle requested in the “At a Glance” report will bring his/her vehicle into the VFM check in area of the maintenance facility.
- The driver will disclose any known issues with the vehicle or additional services he/she may be seeking, in addition to the original request for Preventive Maintenance.
- A diagnostic questionnaire is completed by driver which will minimize technician discovery time.
- A VFM employee will then fill out the necessary paperwork for vehicle and create a Repair Order for the vehicle.

#### 2.6.7 Repair Order Creation:


- The repair order mentioned in the previous step will be filled in with a minimum of fifty (50) words of narrative, centered on the reason for the vehicle work order, if that reason is outside of preventive maintenance.
- *If the work order is AFTER HOURS, the customer that is dropping the vehicle off will include all pertinent information on the vehicle such a mileage, plate, vehicle description, and a reason for service. He will take this information along with the keys to the vehicle and drop it in the overnight box.*
- Once a technician has been assigned the Repair Order he will go pick the vehicle up and bring it into the work area for the start of the maintenance process.

#### 2.7 Maintenance Method:

When the vehicle has been brought into the service bay the Technician will begin to work through the PM Checklist.


- a) Lighting System (including light bars and auxiliary lighting)
  - b) Steering System (Undercar)
  - c) Starting/Charging System
  - d) Hydraulics
  - e) Auxiliary systems
  - f) Brake Linings
  - g) Grease Fittings
  - h) Coolant, Power Steering Fluid, Transmission and Wiper Fluids
  - i) Serpentine Belt and Cooling Hoses
  - j) Wipers
  - k) Tires are checked for signs of wear
  - l) Other Equipment type specific checks
- If no other needed repairs are found at that time, outside of the Preventive Maintenance RO assigned at start, the vehicle will then have all necessary paperwork completed and it will be returned to the lot.
  - *However, if an additional need for work is found the Repair Order will **still be closed** on the PM order, and a new RO for the repairs at hand will be issued. If the recommended repair exceeds a predetermined dollar value, that vehicle will be referred to the Fleet Manager for approval before advancing.*
  - PM services are routinely audited by our management staff as part of our VFM Quality Assurance program.

## Auto & Pickup PM Form


 <b>VECTOR</b> <small>Fleet Management Maintenance...Our One Mission</small>	DEPARTMENT _____ UNIT # _____ VIN / TAG _____	RC# _____ DATE _____ MILEAGE _____
<b>AUTO &amp; PICKUP PM</b> (includes police, rescue and ambulance; under 1 ton)		
<b>WORK ACCOMPLISHED CODES:</b> ✓=OK D=DEFECTIVE L=LUBED NE=NOT EQUIPPED NOTE: ALL DEFECTIVE NOTATIONS REQUIRE AN EXPLANATION IN THE COMMENTS SECTION.		
<b>IN - CAB INSPECTION ITEMS</b>		
<input type="checkbox"/> TEST DRIVE VEHICLE, PAY ATTENTION TO STARTING, TIRE AND BRAKE PERFORMANCE <input type="checkbox"/> CHECK WINDSHIELD WIPERS AND WASHER OPERATION <input type="checkbox"/> CHECK WINDSHIELD FOR EXCESSIVE PITTING, CRACKS OR "BULLSEYES", CHECK FOR SUNPASS "MARKED UNITS ONLY" <input type="checkbox"/> CHECK WINDSHIELD "TOLL PASS" <input type="checkbox"/> CHECK CONDITION ON INTERIOR OF VEHICLE <input type="checkbox"/> CHECK REAR SEAT AND INTERIOR <input type="checkbox"/> CHECK CONDITION OF DECALS <input type="checkbox"/> CHECK PAINT AND BODY CONDITION		
<b>LIGHTS, AUXILIARY AND EMERGENCY EQUIPMENT</b>		
<input type="checkbox"/> CHECK ALL INCLUDING EMERGENCY LIGHTING, BEAM/RAY/SPOTLIGHT, PATIENT COMPARTMENT LIGHTING <input type="checkbox"/> CHECK ALL SIRENS, SHOTGUN RACK, COMPUTER MOUNTING ETC.		
<b>ENGINE AND ELECTRICAL</b>		
<input type="checkbox"/> DRAIN OIL PAN - PM-B only <input type="checkbox"/> REPLACE OIL FILTER - PM-B only <input type="checkbox"/> INSTALL OIL PAN, DRAIN PLUG, AND GASKET; TORQUE TO SPECS <input type="checkbox"/> PM-A - CHECK OIL LEVEL /PM-B FILL ENGINE with NEW OIL <input type="checkbox"/> INSPECT PCV VALVE <input type="checkbox"/> INSPECT COOLING SYSTEM. QUANTITY OF COOLANT ADDED _____ <input type="checkbox"/> INSPECT ALL COOLANT HOSES <input type="checkbox"/> CHECK CONDITION OF ALL BELTS, AND FOR PROPER TENSION <input type="checkbox"/> INSPECT AIR FILTER AND REPLACE IF NEEDED <input type="checkbox"/> FILL WINDSHIELD RESERVOIR. QUANTITY ADDED _____ <input type="checkbox"/> CHECK BRAKE FLUID LEVEL. QUANTITY ADDED _____ <input type="checkbox"/> CHECK POWER STEERING PUMP, HOSES, AND FLUID LEVEL. QUANTITY ADDED _____ <input type="checkbox"/> CHECK AUTOMATIC TRANSMISSION FLUID LEVEL. QUANTITY ADDED _____ <input type="checkbox"/> BATTERY TEST RESULTS/printout		
<b>CHASSIS AND UNDERFRAME</b>		
<input type="checkbox"/> CHECK DIFFERENTIAL LUBE LEVEL, _____ PINTS ADDED. <input type="checkbox"/> GREASE ALL GREASE FITTINGS <input type="checkbox"/> PULL WHEELS FOR TIRE ROTATION <input type="checkbox"/> CHECK BRAKE PADS - Measure in Millimeters <input type="checkbox"/> CHECK BRAKE ROTORS - Measure in Millimeters		
		Discard Specs: F _____ R _____
		PAD Millimeters: L/F _____ R/F _____ PAD Millimeters: L/R _____ R/R _____ Rotor Millimeters L/F _____ R/F _____ L/R _____ R/R _____
<b>TIRES AND WHEELS</b>		
<input type="checkbox"/> CHECK AND ADJUST AIR PRESSURE TO MFG SPECS. _____ LBS <input type="checkbox"/> CHECK TREAD DEPTH - WRITE UP ANY TIRE W/ LESS THAN 5/32" TREAD DEPTH (INCLUDING SPARE) <input type="checkbox"/> ROTATE AND INSTALL WHEELS		
		DEPTH - L/F _____ R/F _____ L/R _____ R/R _____
<b>QUALITY CHECKS</b>		
<input type="checkbox"/> RECHECK OIL LEVEL <input type="checkbox"/> CHECK OIL PAN DRAIN PLUG, ENSURE THAT IT IS TIGHT <input type="checkbox"/> CHECK OIL FILL, COOLANT, POWER STEERING, AND WINDSHIELD WASHER RESERVOIR CAP <input type="checkbox"/> CHECK UNDERNEATH VEHICLE FOR UNUSUAL LEAKS OF ANY KIND <input type="checkbox"/> INSURE THAT LUGNUTS ARE TIGHTENED PROPERLY		
<b>COMMENTS:</b> _____ _____ _____		
<b>TECHNICIAN</b> _____ <b>DATE</b> _____ (Write additional notes and recommendations on back of sheet)		



## Trailer Service Inspection Form

 <div style="float: right; text-align: right;"> <b>TRAILER SERVICE</b> </div>		
CUSTOMER: _____ FACILITY: _____ DATE: _____	VIN/TAG: _____ UNIT #: _____ HOURS: _____ DOT DUE DATE: _____	<div style="border: 1px solid black; padding: 5px;"> <b>WORK ACCOMPLISHED CODES:</b>  <input checked="" type="checkbox"/> = OK                      L = LUBED          D = DEFECTIVE              NE = NOT EQUIPPED  <i>NOTE: All Defective Notations Require an Explanation in the Comments Section</i> </div>
<div style="border: 1px solid black; padding: 5px;"> <b>TRAILER INSPECTION</b> </div>		<div style="border: 1px solid black; padding: 5px;"> <b>COMPREHENSIVE TRAILER SERVICE</b>          (Performed <i>ONLY</i> If Directed By VehiCare Manager)       </div>
<div style="border: 1px solid black; padding: 5px;"> <b>BODY</b>  <input type="checkbox"/> CHECK MUD FLAPS         </div>		<div style="border: 1px solid black; padding: 5px;"> <b>BODY</b>  <input type="checkbox"/> CHECK SKID PLATE, KING PIN AND UPPER COUPLER ASSEMBLY  <input type="checkbox"/> CHECK ALL SAFETY PLACARDS  <input type="checkbox"/> CHECK ICC BUMPER, STEPS AND GRAB HANDLES  <input type="checkbox"/> CHECK LICENSE PLATE AND REGISTRATION BOX  <input type="checkbox"/> CHECK FRONT, REAR AND SIDES  <input type="checkbox"/> CHECK INTERIOR FLOOR, SIDES AND TOP  <i>FOR TRAILERS WITH ROLLUP DOOR - DO NEXT 5 TASKS</i>  <input type="checkbox"/> CHECK DOOR PANELS, HINGES AND ROLLERS  <input type="checkbox"/> CHECK DOOR TRACKS, CABLES AND OPERATOR  <input type="checkbox"/> CHECK DOOR LATCH, HANDLE AND STRAP  <input type="checkbox"/> LUBE HINGES, ROLLERS, TRACKS, OPERATOR AND LATCH  <input type="checkbox"/> CHECK TOP, SIDE AND BOTTOM DOOR SEALS  <i>FOR TRAILERS WITH SWINGING DOORS - DO NEXT 3 TASKS</i>  <input type="checkbox"/> CHECK SWING DOOR PANELS AND SEALS  <input type="checkbox"/> CHECK HINGES, LOCKING RODS AND LATCHES  <input type="checkbox"/> LUBE HINGES AND LATCHES         </div>
<div style="border: 1px solid black; padding: 5px;"> <b>BRAKE SYSTEM, SUSPENSION AND CHASSIS</b>  <input type="checkbox"/> CHECK BRAKE LINING THICKNESS (RELEASE BRAKES)                              L _____ R _____ LR _____ RR _____  <input type="checkbox"/> CHECK BRAKE CAMS, BUSHINGS, AND BRACKETS  <input type="checkbox"/> CHECK BRAKE DRUMS AND WHEEL SEALS  <input type="checkbox"/> ADJUST BRAKES IF EQUIPPED WITH MANUAL SLACK ADJUSTERS  <input type="checkbox"/> CHECK AIR TANKS, VALVES AND BRAKE CHAMBERS  <input type="checkbox"/> CHECK AIR SYSTEMS FOR LEAKS  <input type="checkbox"/> MEASURE BRAKE PUSH ROD STROKE                              IF EQUIPPED WITH AUTOMATIC SLACK ADJUSTERS WITH 90 PSI APPLIED                              L _____ R _____ LR _____ RR _____  <input type="checkbox"/> CHECK BRAKE APPLICATION AIR LEAKS  <input type="checkbox"/> CHECK SPRING BRAKES AND DRAIN AIR TANKS  <input type="checkbox"/> GREASE BRAKE CAMS AND SLACK ADJUSTERS         </div>		<div style="border: 1px solid black; padding: 5px;"> <b>TIRES, WHEELS AND RIMS</b>  <input type="checkbox"/> CHECK FOR CUTS, SEPARATIONS AND BULGES  <input type="checkbox"/> MEASURE TREAD DEPTH AND RECORD:                              SINGLE AXLES: LO ____/32 LI ____/32 RO ____/32 RI ____/32                              TANDEM AXLES: LFO ____/32 LRO ____/32 RFO ____/32            RRO ____/32 LFI ____/32 LRI ____/32 RFI ____/32 RRI ____/32  <input type="checkbox"/> CHECK TIRE AIR PRESSURE AND RECORD:                              SINGLE AXLES: LO ____ LI ____ RO ____ RI ____                              TANDEM AXLES: LFO ____ LRO ____ RFO ____ RRO ____            LFI ____ LRI ____ RFI ____ RRI ____  <input type="checkbox"/> AIR ALL TIRES TO CUSTOMER'S SPECS. _____ PSI  <input type="checkbox"/> CHECK WHEELS AND RIMS  <input type="checkbox"/> CHECK OIL LEVEL IN HUBS         </div>
<div style="border: 1px solid black; padding: 5px;"> <b>LIGHTS AND ELECTRICAL SYSTEM</b>  <input type="checkbox"/> CHECK FRONT LIGHT SOCKET (SEVEN PIN CONNECTOR)  <input type="checkbox"/> CHECK REAR LIGHT SOCKET (DOUBLES TRAILERS)  <input type="checkbox"/> CHECK MARKER, TAIL, BRAKE, TURN SIGNAL AND LICENSE PLATE LIGHTS  <input type="checkbox"/> REFLECTORS OR REFLECTIVE TAPE IN PLACE         </div>		<div style="border: 1px solid black; padding: 5px;"> <b>BRAKE SYSTEM, SUSPENSION AND CHASSIS</b>  <input type="checkbox"/> CHECK GLAD HANDS AND RUBBER WASHERS (FRONT AND REAR)  <input type="checkbox"/> CHECK ALL AIR LINES AND HOSE  <input type="checkbox"/> CHECK FRAME AND CROSSMEMBERS  <i>IF SLIDING TANDEM - DO NEXT 2 TASKS</i>  <input type="checkbox"/> CHECK SLIDER RAILS, LATCHES AND PINS  <input type="checkbox"/> SPRAY LUBE SLIDER PINS AND PIVOT POINTS  <input type="checkbox"/> CHECK U-BOLTS AND SPRINGS  <i>IF AIR SUSPENSION - DO NEXT 3 TASKS</i>  <input type="checkbox"/> CHECK AIR LEVELING VALVE  <input type="checkbox"/> INSPECT AIR BAGS AND FASTENERS  <input type="checkbox"/> INSPECT SHOCK ABSORBERS AND MOUNTS  <input type="checkbox"/> CHECK AXLE BUSHINGS AND STABILIZERS  <input type="checkbox"/> CHECK EQUALIZER BUSHINGS (TANDEM AXLES)  <input type="checkbox"/> CHECK RADIUS RODS         </div>
<div style="border: 1px solid black; padding: 5px;"> <b>COMMENTS:</b>                </div>		
TECHNICIAN SIGNATURE: _____		DATE: _____

**Police Patrol Units** – VFM can provide a drive up “Quick PM A” service for the Police Patrol units with a turnaround time of 40 minutes if scheduled as appointment.



**VECTO**  
Fleet Management  
Maintenance...Our One Mission

**POLICE DIVISION (By Appointment) PM-A SERVICE (Rev 1-2020)**

Initial next to each area completed if not applicable mark N/A

If needs repairs mark with an X and notate at repairs needed section

---

**Vehicle on the ground (Initial Check)**

- ☐ Perform visual body inspection
- ☐ State inspection is due on    /    (Advise supervisor if state is due within 30 days)
- ☐ Install PM sticker
- ☐ Reset oil life
- ☐ Check seat condition and report if torn
- ☐ Check all seat belts, inspect for locking properly and report any frays or tears
- ☐ Check fire extinguisher (Replace if in the red on separate non target work order)
- ☐ Test OEM horn
- ☐ Check gauges for indicators (Ex: Tire light, ABS, Check engine)
- ☐ Check all wiper blades and sprayers
- ☐ Test emergency brake
- ☐ Verify back up alarm operation
- ☐ Verify reverse camera and/or back up sensor operation
- ☐ Check all emergency, OEM lighting, and reflectors .make sure spot light functions while rotating
- ☐ Hybrid vehicles check hybrid battery filter in the trunk

---

**Under the hood inspection**

- ☐ Check engine oil level; then change oil and filter
- ☐ Check power steering fluid
- ☐ Check brake fluid
- ☐ Check the coolant level, color, and quality.
- Document coolant freeze point \_\_\_\_\_ boiling point \_\_\_\_\_
- ☐ Check washer fluid
- ☐ Check all belts and hoses, secure and wrap hoses as needed
- ☐ Check for any fluid leaks
- ☐ Turn on the engine and check for noises
- ☐ Check motor mounts
- ☐ Check transmission fluid then shut off the engine
- ☐ Check air filter
- ☐ Check the battery terminals and cables. Clean off any corrosion
- ☐ Perform battery test. Attach printout to the PM list.

---

**Vehicle on the lift Chassis and Suspension**

- ☐ Check underneath vehicle for fluid leaks
- ☐ PD Crown Victorias verify the fire panel is secured and has no damage. (If damaged replace on a separate non target
- ☐ Check that all four lower cross member bolts are torqued to spec, then all top cross member nuts must be torqued to
- ☐ On PD Tahoe's verify the control arm bolts are tight. Spec is 129 ft. lbs. If loose replace nuts with OEM parts in all cas
- ☐ Inspect chassis and suspension, grease all fittings if applicable
- ☐ Check play at all wheels
- ☐ Check brakes, check conditions of rotors, check for wheel seal leaks, and all operation

---

**Quick PM A cont'd**

Record brake pad thickness (If you cannot tell pull the wheels)


LF \_\_\_/mm RF \_\_\_/mm

LF \_\_\_/mm RR \_\_\_/mm

\_\_\_ Check tires for punctures, sidewall damage, bent rims, unusual wear pattern, and crossfire issue

\_\_\_ Torque all Wheel lug nuts to OEM specification

Document the tire depth in 32nds at its lowest point:

___	___	<b>TREAD</b>		<b>TREAD</b>	___
___	___	<b>PSI</b>		<b>PSI</b>	___
					
			<b>FRONT</b>		
___	___	<b>TREAD</b>		<b>TREAD</b>	___
___	___	<b>PSI</b>		<b>PSI</b>	___

\_\_\_ Installed valve stem caps

Document issues found during PM Service

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Quality Control Form**

**Supervisor or appointed quality controller document**

- \_\_\_ Review work order steps and all repairs have been completed
- \_\_\_ Verify there is no handprints or grease stains from service
- \_\_\_ Verify all cores have been turned in
- \_\_\_ Verify scrap is in the scrap bin, all trash is in the trash can, bay is cleaned, floor dry is put up & filers disposed of
- \_\_\_ Verify all paper work has been turned in and keys returned

Report any finding:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Technician Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspectors Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## 2.8 Vehicle Safety, Emissions, and Other Inspections

Inspect and test vehicles and power-operated equipment on an annual basis in accordance with Federal and State laws. State Vehicle Safety and Emission Inspections tests shall be performed by VFM Yearly or Bi Yearly by properly authorized and trained mechanic(s).

## 2.9 Repairs to Vehicles and Equipment

### 2.9.1 Repair Service Timelines

VFM understands that as budgets become more and more constrained, every vehicle becomes more critical for the County to perform its mission of providing services. We understand that excessive down-time for service is not acceptable. Scheduled repairs will be started on the day scheduled.

- All customers are provided an estimated completion time for repairs.
- VFM will notify the County if a repair estimate will exceed 24 hours.
- Work will begin within 15 minutes of arrival for scheduled service and the customers elects to wait in shop until services are completed.
- Work shall begin within 4 hours of a vehicle or equipment being dropped off at the shop.



### 2.9.2 Repair Limitations

Estimated repairs that exceed \$1,500 for light duty and \$3,000 for heavy duty will be reviewed by VFM to determine the cost effectiveness of repairing and be specifically approved by the County. If replacement is recommended, we will notify the County in writing. Repairs on such equipment will be deferred until a decision is made by the liaison or their designee to proceed.

## 2.10 Quick Fix

VFM will provide a Quick Fix function for minor repairs of less than a one-hour duration when the vehicle operator chooses to wait for service. Vehicles repaired under Quick Fix will be moved to top priority. Some examples of Quick Fix repairs are: headlight replacement, battery replacement, tire repairs, lighting repairs, fluid replenishment and windshield wiper service.

PMs will not be conducted as a Quick Fix function. If there is a systemic problem with unusual oil consumption or loss between scheduled PM servicing the vehicle needs to be diagnosed by our technicians to determine the source of the loss and repairs completed as soon as possible. Field expedient service will not be performed to patch a vehicle problem to get it back on the road. We may jump start a dead battery to get it attached to a tow vehicle or moved to a road shoulder. All other failures will be towed to the facility unless a complete fix can be done at the site where the vehicle is stranded.

- **VFM will provide operator training for required daily/weekly/monthly field maintenance of assets.**
- **VFM will provide appointments for quick fix and routine repairs.**
- **VFM will provide for a 40 minute PM-A service for light fleet**

## 2.11 Tire Services



VFM will provide complete tire service through our close relationship with Michelin, Goodyear and all major and medium OEM tire companies through their National Account Programs as well as our national wholesale distribution network providers. This will allow the County a complete and three tiered approach to tire management and achieving the lowest tire operating cost.

Our National Account partners will support VFM and the County through every phase of start-up, implementation and of course, the everyday aspect of managing and reducing tire cost.

Working with National Account Partners, we know a lower tire operating system cost is the goal for the County.

VFM will provide complete tire service through our close relationship with Michelin and Goodyear, through their National Account Programs as well as our national wholesale distribution network providers. This will allow the County a complete and three tiered approach to tire management and achieving the lowest tire operating cost. Our National Account partners will support VFM and the County through every phase of start-up, implementation and of course, the everyday aspect of managing and reducing tire cost. Working with National Account Partners, we know a lower tire operating system cost is the goal for the County.

Through our National Account Programs, VFM will provide:

- Casing Management Program
- Monthly Tire Audit and Survey
- Tire Yard Checks
- Procurement through our National Account Programs

VFM's Tire Management and Tracking Program (TMTP) is already in place and active with our other Government National Accounts. This is a robust and proven program, which provides strong data driven decisions that will help VFM develop and clear path for reduced tire cost for the County.

## 2.12 Warranty and Recall Work

All materials, parts, and workmanship furnished by VFM will be of high quality and free from defects and imperfections and meet all OEM standards and specifications. Further, VFM will pass through reimbursements to the Client for any manufacturer warranty coverage due.

### 2.12.1 Warranty and Recall Work

Weekly Warranty/Recall Report:

VFM will submit a weekly report to the County that fully describes the parts eligible and supplied, by line item and with costs assigned under the warranty provisions of this RFP.

## 2.13 Outside Repairs

VFM shall be responsible for arranging and managing the conduct of outside repairs that cannot be performed economically in-house; and shall be responsible for continued review of the need for specific outside repairs as opposed to performing in-house repairs. These outside repairs may include bodywork and painting, glass replacement, transmission sealing and repair, radiator work, and such other work that can be utilized at minimum cost to the County.



VFM's plan for outside repairs shall be periodically and informally reviewed by the County and VFM to ensure that the outside repair versus in-house repair decision remains justified. All responsibility (paperwork, invoicing, quality control, vehicle movement, vehicle security, etc.) shall be that of VFM. Subcontractor invoices will be accepted solely by VFM.

VFM shall be responsible for requiring that all approved subcontractors have the same liability coverage as VFM.

## **2.14 Road Calls**

VFM will provide emergency road service for the County. For equipment, which cannot be brought into the maintenance facility, we will provide mobile service 24/7 days a week emergency road service.

VFM will be responsible for dispatching the proper repair vehicle within 20 minutes of notification of the road call and be prepared with fully equipped service truck. VFM will provide number for roadside service to be monitored 24 hours a day 7 days a week. This complete program allows for overhead cost reduction of onsite personnel 24 hours per day.

VFM will have persons on call to expeditiously handle vehicle breakdowns. VFM will have towed any County owned vehicles requiring this service, regardless of whether or not the cause is an authorized repair or another incident.



## **2.15 Towing/Transporting Vehicles**

VFM will have persons on call to expeditiously handle vehicle breakdowns. VFM will tow any County-owned or leased vehicle requiring this service, regardless of whether or not the cause is an authorized repair or another incident. Towing services in response to a vehicle accident will be billed as a Non Target service.

## **2.16 Road Testing**

VFM will conduct a road, or appropriate operations, test on all vehicles and equipment that have had safety related repairs or adjustments (e.g., brakes, steering, aerial lift, etc.). VFM will ensure the safety of these vehicles and equipment prior to returning to service. VFM's employees will have the appropriate license for the type of vehicle under test. VFM and employees of VFM will follow all County policies and procedures regarding the operation of a County owned vehicles.

## **2.17 Welding and Fabrication**

Welding and fabrication related to vehicle repairs will be an integral part of the service provided by VFM. Examples of this work include repairing refuse vehicles, backhoe/ loader buckets, etc. VFM will provide American Welding Society (AWS) certified welders to complete work on steel and aluminum. Additionally, VFM is willing to provide welding services in the Non-Targeted category. We agree that the County reserves the right to inspect and test the quality of VFM's welding services at any time.

## 2.18 Transit

A Transit and ADA Transit operation adds another element to a “typical” municipal fleet. This fleet is federally regulated, requires additional inspections, processes and procedures. VFM will help the County achieve a safe, reliable and cost effective fleet to service the residents of Rowan County.



Since 1988, VFM has been maintaining fleets for our clients, many of those fleet include a transit operation. Through years of experience, VFM has developed customized Transit Operating Procedures to assist our clients in running a safe, reliable and cost effective transit service.


VFM Transit Services will focus on the following:

- Daily Inspections
- Transit PM Program
- Annual/Federal Inspections
- Lift Maintenance and PM Program
- Interior and Exterior Cleaning
- Interior Disinfecting Service
- Tire Management and Tracking Program (TMTP)
- Yards Checks to catch tire wear/damage
- Reporting and records retention per FTA Guidelines.
- VFM employees will meet FTA guidelines for employment

As Rowan County has a fleet of Ford transit vehicles, VFM will be able to provide Dealership/OEM level of repair, warranty and parts pricing for these chassis. With VFM long standing OEM & Supplier relationship with Ford, this will add another “layer” of expedited services, lower parts cost and the ability to reduce outsourcing to a dealer. This allows VFM to control the cost, quality and time to repair each vehicle.



**Transit PM Forms:**

 <b>Fleet Management</b> <i>Maintenance...Our One Mission</i>			
<b>Vector PM - Cut Away &amp; Small Passenger Bus</b>			
Unit #: _____	Customer: _____ DATE: _____		
Dept.: _____	Location: _____ Technician: _____		
Work accomplished codes : X = OK D = Defective L = Lubed NE = Not equipped <b>NOTE: ALL DEFECTIVE NOTATIONS REQUIRE AN EXPLANATION IN THE COMMENTS SECTION</b>			
<b>EXTERNAL INSPECTION:</b>			
Unit Overall Condition (Guards, handles and covers in place, obvious leaks, etc.)	_____		
Condition and operation of doors (front and rear)	_____		
Condition and operation of all safety devices	_____		
Check all mirrors	_____		
Condition of all external lighting(marker lights, etc.)	_____		
Check air bag system for operation, leaks, etc.(if equipped)	_____		
Condition of tire pressure	_____		
Check for loose or missing body panel rivets	_____		
<b>Passenger Compartment:</b>			
Air Filter for compartment. Replace filters as needed.	_____		
Check compartment thermostat(if equipped)	_____		
Check compartment condenser for plugging, dirt, etc.	_____		
Check a/c and heat ducting for compartment.	_____		
Check body to chassis mounting bolts	_____		
Check interior compartment lighting	_____		
Check wheel-chair lift	_____		
Check compartment door seals and window operation	_____		
Check seat belt operation and emergency exit door operation	_____		
Check flooring is attached correctly	_____		
<b>ACCESSORIES:</b>			
Check all switches for correct operation(lighting, AC & DC switches, etc)	_____		
<b>QUALITY CHECKS:</b>			
Check and record heat and A/C vent temperature.	_____		
<b>Under Hood/Unit:</b>			
Check battery - attached printout	_____		
Change engine oil	_____		
Change fuel filter (diesel units)	_____		
Check washer fluid	_____		
Check belts and hoses	_____		
Check air filter	_____		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <b>Check Brakes</b>            PAD Millimeters: L/F _____ R/F _____            PAD Millimeters: L/R _____ R/R _____             Rotor Millimeters L/F _____ R/F _____                                              L/R _____ R/R _____         </td> <td style="width: 50%; vertical-align: top;"> <b>Tires</b>            DEPTH    L/F _____ R/F _____                      inside    L/R _____ R/R _____                      outside    L/R _____ R/R _____         </td> </tr> </table>		<b>Check Brakes</b> PAD Millimeters: L/F _____ R/F _____ PAD Millimeters: L/R _____ R/R _____  Rotor Millimeters L/F _____ R/F _____ L/R _____ R/R _____	<b>Tires</b> DEPTH    L/F _____ R/F _____ inside    L/R _____ R/R _____ outside    L/R _____ R/R _____
<b>Check Brakes</b> PAD Millimeters: L/F _____ R/F _____ PAD Millimeters: L/R _____ R/R _____  Rotor Millimeters L/F _____ R/F _____ L/R _____ R/R _____	<b>Tires</b> DEPTH    L/F _____ R/F _____ inside    L/R _____ R/R _____ outside    L/R _____ R/R _____		
<b>Comment:</b> _____ _____ _____			



**Annual Safety Inspection Form:**



**Fleet Management**  
*Maintenance...Our One Mission*

**Annual Safety Inspection**

Date of Inspection	Odometer Reading	VIN Number	FDOT Number	Year/Make/Model

Inspection Agency	Inspector's Name (Print)	Inspector's Signature

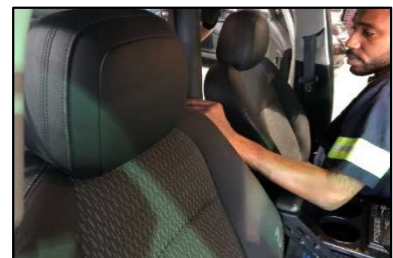
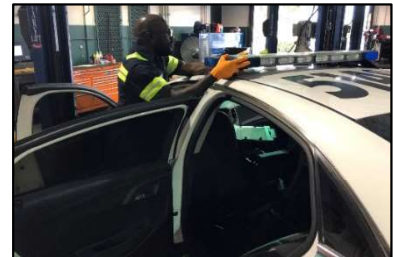
Item Inspected	OK	Repairs Required	Comments
Horn			
Windshield Wipers			
Mirrors			
Batteries and Wiring			
Service and Parking Brakes			
Warning Devices			
Directional Signals			
Hazard Warning Signals			
Lighting System and Signaling Devices			
Handrails and Stanchions			
Standee and Warning			
Doors and Interlock Devices			
Stepwell and Flooring			
Emergency Exits			
Tires and Wheels			
Suspension System			
Steering System			
Exhaust System			
Seat Belts			
Safety Equipment			
Equipment for Transporting Wheelchairs			
Speedometer			

Note: Attach any repair order/invoice generated as a result of this inspection. Chapter 14-90.009 Bus Safety Inspections

## 2.19 Up-fitting

VFM has experience up-fitting police, fire, and support vehicle fleets. Our turn-key solutions are customized to meet or exceed your organization's specific needs, including the following:

- Light Bars and Directional Light Sticks
- Interior and Exterior/Perimeter Warning Lights
- Sirens and Speakers
- Consoles
- Communication Equipment
- Computer and Mounts
- License Plate Readers
- Camera Systems
- Trunk Storage Boxes
- Graphic Design and Installation
- Radar Systems
- Weapon Mounts
- Push Bumpers
- Prisoner Transport Seating and Partitions
- Custom Federal Signal Wire-Harness
- Cabinets and lighting
- Boxes and storage/shelving



VFM services one of the largest police forces in the nation, Broward County Sheriff Department. VFM will have in-house trained technicians for all up-fitting services for all departments. Our experience up fitting police fleets include marked patrol vehicles, K9 vehicles, undercover and prisoner transport buses. VFM will bring in our up-fitting trainers for on-site training of our technicians at Rowan County.

### 2.19.1 Up-Fitting Equipment

VFM has a direct purchasing agreement with all the top emergency equipment providers. This will allow VFM to pass our direct purchasing savings on to Rowan County. With an in-house up-fitting staff, and no "middle man" marking up the emergency equipment, Rowan County will experience a decrease in cost and on time new vehicle preparation and up-fitting.



## 2.20 Vehicle Safety, Emission Inspections

Inspect and test vehicles and power-operated equipment on an annual basis in accordance with Federal and State laws. State Vehicle Safety and Emission Inspections tests shall be performed by VFM Yearly or Bi Yearly by properly authorized and trained mechanic(s).



## 2.21 New Vehicle Acceptance

VFM will prepare all newly acquired vehicle and/or equipment for service. Preparation shall include: inspections, services as required, cleaning, rust proofing, decals/stripes, fabrication and installation of special equipment and hardware, coordination of radio installation, transfer of serviceable special equipment from the old unit and coordination/cost of radio/light installation. New equipment shall be the financial responsibility of the County. VFM may procure new equipment on behalf of the County as requested. Equipment will be prepared as listed above and delivered to user departments within five (5) working days after receipt of DMV tags and registration. VFM will work with the County's Fleet Manager for this process.

## 2.22 Vehicle Disposal

Vehicles to be sold by the County shall be prepared for disposal by VFM. Preparation will include removal of tags, decals and special equipment, and other paper work. VFM will adhere to County's asset disposal policies and regulations when a vehicle is sold. VFM will not cannibalize parts from vehicles taken out of service for sale nor cannibalize parts from County vehicles for use on other vehicles without prior written consent from the County or designee. Any parts used from a disposed vehicle will be reimbursed to the County at fair market value.

## 2.23 Waste Management

VFM will take all precautions and training for their employees to assure safe handling, processing, storage and removal of used fluids, non-hazardous and hazardous waste produced through normal garage operations.

### **Below is the outline of our Safety Plan:**

VFM will maintain records on all hazardous chemicals and other hazardous waste. The records will contain the materials' origin, use, transportation, and ultimate distribution and disposal. All disposals will be in accordance with current County and Federal laws and EPA regulations. VFM will provide training and management for employees working with and handling hazardous material, in accordance with laws and EPA regulations.

### **CONTROL AND DISPOSAL OF SOLID WASTE AND CHEMICAL AND SANITARY WASTE – CONTAMINANT PREVENTION PLAN**

Upon contract award and post workplace hazard analysis, Safety Data Sheets (SDS's) will be provided to the Code of Federal Regulation (COR) as well as kept on site. Nonhazardous waste disposal contractors will be identified and reported to the COR.

Reports will be made available per contract requirements of waste generated, diverted, and disposed of. The 3R (Reduce, Reuse, and Recycle) method will be considered when planning waste management strategies in an effort to decrease the impact of un-reclaimed waste on landfills, and decreasing the environmental carbon footprint of overall maintenance activities.

## 2.24 Inclement Weather Support



VFM will provide emergency road service for vehicles in the County fleet. For equipment which cannot be brought into the maintenance facility we will provide mobile service to perform repair, lubrication, and tire repair services.

**VFM has 25 technicians able to deploy to Rowan County within 4 hours of an emergency situation. VFM has over 50 Technicians we can mobilize within a 12 hour period for emergency support to the County.**

VFM will have persons on call to expeditiously handle vehicle breakdowns. VFM will tow any County-owned or leased vehicle requiring this service, regardless of whether or not the cause is an authorized repair or another incident. Towing services in response to a vehicle accident will be billed as a Non Target service.

With the full knowledge and authorization by the County, VFM will mobilize the maintenance facility and provide repair and maintenance services for the duration of emergencies. We will provide appropriate staffing levels to ensure continuous vehicle operational levels as determined by the County up to our maximum staffing levels.

We understand emergency circumstances may occur outside of normal hours of operation and may involve any number of employees, equipment and vehicles. VFM's costs incurred during emergencies that occur outside of normal hours of operation are not included in our Target Costs. Approved costs incurred will be billed to the County at our proposed Rate.

VFM will work with the County to develop a specific Emergency Plan that will go into effect in the event of an emergency. This plan will include staffing commitments, response times and a chain of contact. In addition to local, on-site personnel, the managers from our other VFM facilities will be part of the plan, if necessary.

We currently provide service to local governments whose services cannot remain interrupted for long without communities suffering serious consequences. Assisting with storm-related problems and mobilization are a regular occurrence in our business. Our managers and technicians understand the need for extraordinary efforts to meet the demands placed on our customers during emergencies. VFM will not leave the County unprotected in an emergency.

## **2.25 Parts and Inventory Management**

VFM will furnish all parts, tires and supplies necessary to maintain and repair the vehicles and equipment within the County fleet.

VFM plans on bringing in a specially designed Conex Box with a secure door and locking system to secure store.

## **2.26 Procuring, Stocking and Disbursing Parts**

VFM will furnish all parts, tires and supplies necessary to maintain and repair the vehicles and equipment in the County fleet represented by the provided Vehicle Listing. Parts will be OEM and/or meet OEM specifications for aftermarket parts.

We will obtain the County's approval for new product lines before they are introduced into the parts supply. Parts installed on vehicles and equipment's are identified by part number and cost on the maintenance work order.



VFM will track, submit for and recover all applicable parts warranties from both OEM and aftermarket suppliers. This information and associated alerts will be entered into the FMIS system.

VFM will source 90% of parts and supplies from local area of the County and Vendors.

VFM will utilize these sources below:

- Strategic Alliances with National Parts Chains
  - VFM has strong relationships with 2 National Parts Suppliers who have a total of 12 locations within 15 miles of the Rowan County Shop.
- Local Chains Kitting PM Parts offsite and delivering to shops Just-In-Time:
  - VFM's national parts agreement includes Just-in-Time delivery of frequently used parts, such as PM Parts and Kits.
- Use of out of town Parts and Component Suppliers as second and third options:
  - VFM has a commitment to source over 90% of parts for the County contract from local Parts suppliers.
- Use of Non-Target Expedited Parts Order, Ship and Freight Options when directed by the County.
  - When instructed, VFM has the OEM and National Parts agreements in place to expedite Non-Target parts at the direction of the County.



## 2.27 Quality of Parts

VFM will provide parts that are OEM or OEM equivalent or quality aftermarket replacement from a reliable supplier. In cases where aftermarket parts exceed original manufacturer specifications, VFM will opt to provide the preferred parts. Lubricants, oils and other chemicals used on County vehicles and equipment will meet American Petroleum Institute specifications for the particular application. Any chemical additive will be suggested to the County for approval before it is used in a fleet asset. In all cases, the sourcing of High Quality parts drives sourcing decisions.

VFM understands rebuilt/remanufactured parts must conform to the manufacturer's reconditioning tolerances and only when advised by the County for use.

VFM possesses the experience to drive a high-value Parts Management program, taking full advantage of OEM relationships. Our experience provides vetted proven suppliers for Light, Medium and Heavy Duty parts. We require our core vendors to provide 24-hour online ordering capability.

## 2.28 Warranty Parts

VFM will track, submit for and recover all applicable parts warranties from both OEM and aftermarket suppliers. This information and associated alerts will be entered into the FMIS system.

- **Weekly Warranty Report**

VFM will submit a weekly report to the County that fully describes the parts eligible and supplied, by line item and with costs assigned under the warranty provisions of this RFP.

- **Technical Service Bulletins**

VFM will track, monitor and respond to all TCB for the County's fleet and address to these notifications immediately and through the direction of the OEM.

- **Recalls**

VFM will track, monitor and respond to all vehicle/parts Recalls for the County's fleet and address to these notifications immediately and through the direction of the OEM.

## 2.29 Fueling Services

The WEX Fuel Card is a powerful, convenient payment solution, designed to meet the financial demands of your business—as well as those of your employees or independent contractors.

Consolidating transactions onto a single card gives you one data point to manage and control purchases and more.

- Truck stop /Terminal Fueling
- 24/7 Online & Mobile Card/Account Management
- 24/7 Customer Service
- Superior Financial Controls
- Seamless system integration with leading third-party software providers

### Features:

#### Universal Acceptance



The WEX Fuel Card is accepted at more than 16,000 truck stop locations across North America.



## Real-time Integration



No matter what software you rely on to run your business, WEX Fuel Cards seamlessly integrate directly with your existing systems providing greater visibility and control through a single user-defined interface.

## Total Control



The WEX Fuel Card provides more security and control. Set purchase limits in real-time and customize at the individual card level. Distinct card prompts validate purchases before authorizing the fuel transaction.

- Best in class purchase and financial controls
- Better authorization controls
- Superior fraud prevention tools
- Driver/Vehicle customized reporting

## Mobile Access



Control your fleet anywhere, anytime from your mobile device. The **EFS Carrier Control** app is an easy, reliable mobile control center to manage your WEX-EFS card program.

- 24/7 online and mobile card management access
- Monitor transactions and perform instant overrides
- Issue or void Money Codes in real time
- View rejected transactions for proactive behavior coaching
- Driver mobile smartphone access

## 2.30 Fleet Management Services

### 2.30.1 Vehicle Acquisition and Replacement Planning

VFM understands that the County may purchase or lease new vehicles through different sources. VFM can support and advise the County on all purchase/lease decisions based on our immense volume of fleet management data, from municipal and county fleets across the country.

If Rowan County chooses to lease vehicles, VFM is a maintenance partner with Enterprise Fleet Management. As such, we have the ability to document all services on Enterprise Lease Vehicles through the Enterprise FMIS called Auto Integrate.

We can perform the maintenance and documentation required for straight vehicle leasing or full-service maintenance leases. This will enable the County to:

- Have all Enterprise Lease vehicles maintained in-house by Vector Fleet Management
- VFM can manage any lease vehicles that have a service contract with an outside vendor.
- All Enterprise Lease vehicles will have correct and timely maintenance data recorded in Auto Integrate, Enterprises Fleet Maintenance Software.  
The County will be able to fulfil all maintenance contract requirements of your lease fleet, in-house.
- VFM can service PM, Repairs, Quick Fixes, Tires and accident claims all through our Enterprise Fleet Management Portal.
- Saving Time, Money and valuable County assets by having VFM service your Enterprise Lease Fleet.

Our relationship with Enterprise allows VFM to maintain, repair and enter the needed data in the Enterprise system. This will save the County from sending these vehicles to an outside vendor and keep this maintenance in-house.



Coupled with the lifecycle cost data from our own FMIS, Enterprise Auto Integrate, and our over three decades of dedicated fleet maintenance, will ensure the County will maximize the benefit of the Enterprise Fleet Leasing Program.



**Add Tires**

**Tire Replacement**

Check the box on each tire you are going to replace. If you are not replacing any tires but need to add other tire services, just click the "Next" button.

Please enter the tread depths of all the tires that you are working on.

Units: ☐ mm ☒ 32"

Outer Depth  /32" Middle Depth  /32" Inner Depth  /32"

Outer Depth  /32" Middle Depth  /32" Inner Depth  /32"

Outer Depth  /32" Middle Depth  /32" Inner Depth  /32"

Outer Depth  /32" Middle Depth  /32" Inner Depth  /32"

Front Right ☐ Rear Right ☒ Spare ☐ Front Left ☐ Rear Left ☐

Change Vehicle Type

**AUTO INTEGRATE**

**Add New Repair Order Items**

Engine, Cooling and Exhaust

Line Item	Time (Hrs)	Rate (\$/Hr)	Unit Cost	Qty	Total Cost
INTAKE MANIFOLD					
Labor Correction	1	50	\$50.00	1	\$50.00
Part Name	Intake Manifold				
Part Code	EXAMPLECODE123			10	\$10.00
Manufacturer Name	EXAMPLENAME123				
Case	Wear and Tear				
Notes	Intake Manifold has snapped - replacement work.				

Back Cancel Confirm

### 2.30.2 Titles and Registration

VFM will prepare all newly acquired vehicle and/or equipment for service. Preparation shall include: inspections, services as required, cleaning, decals/stripes, fabrication and installation of special equipment and hardware, coordination of radio installation, transfer of serviceable special equipment from the old unit and coordination/cost of radio/light installation. New equipment shall be the financial responsibility of the County. VFM may procure new equipment on behalf of the County as requested. Equipment will be prepared as listed above and delivered to user departments within five (5) working days after receipt of DMV tags and registration. VFM will work with the County's Fleet Manager for this process.

### 2.30.3 Investigations and Audits

VFM will support the County, when requested, by providing technical advice to the County in investigations related to the County fleet. Such investigations may involve accidents, fire, or other issues of a technical nature.

## 2.31 Quality Assurance Program

### 2.31.1 Fleet Availability

VFM will stress the importance of having as many County vehicles as possible operational at all time since vehicles down prevent County mission accomplishment." We will promote vehicle availability by:

- Scheduling repair work and preventive maintenance when a vehicle is not normally required to be in service.
- Employing only highly skilled and trained technicians.
- Providing our technicians with the latest in diagnostic technology and training to facilitate accurate "first-look" diagnosis of any problems so that they may be corrected in the shortest possible time
- Ensuring that all necessary parts are ordered and available before the vehicle is removed from service for repairs.

- Anticipating component replacement needs by examining repair history and replacing any such components when the vehicle is in the shop for scheduled work to avoid random breakdowns.
- Ensuring that shop equipment is available and operational through periodic preventive maintenance and inspections.
- Tracking vehicle downtime on every repair order so that fleet downtime can be tracked on formal reports.
- Applying the same repair schedule completion requirements to our subcontractors as for work done in-house.

### **2.31.2 PM Program Compliance**

An extensive preventive maintenance program customized to the County's fleet specifications and administrator requests for the highest vehicle security and accessibility, improve customer service and decrease vehicle operating costs.

### **2.31.3 Maintenance and Repair Performance**

At VFM, we are acutely aware that all repairs must be performed in a timely manner so that vehicles can be returned to service in the shortest possible time. VFM will strive to place vehicles back in service without the need for any disruptive return visits. This means accurate diagnosis and repair of the problem the first time which can only be achieved by applying quality workmanship.

When our personnel, through regular work review, quality control surveillance, or customer complaint discover non-complaint work, we will document that work on the appropriate Inspection Checklist and report it to our General Manager who is the designated on site Quality Control Manager.

If a discrepancy requires further corrective action or identifies a need for a change in procedures, the General Manager will coordinate with the appropriate shop supervisor or work leader to correct the discrepancy as required, increase the inspection frequency as needed, and develop and recommend any required changes to procedures.

The following approach will be used to correct the work:

- Correct discrepancy on the spot, if possible
- Initiate corrective action
- Assign a suspense date for correction, and forward a report to the Director of Operations for Follow up.
- Report outstanding discrepancies to the Director of Operations and V.P. of Operations on a weekly basis.

Work discovered by the County personnel as non-compliant will be corrected. To prevent recurrence of discrepancies, non-compliant work be evaluated by the General Manager to determine if it should be incorporated into that functional area's self-inspection criteria or included on an existing Quality Control Checklist. The General Manager will also conduct trend analysis of non-compliant item to prevent development into more significant problems.

### 2.31.4 Law Enforcement Experience

By selecting Vector Fleet Management, Rowan County will bring decades and thousands of law enforcement vehicle experience to your fleet maintenance program.

Law Enforcement Experience			
Government Entity Name	Period of Service	Enforcement Fleet Size	
 Broward County Sheriff, FL	Since 2016	3300 Law Enforcement Units	
 Ector County Sheriff, TX	Since 2013	300 Law Enforcement Units	
 City of Carrollton, TX	Since 2018	103 Law Enforcement Units 617 Total Units	
 City of Coconut Creek, FL	Since 2018	160 Law Enforcement Units 557 Total Units	
 Addison County, TX	Since 2018	189 Law Enforcement Units	
 City of Big Spring, TX	Since 2013	254 Law Enforcement Units	
 Midland County Sheriff, TX	Since 2013	325 Law Enforcement Units	
 Newberry County, SC	Since 2009	85 Law Enforcement Units 300 Total Units	
 City of Covington, KY	Since 2021	Parts Management 125 Law Enforcement/930 Total Units	
 Hernando County, FL	Since 2021	Parts Management 70 Law Enforcement/602 Total Units	
 City of Cincinnati, OH	Since 2021	Parts Management 745 Law Enforcement/3800 Total Units	

### 2.31.5 Parts Availability

We realize that having a sufficient and fleet-specific parts inventory on hand minimizes the time required to perform repairs and services. The availability of quality replacement parts is critical to maintaining a high in-commission rate for fleet vehicles – especially when unscheduled repairs or breakdowns occur on specialized vehicles, such as police vehicles.

VFM has teamed with major national parts distributors and local jobbers in an effort to minimize vehicle down time due to unavailability of parts on this contract. We will employ the following measures to guard against delays in repairs due to “stock-outs”:

- Use our FMIS, TMT to facilitate parts receipt/issue control, reordering, reporting and warranty tracking.
- Check repair schedules daily to ensure that all required parts for future scheduled services are in-stock. If not, we will either expedite delivery of the part(s) or reschedule the service. We will also check “on-order” parts daily and expedite delivery if necessary.
- Analyze our parts usage monthly to establish which parts should be stocked and in what quantities to meet historical demand.
- Use ONLY parts that meet or exceed OEM specifications.
- Take advantage of high-volume discounts and pass applicable cost savings on to the Department.



- Use “consigned stock” procedures for items such as tires and batteries to ensure fresh stock without the expense of stocking spare parts and materials which tie up working capital.
- Monitor Delayed Repair Orders that are “Awaiting Parts” status.

#### **2.31.6 Vehicle Safety and Reliability**

We recognize that vehicle safety and reliability is the foremost responsibility of any fleet owner. These are even more critical issues for a maintenance contractor since our actions can directly impact the safe and effective operation of your fleet as well as the well-being of all Department employees. VFM will establish the following operating procedures:

- Whenever a vehicle is in the shop for service (excluding PM services), our technicians will perform a complete Safety Inspection.
- Whenever a vehicle receives a safety-related repair or adjustment, our technicians will perform a road test to ensure that the repairs/ adjustment have corrected the problem.
- We will utilize experienced and trained technicians in the performance of all vehicle inspections and repairs. As required, certain repairs and inspections (such as aerial lifts) will be accomplished by duly licensed and certified individuals.
- We will maintain current records on every manufacturer’s recalls, technical service bulletins, and safety bulletins to ensure that all affected vehicles are corrected to meet manufacturer’s standards.
- Any user notice/complaints regarding safety items will be grounds for removing the vehicle from service so that immediate repairs can be affected. Such safety-related repairs will receive top priority.

#### **2.31.7 Recall Compliance**

We will maintain current records on every manufacturer’s recalls, technical service bulletins, and safety bulletins to ensure that all affected vehicles are corrected to meet manufacturer’s standards.

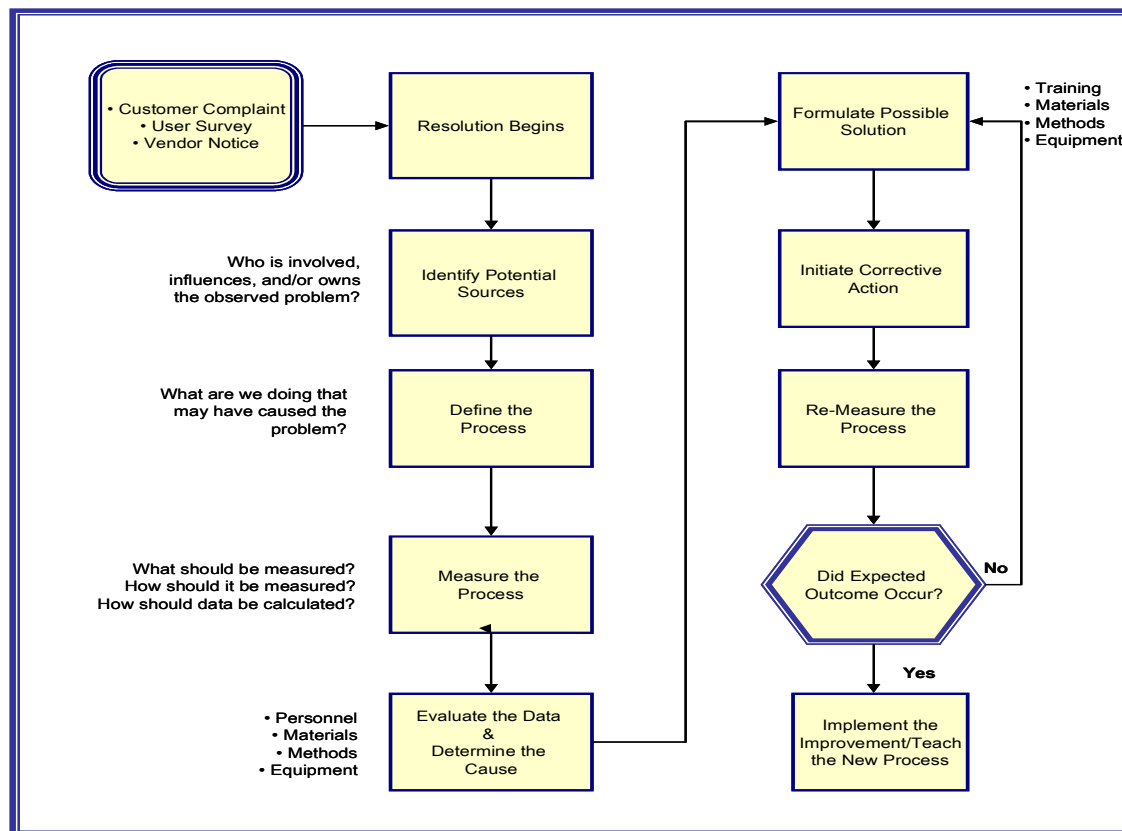
#### **2.31.8 Customer Service**

A major concern in the contracting out of service delivery is the assurance of performance on the part of the contractor. VFM guarantees the quality of our work. We are able to offer this guarantee because of the importance of quality to our corporate efforts at every location we provide service.

Quality Assurance will be an essential aspect of our maintenance and repair efforts. Our experience in service delivery has indicated that Quality Assurance must be more than a formalized system for sampling and inspecting work. Quality Assurance must be part of the work ethic at every level: Service Manager, Technicians, and Corporate Management.

Our onsite Site Manager will be responsible for data collection and the implementation of our formal quality control program. The program will parallel the Performance Standards agreed upon with the County. The Site Manager will be responsible for scheduling inspections of samples of completed and in-progress service work, documentation, and reports.

**Quality Improvement Process** VFM doesn't just correct a problem and move on but instead we make sure the problem is resolved. VFM takes the necessary steps to ensure the situation will not occur again.



## 2.32 Non Target Services

We will manage repair timeliness, payment of invoices and inspect the quality of repairs. Third-party invoices for accident repairs will be considered a Non-Contract service and will be paid VFM and re-billed to the County at our cost, without markup.

- **Accident Repairs** - Processing and repairs are the joint responsibility of the Contract Manager, or their designee; Department Head; Purchasing Agent, Risk Manager and Proposer. This joint effort will be chaired by the County. Insurance settlement proceeds would be paid directly to the County. Accident repairs are not included in the target cost provided.
- **Vehicle Damage** - Refers to any physical damage to a County vehicle resulting from vandalism, theft, Acts of God, abuse, misuse, work damage, or unreported accidents.
- **Vehicle Prep For Service Disposal** - VFM will prepare all newly acquired vehicle and/or equipment for service. Preparation shall include: inspections, services as required, cleaning, rust proofing, decals/stripes, fabrication and installation of special equipment and hardware, coordination of radio installation, transfer of serviceable special equipment from the old unit and coordination/cost of radio/light installation. New equipment shall be the financial responsibility of the County. VFM may procure new equipment on behalf of the County as requested. Equipment will be prepared as listed above and delivered to user departments within five (5) working days after receipt of DMV tags and registration. VFM will work with the County's Fleet Manager for this process.

Vehicles to be sold by the County shall be prepared for disposal by VFM. Preparation will include removal of tags, decals and special equipment, and other paper work. VFM will adhere to County's asset disposal policies and regulations when a vehicle is sold. VFM will not cannibalize parts from vehicles taken out of service for sale nor cannibalize parts from County vehicles for use on other vehicles without prior written consent from the County or designee. Any parts used from a disposed vehicle will be reimbursed to the County at fair market value.

- **Vehicle Refurbishment** - VFM will bill all Capital Improvements of vehicle assets as non-target services. This services are to include all installations of accessories and equipment, re-allocation of equipment from decommissioned equipment to newly acquired or used equipment, as well as complete refurbishment of a vehicle instead of replacement.
- **Extended Life Repairs** - Life Cycle Criteria will be subject to shared liability for maintenance and repair services during the course of the contract year. However, VFM will only be ultimately responsible for the cost of labor, parts, and subcontracted services up to a per-unit deductible equal to the unit's assigned VEU's multiplied by the Contractor's Target cost for labor, parts, and vendor services per VEU.
- **Excluded Vehicles** - In some instances where the County decides to temporarily waive the vehicle turnaround time and daily fleet availability performance standards. This would include confiscated vehicles, grant vehicles, and small engine equipment. VFM will require written notification and details of the equipment that will be excluded.
- **Directed Work & Technical Advice** - The County may direct VFM to perform additional tasks related to the proper management and upkeep of the fleet. If additional tasks are required, VFM will receive a written task order detailing the tasks to perform. VFM will submit a proposal to perform the specified tasks on a Targeted price basis that itemizes the direct labor, parts, sub-contracted services, and materials. The County will accept or reject the proposal. If accepted, VFM will perform such assignments in accordance with an agreed schedule.

### 2.33 Performance Standards

VFM is fully aware that the County relies on vehicles and equipment to provide it services, and the availability and reliability of the fleet is of the essence. With this in mind, VFM will meet the performance standards outlined below during the term of the agreement. Our Fleet Management Team will utilize our TMT software as well as a comprehensive set of performance measures and targets to determine the success in complying with the term of their contract with the County. A monthly report will be provided for designated County personnel.

VFM has established quality of service standards for vehicle and equipment maintenance. These standards will correlate with a system of contract deductions for failing to meet these standards. Using our fleet management system, we will calculate actual performance against standards on a monthly basis and provide a summary report, including any incentives due or deductions to be assessed, to the Facilities and Fleet Management Team. Performance Standards and corresponding penalties will take effect after initial six (6) month contract transition period.

#### 2.33.1 Vehicles Exempted by the County

In instances where the County decides that it would be in the County's best interest to temporarily waive vehicle turnaround time and daily fleet availability performance standards for all or selected vehicles, the County will provide VFM written notification of this decision including specification of the time period for which these standards will be relaxed.

### **2.33.2 Monthly Vehicle Turnaround Time Standards**

Turnaround time is the amount of clock time a vehicle is out of service for maintenance and repair. Clock time begins when a vehicle is brought to the shop or a request for road service is received, and ends when services are completed and the customer has been contacted. Not included in the calculation of turnaround time are County directed services, time spent waiting for approval to proceed with unit repairs, units awaiting specialty parts, acts of God, or services performed on units specifically excluded by the County.

### **2.33.3 Daily Fleet Availability Standards**

As follows VFM will maintain minimum daily rates of fleet availability by vehicle class:

- Cars and Light Duty Trucks – 95%
- Law Enforcement Vehicles – 95%
- Special Transportation Vans – 88%
- Medium and Heavy Trucks – 88%

### **2.33.4 Preventive Maintenance Program Compliance Standards**

VFM will achieve a PM compliance rate of 95% and 100% statutory inspection schedules. Vehicles will be considered late if they do not receive inspection before either the calendar due date or before they exceed intervals. PM no shows will be excluded from the performance standard calculation.

### **2.33.5 Rework**

All Materials, parts, and workmanship furnished by VFM will be of high quality and free from defects and imperfection. They will also meet all OEM standards and specifications. Notwithstanding these requirements, VFM will track and identify multiple repairs for the same deficiency in the same vehicle (rework) and shall not bill the County for any rework that occurs within the following periods:

- Engine and Transmission Overhauls – 12 months or 12,000 miles
- All Other Working – 90 days or 4,500

VFM will not exceed 1% incidents of rework in any single month (measured by number of repair tasks and not number of repair work orders.) Reworks will not be charged to the County.





### 2.33.6 Performance and Incentives

VFM understands that the County will not institute a systems of incentives and penalties to this contract for the first year of operations. VFM has performance incentives for the County's consideration. Regardless of point calculations, the maximum incentive the contractor can receive in any one contract year will be \$25,000 and the maximum penalty will be \$50,000. VFM propose these to begin after initial 6 month transition period.

#### PERFORMANCE STANDARDS

Service Category	Frequency	Measure	Standard	Below Standard Penalty	Above Standard Incentive	Value Per Point	Below Standard		Standard		Above Standard	
							Score	Points	Score	Points	Score	Points
Availability	Daily	Mission Critical	95%-97%	-1 pt/ -%pt	+ 1 pts/ +% pt (Max 3 pts)	\$ 50.00	93%	(2)	96%	-	98%	3
	Daily	Non-Mission Critical	91%-96%	-.5pt/ -% pt	+ .5 pt/ +% pt (Max 4 pts)	\$ 50.00	88%	(3)	94%	-	97%	1
Target Turnaround	Monthly	<= 24 Hours	80%	-1 pt/ -%pt	+ 1 pts/ +% pt (Max 10 pts)	\$ 50.00	76%	(4)	80%	-	81%	1
	Monthly	<= 48 Hours	90%	-1 pt/ -%pt	+ 1 pts/ +% pt (Max 10 pts)	\$ 50.00	87%	(3)	90%	-	93%	3
	Monthly	<= 72 Hours	95%	-1 pt/ -%pt	+ 1 pts/ +% pt (Max 5 pts)	\$ 50.00	92%	(1)	95%	-	96%	1
PM Compliance	Monthly	Unsatisfactory	<65%	-20 pts		\$ 50.00	60%	(20)				
	Monthly	Poor	65%	-10 pts		\$ 50.00						
	Monthly	Expected	75%	0	0	\$ 50.00			79%	-		
	Monthly	Good	85%		+ 10 pts	\$ 50.00					87%	10
	Monthly	Excellent	95%		+ 20 pts	\$ 50.00						
Rework	Monthly	Expected	<1% of Work Tasks		+ 10 pts	\$ 50.00			1%	-	1%	10
	Monthly	Unsatisfactory	>1% of Work Tasks	-5 pts/ % pt		\$ 50.00	3%	(15)				
Non-Target Turnaround	Monthly	<= 24 Hours	25%	-1 pt/ -% pt	+ pt/ +% pt (Max 15 pts)	\$ 50.00	20%	(5)	25%	-	40%	15
	Monthly	<= 72 Hours	50%	-1pt/ +% pt	+ pt/ +% pt (Max 15 pts)	\$ 50.00	40%	(4)	50%	-	65%	5
	Monthly	<= 144 Hours	75%	-1 pt/ -% pt	+ pt/ +% pt (Max 20 pts)	\$ 50.00	60%	(6)	75%	-	85%	10

### 2.34 Contract Management and Operations

#### 2.34.1 Contractor Project Manager

Rowan County - County Fleet Maintenance

##### Professional Summary

Responsible Fleet Manager with a strong foundation overseeing the maintenance and repair on company vehicles. An enthusiastic professional knowledgeable in OSHA and other government regulatory requirements. Seeking a new opportunity with a great organization.

##### Skills

• Operations and logistics	• Profit maximization techniques
• Vehicle maintenance	• Training and education
• Government regulations	• Effective communication
• PTASP	• Quality management systems knowledge
• Public Safety Audits	• Fixed and On Demand Ridership Growth
• LTL knowledge	• Proficient in MS Office
• Certified Man-lift Operator	• DOT regulations
• Deadline-driven	• Purchasing
• OSHA requirements knowledge	• Budget Management
• Team development	• Forecasting

## **Work Experience**

12/2010 – Present

### **General Fleet Manager / Vector Fleet Management, LLC**

- Responsible for scheduling and prioritizing job duties in order to drive productivity.
- Working successfully with Government Liaison to develop a true Public-Private Partnership
- 100% Pull out efficiency throughout my GM tenure
- Maintain 500+ units including, pick-up trucks, large trucks, cranes, loaders, dozers, excavators.
- Track fleet and equipment data for preventative maintenance and service through fleet maintenance software.
- Maintain safety record with no incidents.
- Conduct business with outside contractors and businesses for parts and vehicle repair.
- Inspected vehicles and requested maintenance tasks be completed within specific timeframes.

03/2005-12/2010

### **Assistant General Manager- Public Transit System, Northern Kentucky**

Served as Assistant General Manager, managing the internal operations and external affairs of a public transit system that provides over three million passenger trips per year with 275 employees and a \$25 million operating budget.

- Oversee the daily operation of the system and assisted senior management team.
- Maintain working relationships with all funding partners at the local, state and federal level.
- Manage all local, state and federal legislative initiatives and affairs.
- Develop and maintain short-term and long-term funding and operational plans for the agency.
- Work with private developers, employers, employees, and business owners to provide transit services that help meet the needs of the Northern Kentucky community.

05/1998 – 03/2005

### **Division Fleet Manager / Caterpillar**

- Managed 5-8 Technicians to repair a variety of equipment including dozers, loaders, graders and link belt cranes. This included, but was not limited to, complete undercarriages, repacking of hydraulic cylinders, low power issues, no starts and any other customer concerns
- Established clear and consistent policies and procedures.
- Controlled costs by streamlining operations and reducing waste.
- Informed supervisors when machines needed major service.
- Provided outstanding customer service.

## **Education**

Trades and Personal Services, Automotive Mechanics 1992

## Certifications

- ASE Master Technician - Med / Heavy Trucks
- ASE Master Technician - Automotive Maintenance and Light Repair
- ASE Certified - Service Consultant
- EVT Certified – Fire rescue
- Participated in Federal Public Safety Guidelines per the FTA and PTASP
- IMACA Certification -- Air Conditioning Service MACS Certification -- Air Conditioning Service
- Certificate - Advanced Equipment, Fleet and Shop Management
- Certificate - Master Diagnostics
- Certificate - HVAC & Cooling Service Training
- Certificate - SMITH System defensive driving

### 2.34.2 Selection of Personnel

All Employees will meet or exceed the minimum experience and education requirements set forth in the RFP for their respective positions. VFM's hiring policies and provisions are addressed in succeeding paragraphs.

**All VFM personnel throughout the country participate in the Drug-Free Work Place**, a program that has been implemented at the District. All prospective candidates will be required to complete a physical and will be medically certified that they are free of communicable diseases, and pass a drug screening. In addition, VFM will conduct a thorough background check on each prospective candidate, while also verifying employment history and education. Under no circumstances will any prospective candidate be hired before the successful completion of the pre-employment screening process.

### 2.34.3 Changes in Personnel

VFM will agree not to change the General Manager without prior consultations with the County, except when VFM's General Manager is subject to dismissal for criminal activity or documented violation of company policies.

Otherwise, the County will approve the timing of the change, and the specific individual who will replace the incumbent General Manager. Any proposed changes to the VFM General Manager will include a transition plan.

The County reserves the right to request the dismissal of any VFM employee by the District whose performance or actions are detrimental to achieving the objectives set forth in this RFP.

The County may also require that VFM remove from the job, at no additional cost to the County, employees who endanger persons or property, are disruptive to the workforce, or whose continued employment under this contract is inconsistent with the requirements of the contract and/or interests of safety or security at any County site.



### 2.34.4 Uniforms & Appearance

All VFM employees will maintain a professional appearance and will wear uniforms that include VFM and employee's names in a visible location and a legible color and style.

### 2.34.5 Employee Training and Certification Program

VFM maintains an in-house technical training program. Our program includes maintenance, diagnostics and repair of equipment, as well as chemical and physical safety programs.

National standards for training programs are developed by VFM's maintenance staff and are implemented throughout VFM locations and vendor facilities. Training at individual locations can be tailored to meet the specific needs of that location and the fleets they serve. Using a combination of in-house training, supplier/vendor training and outside training centers, VFM will provide the training specifically needed to maintain the County fleet.

VFM's training programs are among the most rigorous in the industry. These are Automotive Service Excellence (ASE) and Original Equipment Manufacturer (OEM) equivalent level training and certification programs. It is our goal that every technician at every level is able to perform at a high level of proficiency. Throughout their careers, technicians' job performance is continuously evaluated. Our various fleet maintenance management information systems collect quality information on every job performed at a VFM shop and identifies the technician performing the service. For example, VFM tracks the amount of time it takes the technician to complete a job and whether the vehicle experiences a failure between PMs or rework of repairs is required. The weekly and monthly service reports are reviewed by shop supervisors and service managers who, when a technician's performance does not meet quality standards, can mentor and provide one-on-one training or refer the technician to a remedial training class.

The VFM training program was developed to provide the skills and vehicle-specific knowledge that a technician needs to be successful at each level of his/her career. VFM's technical training includes hands-on practicums and supervised on-the-job experience. Not only do our curricula ensure that technicians have the skills needed to perform their daily tasks, but it also prepares them for the next step in their career.

Our training is distributed among in-house training programs that focus on VFM maintenance systems and procedures, manufacturers' (OEMs) training programs for specific vehicle systems and equipment, and build towards ASE accreditation.

Each type of training offers specific advantages to the technician. VFM trainers provide training at our corporate offices and throughout the country. They teach technicians the proper use of our fleet maintenance management information systems and provide leadership and management training to new supervisors and managers. During these training sessions technicians have the added benefit of interacting with other VFM technicians and sharing experiences and best practices among themselves.

#### 2.34.6 Vector Fleet Management Certified Technician Program

VFM is now maintaining an on-line certified technician program (VTI training database). Our program includes maintenance, diagnostics and repair of equipment, as well as chemical and physical safety programs. These rigorous training programs are ASE and OEM Certified Equivalent and are required of all Vector Technicians and Site Managers.

The **Vector Fleet Certified Technician Program – Base Level** has 18 courses (25+ hours of training). Current Technicians will have 12 months to complete all courses. New technicians will have 6 months to complete all courses.

The online Training Program covers the core systems of:

- Air Conditioning Basics
- Air Conditioning Diagnostics
- Drivability
- Engine Performance
- Starting and Charging Diagnostics
- Lift Safety
- Oils and Fluids
- Alignment Geometry
- Preventive Maintenance Servicing
- Automotive Cooling Systems
- ABS & Stability Control Systems
- Drivetrains
- Electrical Systems
- Fuel Systems





After the courses are complete, and verified by the corporate administrator, the technician will be awarded a certificate of completion, special compensation and a certified technician patch for their VFM uniform. After this point, additional Advanced Level Training courses can be assigned for potential additional compensation. The Advanced levels will include Light Duty and Med/Heavy Duty Certification.

**The Advanced Levels include:**

**Light Duty**

- Advanced Chrysler Diagnostics
- A/C Best Recommended Practices
- Future Power - Advanced Technologies in Batteries, Starting & Charging Systems
- Advanced Scan Tool Testing Strategies
- Beyond Pattern Failures
- 609 Certification Training
- Fuel System Diagnostic Starting Point
- Focus of Ford
- EVAP Diagnostics
- Enhanced Stability Systems
- Practical TPMS Service
- Diagnostic Strategies: Air Induction
- In Vehicle Battery/Starter/ Alternator Diagnostics
- Diagnostic Strategies: Fuel Delivery
- Diagnostic Strategies: Ignition & Misfires
- Steering Clear of Undercar Misdiagnosis

**Med/Heavy Duty**

- Diesel Exhaust After-treatment
- The Mystery of Diesel Fuel Injectors
- Diesel No Start Diagnostics
- Lubrication & Filtration Technologies
- Testing and Diagnosing Turbo Charging Systems
- Electronic Communication & Diagnostics for Diesel Trucks
- In Vehicle Battery/Starter/Alternator Diagnostics
- Diesel Tips & Tricks
- Controller Area Networks
- 609 Certification Training
- Cummins Generations
- Parasitic Current Draw
- Testing Electrical Circuits & Meter Usage
- Sprinter Diesel Diagnostic Update
- Sprinter Diesel Diagnostics

After the entire team has completed the **Base Level Vector Certified Training** program, the shop will receive a Vector Shop Certification Package. This will assure the County that all maintenance and repair services are performed at a very high level of competency and equivalent to any ASE programs.



**2.35 Record Keeping and Reporting**

**2.35.1 Information Systems Requirements**

The ability to generate and share reports is key to managing your fleet and measuring the quality, cost and productivity results. VFM utilize a fleet maintenance management system which enables us to leverage our experience in servicing vehicles, developing optimal preventive maintenance schedules, and managing and distributing large inventories. VFM will own, install, implement and maintain all hardware and software necessary to operate our transferable fleet maintenance management system.

VFM utilizes TMT Fleet Maintenance developed by TMW Systems of Durham, NC. TMT is a sophisticated maintenance management system designed to integrate seamlessly into many accounting systems.

Features include vehicle history reporting, preventive maintenance scheduling and integrated customer billing. VFM uses industry standard coding to track work performed on the customer's fleet. VFM can provide reports to the customer as desired.

**2.35.2 Fleet Inventory and Maintenance Records**

Upon consideration, VFM's management system supports customization modules and additional ad hoc reporting capabilities. VFM uses our fleet maintenance management system to schedule, track, and monitor all PM and repair activity. With its electronic database, our technicians can see the PM and repair history of each vehicle at the time of service, which enables us to spot recurring or related problems.

In addition to organizing and prioritizing fleet maintenance and repairs, the system records data on every technician, repair and PM to monitor quality and timeliness. VFM uses the data it collects in a number of ways — to maintain productivity levels, to identify training areas for individuals and to evaluate tooling levels.

Each VFM Service Repair Order (SRO) recaps the following information:

- Vehicle number
- All labor costs
- All parts used for the repair
- Any warranty claim that was filed
- Complete description of the work performed

VFM maintains both hard copy and electronic records on fleet maintenance and repairs.

The system also maintains the following data and information:

- Work orders
- Assets and equipment
- Technician productivity and performance
- Inspection of assets and equipment
- Issue of stock or parts inventory
- Vendors and suppliers
- Fleet assets
- Preventive maintenance scheduling

All electronic data stored in our fleet maintenance management system will be owned by the County and made available to the County Fleet Manager at any time during the contract. Online read-only access to our fleet maintenance management system will be provided to the County's Contract Manager and other designated personnel.

The fleet maintenance management software and hardware is not proprietary to VFM.

At the end of or termination of the contract all of the VFM's software and the County data shall be, at the option of the County, one hundred percent (100%) transferable to the County for continued use and become the property of the County. Any one-time transferable costs and any ongoing costs will be the responsibility of the County. If the County chooses not to transfer the use of the FMIS to the County shall provide all of the County owned data on an electronic disk and provide reasonable assistance to the County in uploading this data to a new FMIS.

On the following pages we have included the following for your review:

- A high level view of our FMIS system component structure
- Detailed definition of reports which are available
- Several sample screen shots of available reports

Our FMIS will, at the very minimum, deliver on the specifications provided as directed by the County to include:

- a. Work orders and status
- b. Labor and parts costs
- c. Parts usage and inventory
- d. Individual vehicle operating histories, e.g. mileage, run hours, etc.
- e. An individual vehicle maintenance history, e.g. PM's accomplished vs. scheduled, repairs completed, etc.
- f. Warranty work completed and warranty recovery records

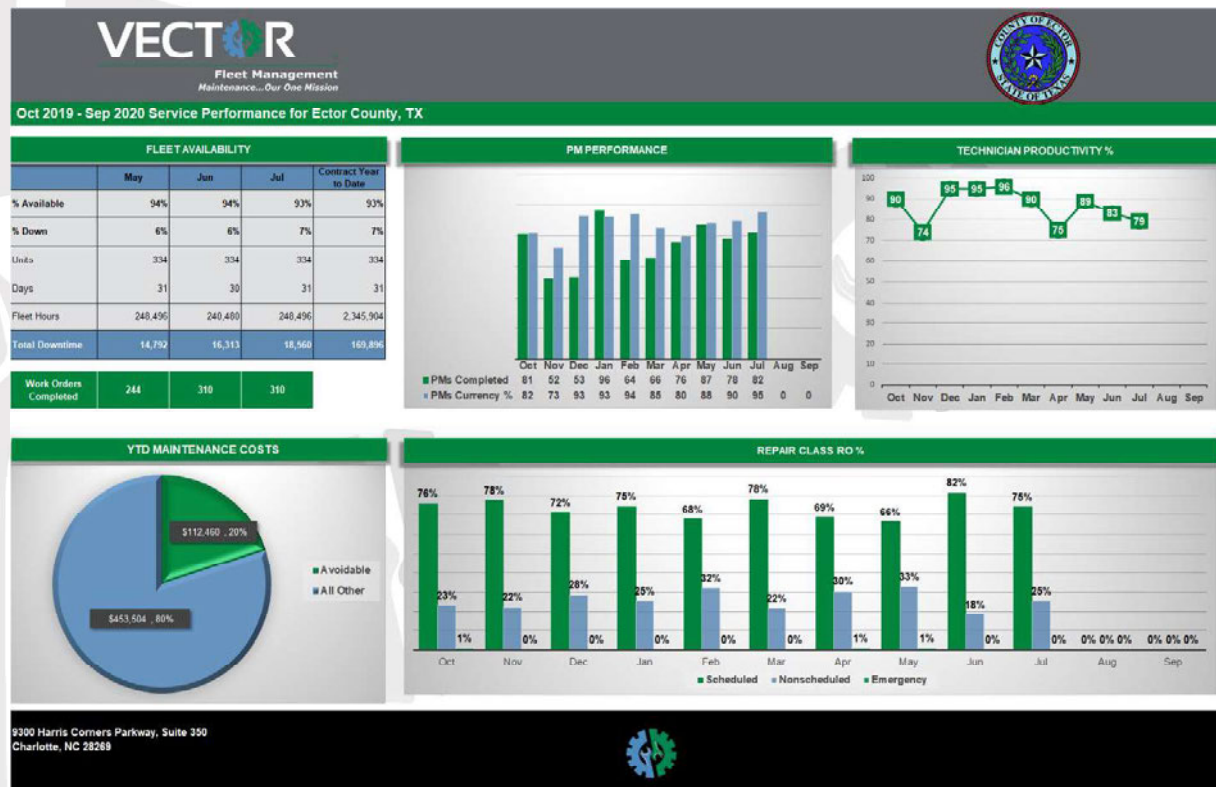
VFM's FMIS has the capability to manage all activities via automated work orders. Work orders shall capture and record, at a minimum, the information described below:

- All work orders will possess a unique work order number
- Each work order must include a valid unit identification number and license number
- Each work order must have an odometer (or hour meter) reading
- Each work order must have a maintenance type code (e.g. 1 schedule, 2 non-scheduled, 3 road call, 4 – PM
- Each work order covering outside services must have an outside vendor identification code
- Each Preventive Maintenance activity must have a PM code (A,C)
- Each work order must have a opened date/time
- Each work order must have a closed date/time
- Each work order must have a work cause code (e.g. 1-normal wear, 2 – PM, 3 – Abuse, etc.)
- Each work order must have a minimum of 50 characters of work description
- Technician name or identifier
- Each work order must have a labor hours breakdown
- Each work order must have part(s), number(s), quantity and cost
- Each work order must have a Department/Cost Center identifier
- Example: **PM Due Report** (Customer Report sent weekly **via e-mail**)

Example of a **Fleet Dashboard** report:

Vector Fleet Management will track:

- PM Compliance
- Unit Availability
- Tech Productivity
- Avoidable Costs
- Scheduled vs. Nonscheduled
- Other KPI's





## Unit Component Cost Reports YTD (Examples)

Summary Report																			
Code	System Description	Cost Per Unit/Unit	Labor Hours	Labor Cost	Part Cost	Services Cost	Total Cost	% of Total Cost											
000	Preventive Maintenance & Inspection	0.001	1,314.37	73,907.71	24,514.19	888.00	99,309.90	15.10%	053	Expendable Items	0.005	304.79	17,165.77	9,086.92	222.16	26,474.85	4.03%		
001	Air Conditioning, Heating & Ventilating System	0.000	353.08	19,863.60	7,167.45	0.00	27,031.05	4.11%	054	Horns & Mountings & Reverse Signal Alarms	0.000	12.85	723.72	238.02	0.00	961.74	0.15%		
002	Cab & Sheet Metal	0.001	266.17	14,955.93	9,072.08	7,292.03	31,320.04	4.76%	055	Cargo Handling, Restraints, & Lift Systems	0.000	44.42	2,493.21	3,737.22	0.00	6,230.43	0.95%		
003	Instruments, Gauges, Warning & Shutdown Devices, & Meters	0.001	220.58	12,418.55	343.81	1,793.42	14,555.78	2.21%	056	Power Take-Off	0.000	7.61	428.60	739.56	0.00	1,168.16	0.18%		
004	Aerodynamic Devices	0.000	0.00	0.00	2.32	0.00	2.32	0.00%	057	Spare Wheel Mounting	0.000	0.60	32.81	0.00	0.00	32.81	0.00%		
011	Axles - Front	0.000	7.19	404.95	111.84	0.00	516.79	0.80%	059	Vehicle Coupling System	0.000	4.31	242.74	336.00	2,004.70	2,583.44	0.39%		
013	Brakes	0.001	519.66	29,229.52	9,794.18	0.00	39,023.70	5.93%	063	Satellite Communications System	0.000	23.42	1,319.03	0.00	0.00	1,319.03	0.20%		
014	Frame Components	0.001	50.69	2,841.99	1,462.34	95.00	4,399.33	0.67%	065	Hydraulic Systems - Multi-function	0.001	12.67	711.57	7,754.41	0.00	8,465.98	1.29%		
015	Steering	0.001	110.03	6,189.02	2,382.36	0.00	8,571.38	1.30%	066	Scrapping	0.000	1.95	109.82	962.44	0.00	1,072.26	0.16%		
016	Suspension	0.000	35.35	1,990.96	1,478.96	0.00	3,469.92	0.53%	067	Buckets	0.000	5.95	335.12	0.00	0.00	335.12	0.05%		
017	Tires, Tubes, Liners & Valves	0.002	541.39	30,440.98	62,323.01	4,678.75	97,442.74	14.82%	068	Lifting / Unloading	0.000	4.02	226.40	0.00	0.00	226.40	0.03%		
018	Wheels, Rims, Hubs & Bearings	0.000	116.13	6,537.09	4,888.86	293.25	11,719.20	1.78%	071	Body	0.000	1.96	110.39	2,090.70	0.00	2,201.09	0.33%		
019	Automatic/manual Chassis Lubricator	0.000	0.00	0.00	71.90	0.00	71.90	0.01%	072	Rear Wall & Door	0.000	0.00	0.00	156.01	0.00	156.01	0.02%		
021	Axles - Driven, Front Steering	0.000	6.13	345.24	52.23	0.00	397.47	0.06%	077	Trailer Frame & Support	0.000	6.06	341.30	405.62	0.00	746.92	0.11%		
022	Axles - Driven, Rear	0.000	7.41	417.34	340.18	0.00	757.52	0.12%	078	Trim & Miscellaneous Hardware	0.000	0.95	53.50	188.65	0.00	242.15	0.04%		
023	Clutch System	0.000	39.14	2,204.37	1,366.99	0.00	3,571.36	0.54%	079	Trailer Safety Devices	0.000	0.00	0.00	254.02	0.00	254.02	0.04%		
024	Drive Shafts	0.001	72.26	3,992.97	174.21	0.00	4,167.18	0.63%	082	Mechanical Refrigeration Unit - (MRU)	0.000	1.30	73.22	4,374.72	0.00	4,447.94	0.68%		
025	Transfer Case	0.000	4.93	277.66	968.27	0.00	1,245.93	0.19%	087	Pump - Product Transfer	0.000	0.00	0.00	27.16	0.00	27.16	0.00%		
026	Transmission - Main, Manual	0.002	108.98	6,134.77	3,124.45	519.70	9,778.92	1.49%	088	Valves & Controls - Bulk Product Transfer Systems	0.000	13.70	769.93	477.72	0.00	1,247.65	0.19%		
027	Transmission - Automatic	0.001	97.15	5,470.19	2,216.33	0.00	7,686.52	1.17%	099	Safety Devices, Instruments & Gauges	0.000	2.09	117.71	0.00	0.00	117.71	0.02%		
028	Auxiliary Transmission	0.000	1.40	78.85	189.80	0.00	268.65	0.04%	111	Undercarriage	0.000	21.67	1,220.46	382.17	0.00	1,602.63	0.24%		
029	Auxiliary Section - Main Transmission, Manual	0.000	0.00	0.00	39.71	0.00	39.71	0.01%	151	Auxiliary Power Unit (apu)	0.000	24.54	1,382.11	519.46	300.97	2,202.54	0.33%		
031	Charging System	0.000	51.49	2,893.89	1,957.61	0.00	4,851.50	0.74%	153	Stationary Generator	0.000	1.23	68.27	27.84	0.00	97.11	0.01%		
032	Cranking System	0.001	265.72	14,924.76	9,767.50	0.00	24,692.26	3.75%	161	Sweeping	0.000	16.93	953.52	0.00	0.00	953.52	0.14%		
033	Ignition System	0.001	76.11	4,275.66	678.26	0.00	4,953.92	0.75%	162	Spreading	0.000	5.67	319.33	96.88	350.00	766.21	0.12%		
034	Lighting System	0.001	283.57	15,920.99	3,150.04	160.00	19,231.03	2.92%	163	Chipping	0.000	4.50	253.45	0.00	0.00	253.45	0.04%		
037	Modules/relays - Electrical	0.000	9.80	549.61	0.00	0.00	549.61	0.08%	165	Vacuuming	0.000	1.64	92.36	0.00	0.00	92.36	0.01%		
041	Air Intake System	0.000	26.14	1,472.20	732.36	0.00	2,204.56	0.34%	166	Trenching	0.000	4.18	235.37	0.00	0.00	235.37	0.04%		
042	Cooling System	0.001	163.65	9,193.09	5,748.34	1,837.74	16,779.17	2.55%	168	Mowing	0.001	126.58	7,110.89	1,974.11	0.00	9,085.00	1.38%		
043	Exhaust System	0.001	130.02	7,322.78	4,517.51	823.90	12,664.19	1.93%	171	Mixers	0.000	0.00	0.00	548.85	0.00	548.85	0.08%		
044	Fuel System	0.001	142.04	7,998.41	3,901.59	0.00	11,900.00	1.81%	172	Compaction Bodies	0.000	1.02	57.45	0.00	0.00	57.45	0.01%		
045	Power Plant	0.003	260.74	14,600.46	7,554.28	510.50	22,665.24	3.45%	173	Tilt Bodies	0.000	14.13	795.81	0.00	0.00	795.81	0.12%		
046	Electric Propulsion System	0.000	3.45	194.31	0.00	0.00	194.31	0.03%	174	Bus Body	0.000	2.65	149.26	759.70	0.00	908.96	0.14%		
048	Power Train - Hybrid	0.000	0.00	0.00	7.99	0.00	7.99	0.00%	193	Belt Conveyor System	0.000	12.79	720.35	821.53	0.00	1,541.88	0.23%		
051	General Accessories	0.000	1.85	103.98	1,628.83	0.00	1,732.81	0.26%	207	Drilling and Boring System	0.000	0.00	0.00	628.85	0.00	628.85	0.10%		
052	Electrical Accesories	0.000	170.33	9,591.22	0.00	0.00	9,591.22	1.45%	209	Dust and Debris Collecting	0.000	0.00	0.00	1,304.80	0.00	1,304.80	0.20%		
</																			



## Daily Fleet Status Report

VFM Downtime Report will be communicated daily from our Project Manager to the County's Contract Manager. This report will be pushed to the County personnel daily and is available on the County's access portal of our FMIS.

Daily Downtime Report									
		3/30/2021							
Date In	Days Down	Department	Unit ID	Service Description	Repeat Repair Work	Warranty Work	Status	Comments/Notes	Estimated Completion
3/15/2021	29	Fire	3058	accident			Awaiting Parts	repairing gear box and other damage	4/1/2021
3/9/2021	15	Water	9207	pm, load bank test			Awaiting Technician	pm done, 3rd party to come out and do load bank test 3/26/2021. Issue with the motor had to stop test. Cat to come on site to address motor issue.	3/31/2021
3/18/2021	7	Police	2198	dies while driving			In Progress	diagnosing	3/31/2021
3/19/2021	7	Police	2419	rides rough			Awaiting Technician	will replace the motor	4/1/2021
3/19/2021	7	Fire	3063	pm			In Progress	returned from metroline, doing pm	3/31/2021
3/24/2021	4	Police	2421	engine light on			Awaiting Technician	will continue diagnosing engine light	3/31/2021
3/24/2021	4	Drainage	7063	electrical issue with the dash lights			Awaiting Technician	Peterbilt out on 3/26 to diagnose. Peterbilt came out and needs to do further diagnostics	4/1/2021
3/29/2021	1	Police	2405	motor issue			In Progress	replacing motor	3/31/2021
3/29/2021	1	Drainage	5066	will not start			In Progress	diagnosing and repairing	3/31/2021
3/30/2021		Traffic	5058	pm			In Progress	doing pm	3/31/2021
3/30/2021		Water	70014	pm and rattling noise			Awaiting Technician	will do pm and diagnose rattling noise	4/1/2021
3/30/2021		Police	20027	pm			In Progress	doing pm	3/30/2021
<b>3RD PARTY VENDOR</b>		<b>Vendor</b>						<b>Reason for outsource</b>	
3/20/2021	45	Drainage	7555	CAT Lewisville			At Vendor	Trading in on new unit	3/26/2021
3/25/2021	4	Fire	3065	Huffines Dodge			In Progress	diagnosing engine light	3/31/2021
<b>COMPLETE</b>		<b>Completed</b>							
3/12/2021	30	Water	7560	articulator out			Complete	Swapped bucket while waiting on new part	3/29/2021
3/29/2021		Police	20018	brake pedal issue			Complete	replaced all brake pads	3/30/2021
3/29/2021		Police	7577	broken hoses			Complete	Pirtek replaced hoses	3/30/2021
3/29/2021		Police	20009	radio is not working			Complete	replaced relay	3/30/2021
<b>SANDY LAKE</b>									
Sandy Lake									
3/24/2021	3	Parks	M-M233	broken belts			complete	replaced pulley and belts	3/29/2021
3/24/2021	5	Parks	9209	tilt bed inop			Awaiting Parts	waiting on hydraulic pump	3/31/2021
3/29/2021	2	Parks	80033	needs amber lights			In Progress	installing ambers	3/31/2021

**FMIS structure below:**

Planning	Repair Orders	Execution	Inventory Mgmt	Warranty	Accounting	Mgmt Reports
PMIs	RO Creation	Mechanic Workstation	Purchasing	OEM	Disbursement Rules	Business Intelligence
Service Calls	Employee Assignment	Indirect and Direct Labor Capture	Parts Requisition	Extended	Cost Allocations	Alerts
Recalls	Standard Times	Parts Request	Tire Inventory	Aftermarket	Interface with Financials	Standard Reports
Shop Planner	Repair History	Mobile Repair	Inventory Control	Claims Generation	General Ledger	Web-based Reports
	Chronic Repair Recognition		Bar Coding	Warranty Funds Captured from Claims	Accounts Payable	Dash Board
					Accounts Receivable	KPIs

Please find below, report definitions, for reports we believe are instrumental in managing a fleet of your size and diversity.

**Unit Cost of Ownership Report** The Report is based on years in service rather than calendar years. Lines in the “Cumulative” cost columns represent one year in the report. Lines add together annual cost up to and including the specific year and continue incrementing one line per year up to the current year. Each line item in the “Actual” cost columns only display costs for a single year.

**Unit down Time Analysis Reports the** Unit Downtime Analysis report provides a way to capture a unit’s downtime and time out of service. The report tracks when a unit is out for repair. You can review how long the unit is out of service. The cost of each repair is also listed along with the total number of work orders for each unit. You can make the report specific and chart a unit’s history and isolate continuing problems. The report can be run in a detailed format. This format lists each repair order and out of service time and downtime is calculated for each repair order. It can run in a summary format with just the total out of service and downtime displayed.

**Note:** Downtime is calculated from the Open Date to the Completed Date, by time stamp.

**Unit Component Cost Report** the Component Cost Report gives the Cost per Utilization, Labor Cost, Part Cost, Services Cost, and Total Cost for each component worked on during the selected date range. The percentage of the total for each component code is also listed. The report also has a Detail Report option. If selected the report shows charges by component code listed for each unit. If the Detail option is not selected, the report will run in summary mode with total cost for each component code.

**Unit Parts Usage Listing** This report allows you to identify every part used for a repair on a particular unit. It provides a detailed accounting of parts charged to units. The report will show part consumption, RO number, date, shop ID, quality and costs. The units listed on the report are based on the selection criteria given to each part and charged to a unit during a specific date range. To narrow the search criteria, a component code, part ID or minimum cost can be entered on the additional tab.

**Unit PM Due Report** This report provides a way to view a list of PM’s currently due. This report uses the PM percentage setup in the vehicle profile to determine if a unit PM is due or a PM percentage entered on the report. It also uses any work shift listed on the shift tab of the unit master file. The report can be grouped by unit ID, shop ID, cost center, department, division, activity or unit type. The report can be run for all PM types, dependent, independent or a specific PM component code. The PM can be sorted by unit ID, percentage or due level.

**Unit Reason for Repair Analysis** This report provides a breakdown of shop costs and vendor costs by reason for repair. The report can be grouped by unit ID, shop ID, cost center, department, division, activity and unit type. If the report is not grouped by unit ID, the report can be run in detail or summary. The report will allow you to review all repairs performed and the reason for the repairs. It also shows the amount of money spent on repairs. Labor hour's vendor cost, service cost and part cost are listed separately, totaled and listed by RO.

### **Report Name**

**Customer Cost Summary Reports** Description the Customer Cost Summary Report provides unit repair information by customer. Maintenance cost is displayed from the customer's perspective. For each customer, the data can be grouped by unit ID, shop ID, cost center, department, division, activity and unit type. The report reflects utilization type, cost per utilization, maintenance repair, and manage decision, outside influence, total maintenance, tire cost, total cost. Total meter, period utilization, repair orders, and utilization per RO. You may print or preview this report.

**Customer Unit Component Cost Summary Report** The Unit Component Cost Report provides an analysis of customer unit costs by cost center. This report is an invaluable tool for an at-a-glance analysis of the total cost per unit utilization by cost center. The report can be created for the primary utilization base or a specific meter type. The report can be sorted by cost center, labor cost, part cost, services cost, or total cost. You may graph the data, print or preview the report.

**Customer Unit Life Cycle Report** The Customer Unit Life Cycle Report provides a lifecycle report of customer unit costs. The repair cost will be based on the invoices generated for the unit. The unit will be reported by the customer assigned to the unit on the unit master.

**Vendor Purchases Report** The Vendor Purchase Report provides a way to view all vendor purchases and vendor repair orders entered in the system. The report is based on the vendor selection criteria. Vendors with multiple repairs are listed separately. The report can be sorted by vendor ID, vendor name and either repair orders, Purchase Order or both may be selected. Vendor RO/Repair Order dollars will not appear in the vendor total on the report when the report is run for order type = both. This prevents dollars from being doubled for that vendor for vendor ROs as the PO and RO total will be the exact same. The dollars will still be included in the report total.

## **2.36 Daily and Monthly Reports**

The following minimum requirements for reporting and record-keeping will be in effect for the term of the contract. Proposers are asked to submit, as part of their proposals to County, any additional reporting methodologies they would recommend enacting in the best interest of County and the management of the County's fleet.

### **2.36.1 Records**

- **Provider Records.** Upon prior notice by County, VFM will provide authorized County representative's access at all reasonable times to all electronic and hard data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers, time cards, and memoranda, and will provide to County cost verification for work.
- **Files and Procedures.** VFM will maintain onsite, either electronically, hard copy, etc., a complete file of service manuals, parts manuals, service bulletins, lubrication charts and other information needed to properly service and repair the fleet. These records become the property of the County at contract termination or conclusion. VFM will provide initial and update FMIS training County employees requiring access. VFM will maintain and update this FMIS connection for the County as required for the duration of the Agreement resulting from as direct by the County process. All records become the property of the County at contract termination or conclusion.

- **Vehicle and Repair Order History.** A hard copy vehicle history folder will be maintained on site by VFM for all maintenance and repair work done, including all contracted/commercial work. This folder will contain, by repair order number, all repair orders generated for the fleet. In addition, a folder will be kept for each vehicle and piece of equipment in the fleet which will contain hard copy documentation of the vehicle's make, model, year and serial number, warranty information, and invoice information. Some users may require, and the Provider must provide them with a copy of repair orders for their vehicles at the time that maintenance or repair work is completed. These records will be maintained on-site for a period of one year after the vehicle is disposed of to conform to Federal DOT regulations.
- **FMIS Requirements** VFM will utilize our FMIS system to establish and maintain an electronic record keeping and reporting system for all services being provided. This will include records of all maintenance, repair and servicing activity performed on each vehicle.
  - a. **Weekly Report** VFM will generate a report summarizing the previous week's activities for delivery to County before noon each Friday. The exact content and format of the report will be determined by County but will include the current week's scheduled activities such as:
    - Vehicles scheduled for PM service
    - Vehicles scheduled for repair or other service
    - A listing of vehicles not delivered for a scheduled PM or other service (the listing will include the assignee's name, if known, and department)
    - Warranty/Recall status (as required)
    - A summary of suspected blatant user abuse
    - A summary of vehicles remaining out-of-service
    - A summary of new vehicle preparation activities
    - Number of completed work orders
    - Summary of vehicles not repaired pending authorization to repair from County
    - Fleet availability report.
  - b. **Monthly Report** VFM will submit a monthly report to County on or before the 10th calendar day of the month following the reporting period. The report will summarize the month's work within the parameters defined by the daily report. In addition, the monthly report will include performance according to Performance Standards. A monthly safety report will also be submitted.
    - Failure/attainment in each performance area subject to reward/liquidated damages for that month and cumulative damages for that contract year.
    - Discovery or indication of abuse by the vehicle user in excess of normal wear and tear.
    - Number of shop orders.
    - Number of service calls.
    - Number of vehicle PMs scheduled/completed.
    - Downtime by category and in total.
    - Cumulative records of sub-contracted work.
    - Total labor hours expended.
    - Total parts cost.
    - Problem/accident summary
    - Total costs, by vehicle and department so that entire vehicle cost maybe billed by the County Accounting department back to the department that owns the unit.
    - Brief notes of relevant issues per VFM's manager on site

- c. **Quarterly Report** VFM will provide a consolidated quarterly management report to be delivered to the County on or before the 20<sup>th</sup> of each month. The report shall include, but not limited to:
- Failure/attainment in each performance area subject to reward/liquidated damages for that month and cumulative damages for that contract year.
  - Costs for accidents and other items not included in contract costs.
  - Discovery or indication of abuse by the vehicle user in excess of normal wear and tear.
  - Downtime in total
  - Problem/Accident Summary
  - Non-Contractual Summary Report
- d. **Quarterly Performance Report** VFM will submit to County a written quarterly performance report that summarizes the quarter's activity in the format agreed upon by VFM and County. The quarterly performance report shall include quarterly data for those categories presented in the monthly reports, as well as any additional performance information VFM believes should be included.



# CUSTOMER REPORTS APPLICATION

Vector Fleet Management's Customer Reports Application offers a way for our customers to view fleet maintenance reports at their convenience. This is a web based application that can be accessed anytime and anywhere.



### Example: Customer Log-In Screen

Each customer contact can have a unique login allowing them to access their reports. They will receive a consultation over the phone that includes creating their login, report set up based on their needs and a demo to familiarize them with the application.

**Reports**

**VECTOR**  
Fleet Management

**Login Screen**

User Id:

Password:

Login

\*\*\*PRODUCTION ENVIRONMENT\*\*\*  
Version: 1.0

Once logged in, each customer will see a list of reports related to their fleet maintenance operation. Clicking on the report will open the search criteria selection. Some examples include:

- Maintenance Cost per Mile
- Maintenance Cost per Unit
- Customer Cost Summary Report
- Open Repair Orders
- PMs Due
- Reason for Repair
- Repair Order Detail
- Unit Down Time Analysis
- Unit Inventory

### Maintenance Cost Per Unit

Start Date: 10/1/2021 End Date: 10/4/2021

City of Deerfield Beach, FL

Unit Number	Unit Description	Unit Category	Meter	Repair Reason	Date RO Opened	Date RO Closed	Unit Down Time - Hrs.	Labor Hrs	Labor Cost	Part Cost	Sublet Cost	Total Cost
# of RO's per Unit: 1												
DFB5804	2016 Autocar ACX64 Roll-Off	ROLL-OFF	82,648.00	STATUS	09/23/21	10/01/21	200.20	0.00	\$0.00	\$0.00	\$0.00	\$0.00
DFB5804	2016 Autocar ACX64 Roll-Off	ROLL-OFF		DRIVERREPORT	09/23/21	10/01/21	0.00	25.59	\$1,491.12	\$681.89	\$0.00	\$2,173.01
							Unit Down Time Totals:	Labor Hour Totals:	Labor Cost Total:	Part Cost Total:	Sublet Cost Total:	Grand Total Cost:
							200.20	25.59	\$1,491.12	\$681.89	\$0.00	\$2,173.01
# of RO's per Unit: 1												
DFB5815	2016 Mack LEU633 Side Loader	SIDE LOADER	27,105.00	STATUS	09/20/21	10/01/21	266.50	0.00	\$0.00	\$0.00	\$0.00	\$0.00
DFB5815	2016 Mack LEU633 Side Loader	SIDE LOADER		DRIVERREPORT	09/20/21	10/01/21	0.00	4.29	\$249.98	\$0.00	\$0.00	\$249.98
DFB5815	2016 Mack LEU633 Side Loader	SIDE LOADER		DRIVERREPORT	09/20/21	10/01/21	0.00	0.94	\$54.78	\$0.00	\$0.00	\$54.78
DFB5815	2016 Mack LEU633 Side Loader	SIDE LOADER		DRIVERREPORT	09/20/21	10/01/21	0.00	1.63	\$94.98	\$0.00	\$0.00	\$94.98
DFB5815	2016 Mack LEU633 Side Loader	SIDE LOADER		DRIVERREPORT	09/20/21	10/01/21	0.00	0.07	\$4.08	\$0.00	\$0.00	\$4.08
							Unit Down Time Totals:	Labor Hour Totals:	Labor Cost Total:	Part Cost Total:	Sublet Cost Total:	Grand Total Cost:
							266.50	6.93	\$403.82	\$0.00	\$0.00	\$403.82
# of RO's per Unit: 1												
DFB5131	2014 Autocar ACX64 Front Loader	PACKER	29,238.00	STATUS	09/30/21	10/01/21	32.50	0.00	\$0.00	\$0.00	\$0.00	\$0.00
DFB5131	2014 Autocar ACX64 Front Loader	PACKER		DRIVERREPORT	09/30/21	10/01/21	0.00	14.03	\$817.53	\$0.00	\$0.00	\$817.53
							Unit Down Time Totals:	Labor Hour Totals:	Labor Cost Total:	Part Cost Total:	Sublet Cost Total:	Grand Total Cost:
							32.50	14.03	\$817.53	\$0.00	\$0.00	\$817.53
# of RO's per Unit: 1												
DFB5110	2010 Autocar ACX64 Front Loader	PACKER	70,105.00	STATUS	09/29/21	10/01/21	51.20	0.00	\$0.00	\$0.00	\$0.00	\$0.00
DFB5110	2010 Autocar ACX64 Front Loader	PACKER		DRIVERREPORT	09/29/21	10/01/21	0.00	7.30	\$425.37	\$0.00	\$0.00	\$425.37
DFB5110	2010 Autocar ACX64 Front Loader	PACKER		DRIVERREPORT	09/29/21	10/01/21	0.00	0.05	\$2.91	\$43.62	\$0.00	\$46.53
DFB5110	2010 Autocar ACX64 Front Loader	PACKER		DRIVERREPORT	09/29/21	10/01/21	0.00	0.03	\$1.75	\$0.00	\$0.00	\$1.75
							Unit Down Time Totals:	Labor Hour Totals:	Labor Cost Total:	Part Cost Total:	Sublet Cost Total:	Grand Total Cost:
							51.20	7.38	\$430.03	\$43.62	\$0.00	\$473.65

### Customer Cost Summary Report

Date: 10/1/2021 to 10/31/2021

Unit	Utilization Type	Cost Per Utilization (US\$)	Maint Repair (US\$)	Manage Decision (US\$)	Outside Influence (US\$)	Total Maint (US\$)	Tire Cost (US\$)	Tax/Fee Cost (US\$)	Total Cost (US\$)	Current Meter	Period Utilization	Repair Orders	Utilization Per R.O.
City of Deerfield Beach, FL													
DFB5804	ODOMETER	\$0.00	\$2,207.12	\$0.00	\$0.00	\$2,207.12	\$0.00	\$0.00	\$2,207.12	82,648	0	1	0
DFB5815	ODOMETER	\$0.00	\$153.83	\$0.00	\$0.00	\$153.83	\$249.98	\$0.00	\$403.81	27,105	0	1	0
DFB5131	HOURLY METER	\$0.00	\$817.53	\$0.00	\$0.00	\$817.53	\$0.00	\$0.00	\$817.53	29,238	0	1	0
DFB5128	ODOMETER	\$0.00	\$87.77	\$0.00	\$0.00	\$87.77	\$0.00	\$0.00	\$87.77	54,541	0	1	0
DFB5110	ODOMETER	\$0.94	\$475.83	\$0.00	\$0.00	\$475.83	\$0.00	\$0.00	\$475.83	70,105	506	1	506
DFB5102	ODOMETER	\$0.00	\$155.58	\$0.00	\$0.00	\$155.58	\$0.00	\$0.00	\$155.58	91,465	0	2	0
DFB5152	ODOMETER	\$0.02	\$0.00	\$0.00	\$0.00	\$0.00	\$88.57	\$0.00	\$88.57	7,929	4,425	1	4,425
Averages:		13.71%	\$556.81	\$0.00	\$0.00	\$556.81	\$48.36	\$0.00	\$605.17	51,862	704	1	704
Grand Totals:		\$0.96	\$3,897.66	\$0.00	\$0.00	\$3,897.66	\$338.55	\$0.00	\$4,236.21	363,031	4,931	8	4,931



## Repair Order Detail

VECTOR

Fleet Management

Repair Order

Start Date: 10/10/2021End Date: 10/05/2021

Confidential

Repair Order	Invoice Number	Date Opened	Date Closed	Date Completed	Price Table	Supplemental / Govt Non-Target	Line Type	Section Number	Part	Component Description	Section Comments	Line Description	Total Parts Issued	Labor Hours	Parts Cost	Cost Per Part	Parts Markup %	Labor Cost	Service Cost	Service Markup %	Total Maint	Tax Costs	Fees	Total Cost
DFB-00000229	DFB-00000192	09/29/2021	10/01/2021	10/01/2021	DEERFIELD BEACH		Target	Labor	2	Tire - Pneumatic	RIGHT FRONT TIRE NEEDS CHANGED	Tire - Pneumatic, MISSING, ADJUSTED	0	0.77	\$0.00		\$0.00	\$44.87	0.00	\$0.00	\$44.87	0.00	0.00	\$44.87
DFB-00000229	DFB-00000192	09/29/2021					Target	Labor	2	Tire - Pneumatic	LEAKING, REPLACED NEW		0	3.52	\$0.00		\$0.00	\$205.11	0.00	\$0.00	\$205.11	0.00	0.00	\$205.11
DFB-00000229	DFB-00000192	09/29/2021	10/01/2021	10/01/2021			Target	Labor	3	Vehicle Fluids, Lubricants, Gases, & Particulates	FLUIDS, LUBRICANTS, GASES, & PARTICULATES, WORN OUT, FILLED		0	0.77	\$0.00		\$0.00	\$44.87	0.00	\$0.00	\$44.87	0.00	0.00	\$44.87
DFB-00000229	DFB-00000192	09/29/2021					Target	Labor	3	Vehicle Fluids, Lubricants, Gases, & Particulates	SHOCK, INSPECTED		0	0.17	\$0.00		\$0.00	\$9.91	0.00	\$0.00	\$9.91	0.00	0.00	\$9.91
DFB-00000229	DFB-00000192	09/29/2021	10/01/2021	10/01/2021			Target	Labor	4	Air Conditioning Assembly - Complete	AC NOT WORKING	Air Conditioning Assembly - Complete, LEAKING, RECHARGE	0	1.63	\$0.00		\$0.00	\$94.98	0.00	\$0.00	\$94.98	0.00	0.00	\$94.98
DFB-00000229	DFB-00000192	09/29/2021	10/01/2021	10/01/2021			Target	Labor	5	Camera	CAMERAS NOT WORKING	Camera, WORN OUT, DISASSEMBLE	0	0.87	\$0.00		\$0.00	\$4.08	0.00	\$0.00	\$4.08	0.00	0.00	\$4.08
Sub Totals														6.83	\$0.00		\$0.00	\$493.82	\$0.00	\$0.00	\$493.82	\$0.00	\$0.00	\$493.82

Repair Order	Invoice Number	Date Opened	Date Closed	Date Completed	Price Table	Supplemental / Govt Non-Target	Line Type	Section Number	Part	Component Description	Section Comments	Line Description	Total Parts Issued	Labor Hours	Parts Cost	Cost Per Part	Parts Markup %	Labor Cost	Service Cost	Service Markup %	Total Maint	Tax Costs	Fees	Total Cost
DFB-00000229	DFB-00000193	09/23/2021	10/01/2021	10/01/2021	DEERFIELD BEACH		Target	Labor	2	Brakes	PLUNK PLUNK KILL BRAKES, NEED REPLACED	Brakes, WORN OUT	0	8.42	\$0.00		\$0.00	\$490.63	0.00	\$0.00	\$490.63	0.00	0.00	\$490.63
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	2.30	\$0.00		\$0.00	\$134.02	0.00	\$0.00	\$134.02	0.00	0.00	\$134.02
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	0.35	\$0.00		\$0.00	\$20.39	0.00	\$0.00	\$20.39	0.00	0.00	\$20.39
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	5.35	\$0.00		\$0.00	\$311.74	0.00	\$0.00	\$311.74	0.00	0.00	\$311.74
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	2.73	\$0.00		\$0.00	\$158.08	0.00	\$0.00	\$158.08	0.00	0.00	\$158.08
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	5.63	\$0.00		\$0.00	\$328.05	0.00	\$0.00	\$328.05	0.00	0.00	\$328.05
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	0.27	\$0.00		\$0.00	\$15.73	0.00	\$0.00	\$15.73	0.00	0.00	\$15.73
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	0.02	\$0.00		\$0.00	\$1.17	0.00	\$0.00	\$1.17	0.00	0.00	\$1.17
DFB-00000229	DFB-00000193	09/23/2021					Target	Labor	2	Brakes			0	0.52	\$0.00		\$0.00	\$30.30	0.00	\$0.00	\$30.30	0.00	0.00	\$30.30
DFB-00000229	DFB-00000193	09/23/2021					Target	Part	2	CS471105	Hardware Kit Brake Shoe		2	0.00	\$158.79	\$79.39	\$0.00	\$0.00	\$0.00	\$158.79	0.00	0.00	\$158.79	
DFB-00000229	DFB-00000193	09/23/2021					Target	Part	2	54229-018	Drum, Rear Brake		2	0.00	\$507.22	\$253.61	\$0.00	\$0.00	\$0.00	\$507.22	0.00	0.00	\$507.22	
DFB-00000229	DFB-00000193	09/23/2021					Target	Part	2	314001010	Coupling Device		1	0.00	\$17.87	\$17.87	\$0.00	\$0.00	\$0.00	\$17.87	0.00	0.00	\$17.87	
Sub Totals														25.39	\$681.89		\$0.00	\$1,495.52	\$0.00	\$0.00	\$2,173.61	\$0.00	\$0.00	\$2,173.61

Repair Order	Invoice Number	Date Opened	Date Closed	Date Completed	Price Table	Supplemental / Govt Non-Target	Line Type	Section Number	Part	Component Description	Section Comments	Line Description	Total Parts Issued	Labor Hours	Parts Cost	Cost Per Part	Parts Markup %	Labor Cost	Service Cost	Service Markup %	Total Maint	Tax Costs	Fees	Total Cost	
DFB-00000260	DFB-00000191	09/29/2021	10/01/2021	10/01/2021	DEERFIELD BEACH		Target	Labor	9	Fish Entry Ascents	STEP, DISASSEMBLE	Fish Entry Ascents	0	4.85	\$0.00		\$0.00	\$987.41	0.00	\$0.00	\$987.41	0.00	0.00	\$987.41	
DFB-00000260	DFB-00000191	09/29/2021					Target	Labor	2	Cab Entry Assist, BENT, FABRICATED		0	2.45	\$0.00		\$0.00	\$142.78	0.00	\$0.00	\$142.78	0.00	0.00	\$142.78		
DFB-00000260	DFB-00000191	09/29/2021					Target	Labor	3	Transmission Case, LEAKING, INSPECTED		0	0.95	\$0.00		\$0.00	\$2.91	0.00	\$0.00	\$2.91	0.00	0.00	\$2.91		
DFB-00000260	DFB-00000191	09/29/2021	10/01/2021	10/01/2021			Target	Part	3	847400E	Transmission Case	TRANSMISSION LEAKING		1	0.00	\$43.62	\$43.62	\$0.00	\$0.00	\$0.00	\$43.62	0.00	0.00	\$43.62	
DFB-00000260	DFB-00000191	09/29/2021	10/01/2021	10/01/2021			Target	Labor	4	Vehicle Fluids, Lubricants, Gases, & Particulates	TOP OFF FLUID	Vehicle Fluids, Lubricants, Gases, & Particulates, LOW FLUID, FILLED		0	0.03	\$0.00		\$0.00	\$1.75	0.00	\$0.00	\$1.75	0.00	0.00	\$1.75
Sub Totals														7.38	\$43.62		\$0.00	\$436.63	\$0.00	\$0.00	\$473.65	\$0.00	\$0.00	\$473.65	

Repair Order	Invoice Number	Date Opened	Date Closed	Date Completed	Price Table	Supplemental / Govt Non-Target	Line Type	Section Number	Part	Component Description	Section Comments	Line Description	Total Parts Issued	Labor Hours	Parts Cost	Cost Per Part	Parts Markup %	Labor Cost	Service Cost	Service Markup %	Total Maint	Tax Costs	Fees	Total Cost
DFB-00000262	DFB-00000194	09/30/2021	10/01/2021	10/01/2021	DEERFIELD BEACH		Target	Labor	2	Air Type Power Brakes	AIR LEAK AND BRAKE CHAMBER LOOSE	Air Type Power Brakes, LEAKING, REPLACED USE	0	3.63	\$0.00		\$0.00	\$211.52	0.00	\$0.00	\$211.52	0.00	0.00	\$211.52
DFB-00000262	DFB-00000194	09/30/2021					Target	Labor	2	Air Type Power Brakes	BENT, ADJUSTED		0	3.63	\$0.00		\$0.00	\$211.52	0.00	\$0.00	\$211.52	0.00	0.00	\$211.52
DFB-00000262	DFB-00000194	09/30/2021					Target	Labor	2	Air Type Power Brakes	BENT, ADJUSTED		0	4.27	\$0.00		\$0.00	\$248.81	0.00	\$0.00	\$248.81	0.00	0.00	\$248.81
DFB-00000262	DFB-00000194	09/30/2021					Target	Labor	2	Air Type Power Brakes	BENT, REPLACED NEW		0	2.50	\$0.00		\$0.00	\$145.68	0.00	\$0.00	\$145.68	0.00	0.00	\$145.68
DFB-00000262	DFB-00000194	09/30/2021					Target	Labor	2	Air Type Power Brakes	CRACKED, REPLACED NEW		0	0.30	\$0.00		\$0.00	\$0.95	0.00	\$0.00	\$0.95	0.00	0.00	\$0.95
Sub Totals														14.63	\$0.00		\$0.00	\$817.53	\$0.00	\$0.00	\$817.53	\$0.00	\$0.00	\$817.53

## 2.36.2 Annual Meetings and Reports

On the first anniversary of the effective date (no less than 60 days of each contract year of the Agreement and every other anniversary date thereafter, VFM will submit to County a written annual report that summarizes the year's activity in the format agreed upon by VFM and the County. VFM will provide a statement indicating the solvency of the provider as part of the annual report. This may take the form of a standard issued certified corporate report or certified statement of VFM's financial condition.

## 2.37 Reference Files and Procedures

VFM will maintain onsite, either electronically, hard copy, etc., a complete file of service manuals, parts manuals, service bulletins, lubrication charts and other information needed to properly service and repair the fleet. These records become the property of the County at contract termination or conclusion. VFM will maintain and update this FMIS connection for the County as required for the duration of the agreement, as directed by the Counties process. All records become the property of the County at contract termination or conclusion.

## 2.38 Access To and Ownership of Records

VFM will provide the County and their authorized representatives requested records, data, correspondence, instructions, plans, drawings, receipts, vouchers, time cards, and memoranda as well as cost verification for work.

### 3.0 Transition Plan

VFM understands the need for a smooth, effective and uninterrupted transition period.

Achieving a successful transition presents more challenges than any other aspect of forging a successful partnership. VFM is focused on making the transition experience as seamless as possible. In this effort, we possess the industry expertise and experience to ensure well-executed partnership transitions.

#### 3.1 Service Transition Process

The objective of our detailed Transition Plan is to ensure that VFM will be able to assume responsibility for the County fleet management and maintenance under sixty (60) days of contract execution, or notice to proceed. This Transition Plan represents our approach to maintaining a high level of service quality to the County addressing the important issues that accompany a change in service delivery. Our Transition Plan includes the following key considerations:

- Deploying our dedicated and experienced Start-up Team from Charlotte. NC.
- Establishing communication with key personnel from Rowan County
- Parts inventory and vendor/subcontract management transition
- Facility and shop equipment inspection/pre-existing deficiency report
- Employee hiring, orientation, and training
- Fleet Management Information System install and training
- Vehicle repair and preventive maintenance transition
- Fleet assessment

We have organized our plan chronologically, to reflect the timing of the transition, as it will most likely occur. Of course, there may be adjustments to the schedule presented here to adapt to your changing needs. A detailed timeline of events that will take place during this important transition is presented at the end of this section.

#### 3.2 Local Start-up Team Composition

We have established our transition staffing plan based on our understanding of the order of events and the personnel necessary to complete them. The actual personnel and staffing positions may vary from those presented here to reflect the evolving needs of such an important service delivery transition.

The primary VFM team leader will be Craig Moran, Transition Manager in conjunction with Steve Benedict Director of Government Operations.

Craig Moran will begin to coordinate our transition efforts and will oversee all the tasks outlined in this proposal. In addition, representatives from our Human Resources Department; and other technical advisors in areas, such as Parts Supply, Shop Operations and Fleet Management Information Systems will be present.

Throughout the transition period, VFM will have experienced members of our team available to assist with start-up operations. The table above lists the staffing we plan to deploy in order to successfully complete this important service delivery transition.

Start-up Team Composition
<i>Rowan County, NC</i>
Executive Vice President – Craig Moran
Director of Gov't Operations-Steve Benedict
H.R. Coordinator – Lisa Bell
Purchasing Director – Matthew Wallace
Contract Liaison - Sales – Alice Hicks
FMIS Leader – Kathy Sherrin
Safety Manager – Charles Bryson

### **3.3 Establishing Communication with Key Personnel from Rowan County**

The VFM transition team will meet with County personnel who will be especially key to our joint transition success, including the Contract Manager along with Department liaisons. VFM wants to collaborate with the various vehicle and equipment user groups to identify and address their problems/concerns with the fleet and issues regarding maintenance requirements. We also want to make sure that our systems are easily understood and that preventive maintenance will be scheduled at a time convenient to vehicle users and their supervisors. We need their cooperation in helping us schedule PM inspections and follow-up on vehicles that could not be sent to County maintenance facilities on the date of a PM appointment. Furthermore, we want to put into place the mechanism for feedback on our services so any issues can be identified and resolved quickly.

### **3.4 Facility Inspection and Asset Management Transition**

VFM and Rowan County will schedule a joint inspection of the facility prior to the start date. Although we do not anticipate any deficiencies, the purpose of this joint inspection will be to identify any pre-existing deficiencies or challenges in the facility that may exist. VFM will issue a Pre-Existing Deficiencies/Challenges Report to The County, within ten (10) days of conducting the inspection, outlining any noted deficiencies and identifying any garage feature or system which is functional but which should be considered for replacement or upgrade due to age or overall condition.

Also, VFM will conduct a joint inventory of all structural, mechanical, electrical, equipment, tools, vehicle computer equipment and furniture to which VFM will have access during the contract term. This will ensure that there can be no question as to what existed at the beginning of our assuming responsibility for facility operations, and what exists at any time during the course of the contract.

VFM will conduct a safety audit of the County location to identify any improvements necessary for compliance with The County, City, State, Federal and VFM's safety standards. The safety audit will be presented to the County, and any noted deficiencies will be included in VFM's pre-existing deficiencies report. Within thirty (30) days of the assessment, VFM will notify the County in writing of any hazardous conditions identified during this assessment.

### **3.5 Employee Hiring and Transition**

One of the major priorities throughout the transition period will be the recruiting of local qualified technicians, in tandem with the possible deployment of our current technicians from other contract locations. The employee hiring and transition will begin with an interview and skills assessment of the existing maintenance employees by the transition team to assess their current skill and qualifications.

The new employees will proceed through our on-boarding system. VFM and the County policy and procedures, Benefits, Vector Technical Training Modules (VTI), as well as position specific training for all managers, parts staff, clerks and technicians.

### **3.6 Parts Inventory and Vendor/Subcontractor Transition**

VFM and the County will confirm the parts and service vendors for the duration of the contract. The County and VFM will mutually agree on the vendors to be used for the contract period(s). Local vendors, which will be the vast majority of our parts purchases, will be established. Delivery models, payments terms and inventory expectations established. Quick ship vendors as well as any national OEM vendors will be established and placed into FMIS.

Disposal and CORE process established. Develop a plan to dispose of excess and obsolete inventory. Shelving and bin capacity as well as parts distribution system and processes established. Inventory room stocked and organized.

Warranty process, credit and tracking to be reviewed with the County.

### **3.7 Fleet Maintenance Management System (FMIS)**

One of the main priorities during this transition period will be install and setup of our FMIS. The proper training of our technicians and staff will be performed with VFM trainers from our corporate office as well as from other VFM locations. Training will include, but not limited to, work orders, data entry, generating reports, scheduling services, inventory management, warranty administration, etc.

Our Managers and Clerks will receive training on reporting requirements, frequency and data needed to delivery timely and precis reporting. Vendors and warranty information will be set up in TMT, as well as PM scheduling. At this time any printers, lines or additional computer hardware or software will be ordered and installed.

The customer portal will be setup along with any necessary training involved or as needed.

### **3.8 Equipment and Tooling**

VFM will establish immediate equipment and tooling needs. This will include, but not limited to, ordering 2 mobile lube carts, PM and inventory carts, Diagnostics needed and setup of Mitchell/All-Data/Motors setup.

### **3.9 Safety**

On-Site inspection from VFM Safety Manager with full reporting shared with the County. We do not expect any deficiencies, but any will be addresses at this time. PPE, eyewash stations, safety tags, and signs printed and placed. Safety staff meeting held and safety huddles at each shift change established. Safety training on specific equipment and processes will also begin.





## 4.0 Organization and Staffing

### 4.1 Proposed Staffing Plan

Below we will outline the organizational hierarchy of the member of staff within the shop management model.

<i>Position</i>	<i>Number of Employees</i>
Site Manager	1
Parts/Admin Clerk	1
Full-time Mechanics (1 – EVT Certified)	2
Part-time Mechanic	.5
<b>Total Employees</b>	<b>4.5</b>



At VFM we have very high standards for training and ongoing education. Every technician is held accountable to dedicate a minimum of 3% of all hours worked to continuing education. We support major training standards like ASE, and EVT. We offer robust reimbursement programs, and student assistance for all Technicians that continue to move their careers forward, while being part of our brand.



*Vector Fleet Management will attempt to retain any employees that meet our specifications from a current provider, or your staff if you desire them to be retained.*

## 4.2 Key Managerial/Supervisory

Please find below, resumes for VFM executive, managerial and staff teams, whose experience will be leveraged in the implementation and management of Rowan County.

### James A. Overstreet – President / CEO

#### SUMMARY



Over 35 years in fleet maintenance, fleet management, transportation planning, and vendor negotiating for both a private and public service fleets. Proven ability to develop and implement successful strategies, policies, and procedures to lower operating expenditures. Exceptional relationship building skills, able to lead, motivate, and develop successful support teams. We have expertise in all aspects of fleet maintenance, DOT regulations, equipment utilization, capital expenditures and budgeting. ASE Certified.

#### PROFESSIONAL EXPERIENCE

##### VFM Management, Charlotte, NC

President / CEO (1997-Present)

- Direct a Corporate Staff including Sales, Marketing, Finance and Operations
- Develop and Implement growth, strategy plan
- Develop annual business plans
- Answers to a five member independent Board of Directors

##### Strick Corporation, Fairless Hills, PA

Director of Dealer Development / Southeast Region (1996-1997)

- Increased dealer network from 9 to 15 locations
- Maintained dealer relations, achieving a satisfaction score of 95% after 9 months
- Oversaw the implementation of single largest new dealer program
- Grew southeast region profit margin by 6%
- Implemented dealer to customer national account programs

##### Overnite Transportation, Richmond, VA

Senior Manager of Fleet Service (1995-1996)

- Directed management staff of 65 in 45 states with 650 technicians
- Developed maintenance practices and schedules
- Implemented quality and safety auditing procedures
- Designed standardized technician pay scale
- Oversaw fleet specification planning
- Submitted monthly and annual budget plans

**James Overstreet – President/CEO (Cont'd)**

**Overnite Transportation, Richmond, VA**

Manager of Fleet Procurement and Warranty Reimbursement (1990-1995)

- Directed procurement of fleet maintenance repair supplies
- Centralized procurement activity for 65 shop locations
- Implemented an internal distribution network for repair supplies
- Established a quality development team consisting of 10 suppliers
- Designed a formal RFP program for fleet equipment and supply procurement
- Reduced supply inventory from \$8.5 million to \$4.9 million
- Reduced supplier network by 50% thru product standardization
- Implement a warranty recovery system, recovered \$900,000.00 first year

**James A. Overstreet – President / CEO Cont'd**

**Overnite Transportation, Charlotte, NC**

Inventory Control Manager (1981-1990)

- Implemented automated inventory control system
- Designed and implemented inventory storage lay-out
- Developed transportation schedule for supply distribution
- Formulated maximum / minimum inventory levels

**Education and Training**

- Graduated Mt. Pleasant High 1976
- Attended J Sergeant Reynolds Community College (1993-1994)
- Overnite Transportation Management Training (1991-1995)
- Fruehauf Trailers Management Training (1977-1980)
- United Parcel Management Training (1976)

**Associations**

- Technology Maintenance Council (TMC) member since 1995
- National Institute for Automotive Service Excellence (ASE) certified

**Aubrey Felton – Executive Vice President**

**SUMMARY**



Business Acquisitions, Strategic Planning, Training and Development, Contract Negotiations, Facility up-fitting and renovation, P & L Management, Budgeting Systems, Sales & Marketing, Retail Operations, IT Procurement/Implementation, Corporate Integrations, Pricing Dynamics, Fleet Management, Parts Procurement, Government & Private Contracts, and Product Implementation.

**PROFESSIONAL EXPERIENCE**

**VFM Management, LLC Charlotte, NC March 2015 - Present**

**EXECUTIVE VICE PRESIDENT**

- Develop solutions and pricing structures for various fleet segments.
- Structure inter-local agreements to provide additional revenue for clients.
- Proposal development and client acquisition strategy.
- Benchmark operational metrics across government and private contracts.
- Plan and develop sales and marketing programs and strategies.

**First Group America - (First Student, First Transit, Greyhound, & First Vehicle Services)**

**REGIONAL VICE PRESIDENT March 2008 - March 2014**

- Responsible for contract acquisition and management of municipal and private fleets across 26 States, including Broward Sheriff Office contract.
- Handled all aspects of government bid process, negotiations, and start-up matrix
- P & L responsibility for 37 contracts exceeding 100 million in annual revenue
- Management of regional staff including 489 team members
- Direct client engagement on daily basis

**FTA, Inc. - WEST PALM BEACH, FL**

*An independent retail tire and automotive services provider with 5 outlets in South Florida operating under Tuffy Automotive franchise agreement.*

**PRESIDENT & CEO May 2006 - February 2008**

- Responsible for all aspects of company functionality.
- Built chain from zero to five locations in eight months of operation.
- Handled 3 acquisitions of automotive locations and integration into Tuffy franchise program.

**TBC Corp. (TIRE KINGDOM, INC, National Tire & Battery, Merchant's Tire & Auto, Carroll Tire)**

*A leading retail tire and automotive services provider with 884+ outlets in 28 states with annual sales of \$1.9 billion.*

**SENIOR VICE-PRESIDENT - OPERATIONS January 2002 – May 2006**

- Responsible for day to day corporate and field store operations with 1.9 Billion annual revenue
- Supervise 68 Field Management Direct Reports
- Oversee Special Orders Department with \$50 million per year in expenditures
- Procurement, development, and supervision of all external/internal computer operating systems
- Training and development programs for 9,800+ associates
- Extensive field travel
- Designed store management training process for rapid store expansion
- Directly involved in the integration development and processes of company acquisitions
- Merchant's Tire & Auto and National Tire & Battery
- Coordinated green-field location growth from inception to operating facilities for over 300 locations.



**Aubrey Felton – Executive Vice President (Cont'd)**

**EXECUTIVE VICE-PRESIDENT** February 2000 – January 2002

- Supervised 105 stores in South Florida market with annual sales of \$195 million
- Directly responsible for increasing service sales and tire units throughout entire market
- Improved Gross Profit percentage by 7.5% in first six months and increased payroll productivity
- Coordinated new market development of South U.S.,
- Successful trained and promoted 17 district managers

**MORGAN TIRE & AUTO CENTER – CLEARWATER, FL**  
**DBA TIRES PLUS**

*A retail tire and automotive services provider with 585 nationwide locations and annual sales of \$950M.*

**REGIONAL VICE-PRESIDENT** 1994 – 2000

- Supervised, trained, and developed 1200 associates and 125 retail locations in differing national geography with annual sales of \$155 million
- Successfully integrated several acquisitions onto operating platforms and programs

**CONTINUING EDUCATION:**

- NAFA - CAFM: Certified Automotive Fleet Manager
- AEMP - CEM: Certified Equipment Manager
- SMEI – CSE: Certified Sales Executive

**AFFILIATIONS:**

- Member - NAFA North American Fleet Administrators Association
- Member - APWA American Public Works Association
- Member - FFCA Florida Fire Chiefs Association
- Member – NFPA National Fire Prevention Association
- Member - AEMP Association of Equipment Management Professionals
- Member – NAFA National Association of Fleet Administrators
- Member – ATA TMC American Trucking Association – Technology Maintenance Council
- Member – SWANA Solid Waste Association of North America

**CERTIFICATIONS:**

- Vector Certified Light and Heavy Duty Technician
- Six Sigma - Yellow Belt
- ASE Certified Technician, Service Consultant, & Parts Specialist
- Ford Certified Master Service Manager
- Ford Certified Commercial Parts Manager
- Ford Certified Warranty Administrator
- Chrysler Certified Level 2 Service Manager
- Chrysler Certified Parts Manager
- Chrysler Certified Warranty Administrator
- Department of Transportation/TSI Inspection, Repair, and Maintenance for Motor Carriers
- Department of Transportation/TSI Commercial Driver's License Regulations
- Department of Transportation/TSI Financial Responsibility – Motor Carriers
- OSHA – Personal Protective Equipment
- OSHA – Lock and Tag
- OSHA – Hazard Communication
- OSHA – Electrical Safety
- OSHA – Ergonomics
- OSHA – Heat and Cold Stress
- OSHA – Slips, Trips, and Falls

**Craig Moran – Executive Vice President**



**SUMMARY**

Experience with successful implementation and management of fleet maintenance operations, across multi-location deployments in both private and public sector environments also ASE certified.

**PROFESSIONAL EXPERIENCE**

**Executive Vice President – VFM Management (5/98 to present):**

- Lead and manage all operational functions for dedicated contract locations, servicing 8/200+ units
- Development, implementation and management of TMT fleet management information system
- Implementation of new business directly and through business segment Operations Directors
- Sales process involvement in staffing matrix, contract pricing etc. Engagement with contract management and customer relationship directly and through business segment Operations Directors

**Director of Maintenance – Terminal Services Inc. (5/96 to 5/98)**

- Manage maintenance operations across 8 locations, maintaining 1000+ company owned units involved in waterfront 'ship side' and intermodal operations
- Customization and implementation of fleet management information system software at all locations
- Responsible for reengineering of all maintenance schedules, procedures, best practices and training regiments

**Regional Fleet Manager – Overnite Transportation Inc. (4/92 to 5/96)**

- Oversaw maintenance operations across 7 hub facilities, 22 terminals with over 50 Technicians
- Managed multiple third party service and parts providers
- Consistent attainment of productivity thresholds for all locations
- Designed and implemented intermodal trailer safety checks for drivers in the Midwest region

**Fleet Manager – Overnite Transportation Inc. (12/84 to 4/92)**

- Fleet Mechanic
- Supervisory roles at the shop level
- Participated in Overnite's Maintenance Manager Training Program
- Promoted to Fleet Manager

**Education:**

- Associates Degree in Diesel Technology – Ohio Technical College
- Business Administration – Indiana University

**Craig Moran – Executive Vice President (Cont'd)**

**AFFILIATIONS:**

- Member - NAFA North American Fleet Administrators Association
- Member - APWA American Public Works Association
- Member - AEMP Association of Equipment Management Professionals
- Member – NSSGA National Stone, Sand and Gravel Association

**CERTIFICATIONS:**

- ASE Certified
- MSHA – Certified Training 5000-23
- OSHA – Personal Protective Equipment
- OSHA – Lock and Tag
- OSHA – Hazard Communication
- OSHA – Electrical Safety
- OSHA – Ergonomics
- OSHA – Heat and Cold Stress
- OSHA – Slips, Trips, and Falls



## Charles Bryson – Safety Manager



### SUMMARY

This position reports directly to the VP of Operations in Charlotte, NC with dotted a line reporting to our Florida General Manager.

### PROFESSIONAL EXPERIENCE

**VFM Management, LLC** Mosaic Operations

2/2008 - Present

**Safety Manager:** Current position includes responsibility for safety methodology and oversight at all VFM locations. Key activities include:

- Safety and Risk Management
- MSHA Instructor Approval Training Certificate of completion
- Conduct safety meetings
- Perform safety audits
- Inspect workers daily activities
- Ensure all employees use their proper PPE
- Responsible for overall safety of the buildings and grounds. I am the appointed Building Monitor / Emergency Coordinator for the NewWales auto shop muster area through the Mosaic Growing-U-training.
- Maintain and report monthly safety numbers to the general manager
- Motivate and counsel employees on safety policies
- Immediately correct any safety related issues
- Identify and anticipate safety concerns and hazards by surveying the working environment and suggesting corrective actions or policy changes if needed
- Continually familiarizing myself and employees with our customers EH&S policies so as to stay in compliance
- Trained in first aid and first responder
- Formal training in Windows, Microsoft Office, Excel, Outlook, Dossier and Maximo(Mosaic's operating system)
- I served as VFM managements Site Specific Train the Trainer. Responsible for training all Vector Mosaic employee sites specific annual training.
- VFM management access control coordinator to mosaic security. Responsible for new and renewing all access badges for VFM employees for the Mosaic sites.
- Project Implementation
- 5s Housekeeping system implementation
- Customer Relations and Satisfaction
- Training and Development
- Productivity Improvement
- Staff Management and Motivation

## **Charles Bryson – Safety Manager (Cont'd)**

### **Achievements**

- Six Sigma Villanova University (4.5 CEU) 45 Professional Development Units
- ITTM'S Fleet Finance 101, Penn State, Harrisburg PA, (3CEU)
- Diesel Institute of America, Tampa, FL  
Awarded most outstanding student and completed overall courses with honors
- NCO Leadership School, Albuquerque, New Mexico,
- Acquired advanced training in leadership (focus on managerial and supervisory), effective communication and counseling techniques, and advanced knowledge in safety and resource protection

### **Technical Skills**

- Microsoft Office: Word, Excel, Outlook XP
- Asset Management: Maximo
- Fleet Management: Dossier / TMT Fleet maintenance system
- Kronos payroll



**Steven Benedict - Director of Operations, Government Services**

**SUMMARY**



Over 23 years of automotive and fleet leadership and strategic operations experience. Decisive leader with the ability to foster group cohesiveness and commitment towards common operational goals. Experienced with process improvement, change management, strategic innovation, and team development. Background in cross-functional project/program management and delivery with multi-site, regional, and national market shares.

**Professional Experience**

**Vector Fleet Management, Charlotte, NC. | Director of Operations, Government Services**

January 2019 - Current

- Oversee and lead contract operations with government municipalities delivering vehicle and equipment maintenance, repair, fuel system management, procurement, and disposal.
- Responsible for financials and operational KPI's for all locations.
- Ensure contract compliance and exceptional customer experiences.
- Lead continuous improvement and positive developmental team cultures.
- Manage contractual relationships and deliver business reviews.

**AAA National Office, Heathrow, FL | National Manager, Automotive Repair Business Operations**

Mar 2015 – January 2019

- Drive strategy, business compliance, and member value planning for the National AAA Federation of Approved Auto Repair, Club Owned Auto Repair Facilities and Connected Car initiatives.
- Consult with Regional Club Automotive Staff and Executives to insure brand compliance; manage quality governance, strategy and business planning for AAA's National Network of Approved Auto Repair and Club Owned Repair Network (6,500+ facilities).
- Conduct yearly brand accreditation reviews for Clubs.
- Work with Club Executives to develop business cases and go-to-market plans for AAA Owned Auto Repair facilities.
- Lead executive level quarterly progress meetings with senior OEM staff.
- Launched a first ever, nationally contracted Approved Auto Repair Partnership with AutoNation, leading contract negotiations through implementation and rollout.
- Launched a new AAA/Lincoln Motor Company Approved Auto Repair Partnership.
- SME on the development team and managed the field delivery of AAA's new web based Repair Shop Portal with successful pilot in November 2015 and scaled launch in June-December 2016. Currently in over 5,700 facilities in the US and Canada. Business line owner for this product.

**AAA Northern California, Emeryville, CA | Director, Club Fleet and Club Owned Repair**

Oct 2012 – Mar 2015

- Mid-level executive management for a seven location, two state Club Owned Fleet consisting of 150 trucks and 189 employees; accountable for 50 club owned field service vehicles, fleet maintenance and procurement, service delivery levels, and cost-per-call management. Full P&L accountability.
- Served on Automotive Leadership Team for Emergency Road Service and Approved Auto Repair with accountability for a \$160 million budget
- Revamped all business operation processes, policies, and procedures to comply with federal and state regulations and AAA brand standards driving growth and improved profitability.
- Managed site selection and development of all Club Owned Repair facilities.
- Responsible for technical support and programming for shop management software.
- Provided mid-level executive management oversight of day-to-day operations of the Club Owned Repair program; implemented new scheduling and workflow processes to increase productivity.
- Configured, coordinated, and launched new shop management software in partnership with NAPA.
- Represented AAA NCNU on National and regional Club committees and task forces related to Automotive Repair.
- Business line leader for M&A of Automotive Repair facilities.



**Cont'd Steven Benedict - Director of Operations, Government Services**

**AAA Tidewater Virginia, Virginia Beach, VA**

**Executive Director, Car Care Centers and Fleet Operations, June 2000 – Sept 2012**

- Launched a chain of 6 AAA owned automobile repair centers and a 30 vehicle towing and mobile battery replacement service vehicle's; served as the Club's Battery Program Manager.
- Formulated a successful business model that drove the cohesive operation of both entities within the same locations, each driving the business of the other.
- Served on the automotive leadership team of AAA membership organization which oversaw development of emergency road service programs, Approved Auto Repair program, automotive extended warranties, automotive buying services, and mobile auto glass and auto repair services.
- Designed, implemented & managed training programs for all automotive services departments and businesses – internal and external.
- Managed insurance company relationships for all automotive services departments and businesses, including negotiation of vehicle and property renewals, compliance, claims, risk analysis and mitigation, and safety.
- Managed all phases of Club Owned Repair design and development: building, equipping and operations.
- Managed the acquisition and fleet management of all company owned vehicles
- Oversaw the budgeting & forecasting process for all automotive service departments totaling \$25MM+.
- Developed and launched five new successful automotive business lines from 2000-2006.
- From concept to scale, developed business plan and launched COR in 01/2003 (9th one in the AAA Federation) and grew the profitable business to six locations and 55 employees by 03/2012.
- Served as Virginia State Coordinator and Committee Chair for Ford/AAA Student Auto Skills for 12 yrs.; secured outside local sponsors totaling \$50K in donations enabling us to give a first class event; negotiated a National Scholarship offering with Advanced Technology Institute in Virginia Beach

**Tidewater Enterprises, Inc. | Senior Operations Manager**

Nov 1996 – Jun 2000

- Oversaw 13 truck/30 employee/7 location towing, road service, and auto repair operation.
- Managed three automotive storage facilities, including DMV administration and auctions.
- Administered fleet and commercial accounts for fuel, repair and towing.
- Served as safety officer and insurance liaison for the entire enterprise.
- Provided middle-management for 7 repair centers, 6 fueling station/convenience stores and a towing operation serving (third in charge after President and COO from 1997-2000).

## Matthew Wallace – Director of Purchasing



### SUMMARY

I have ten years of experience in the automotive field, and over 15 years of experience in business development and sales combined. I have held and witnessed every available position within a shop and I know what makes our business work intimately. I am passionate about this industry and what the future holds for it. When we marry experience, and passion we can create a valuable partnership that creates long-term, proven worth for both parties involved.

## PROFESSIONAL EXPERIENCE

### Vector Fleet Management, LLC Charlotte, NC November 2018 - Present

#### Director, Purchasing

- Oversee National vendor development.
- Oversee Private and Inter-local government procurement opportunity.
- Operate and Maintain all CRM and Analytical tooling for Developmental Department.
- Perform all Mathematical, and GIS Analysis for Developmental Department.

### Genuine Parts Company, Charlotte, NC

#### Retail Business Development Manager

May 2013 – November 2018

- Converted over 60 NAPA Stores across the Southeastern U.S. from private ownership to corporate ownership, including renovation, redesign and rebranding.
- Operated and championed the national program for NAPA Retail during its cultural transition period.
- Developed all new best practices and protocols for NAPA daily operations framework.

### Valvoline/ Ashland Chemical Corp., Charlotte, NC

#### District Manager

October 2009 – May 2013

- Oversaw daily operations of 22 Service locations across multiple States.
- Handled a variety of service operations, varying from quick lubes, to full service, to tire service facilities.
- Worked with a “Franchisee of the Year”, and assisted in his growth from 5 acquisitions to 27, overseeing and assisting in his conversion of multiple facilities.

## EDUCATION:

- Technical University of Munich- Six Sigma/LEAN/ASQ+
- Harvard University-Certification- Data Science
- Harvard Extension School- Executive Education

## AFFILIATIONS:

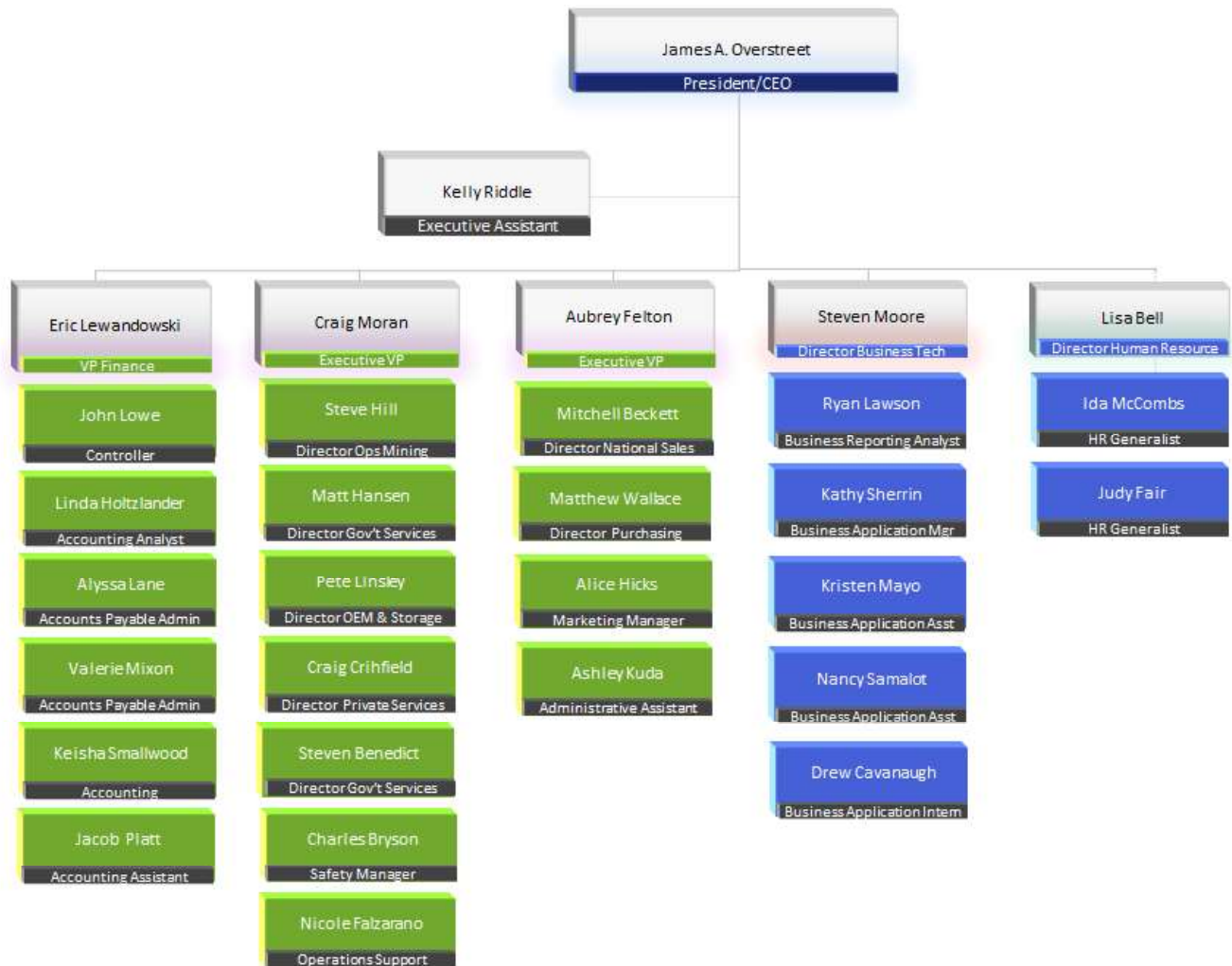
- Technical University of Munich- Teaching Assistant-Six Sigma/LEAN/ASQ+
- Member - NAFA North American Fleet Administrators Association
- Member - APWA American Public Works Association
- Member – NSSGA National Stone Sand and Gravel Association
- Member – IFDA International Food Distributors Association
- Member-NTTC National Tank Truck Carriers Association
- Member-NUCA National Utility and Contractor Association
- Member- FAGFA Florida Association of Governmental Fleet Administrators
- Member - AEMP Association of Equipment Management Professionals

## CERTIFICATIONS:

- Vector Certified Technician
- Six Sigma/ LEAN/ ASQ+
- ASE Certified Technician, Part Specialist
- Google Data Science- Certified Master

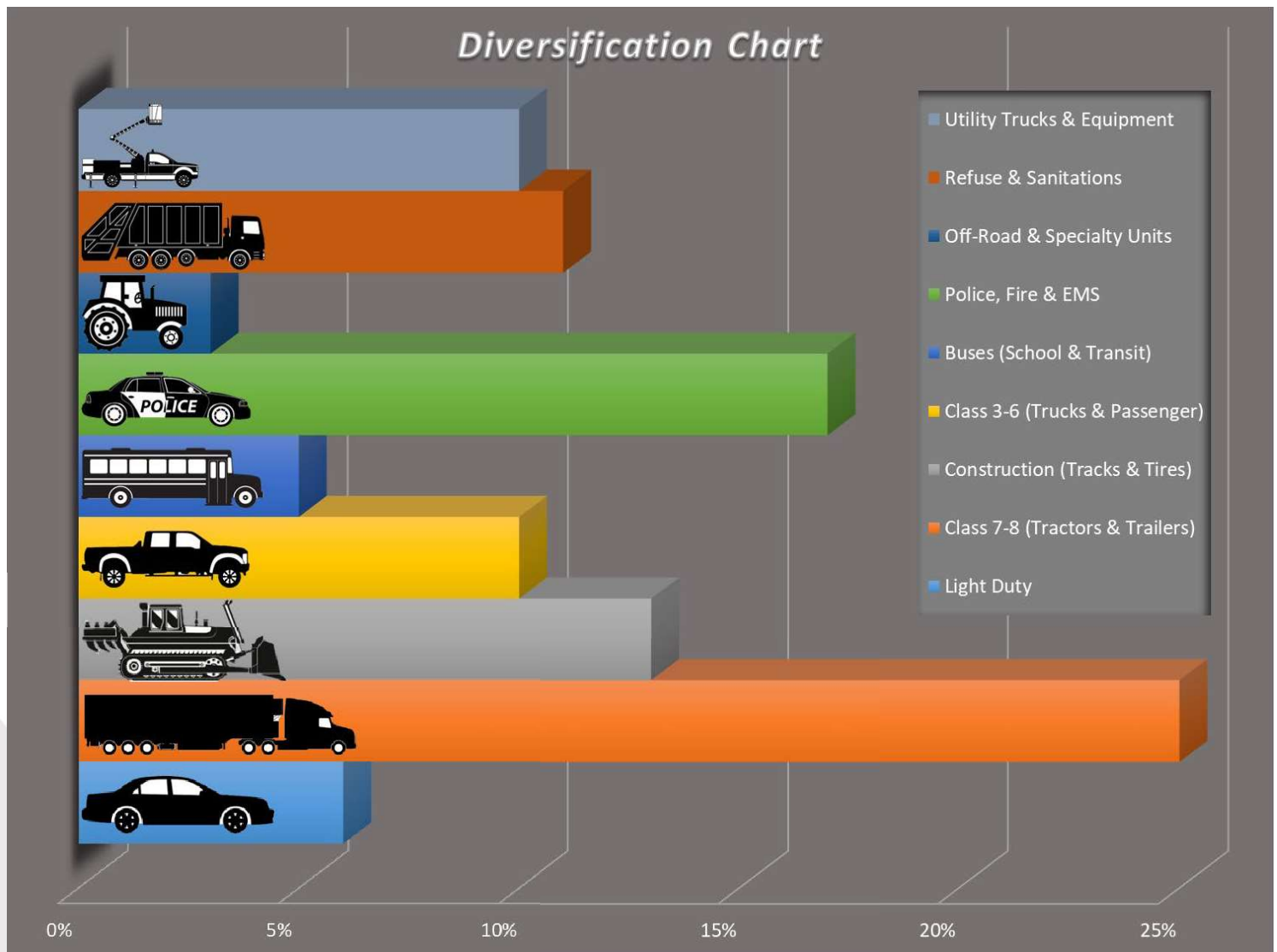


**Corporate Office Support Organization Chart:**



## 5.0 Qualifications and Experience

When it comes to delivering fleet maintenance to diverse fleets, VFM is a proven leader. We are currently servicing mobile assets with a cumulative value in excess of \$3.5B. The varied fleets that we maintain are comprised of the following types of vehicles and equipment:



**Maintenance & Management Experience** (Below is a chart that represents a cross-section of a portion of our client base)

## Vector Fleet Management, LLC



## Vehicle Maintenance & Management Experience

	Aggregate in FL	Beverage Distr. NC	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in FL	Municipality in TX
Accident Repairs & Subrogation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Decommissioning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
DOT/State Inspections	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Emergency Repairs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Auction Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FMIS Cost Analysis System	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alternative Fuels	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inventory and Parts Control	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Up-fitting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Outside Repairs Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Preventive Maintenance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disinfecting Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Program Management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quality Control Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Safety Program	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Upholstery and Glass Repair	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Vehicle Preparation/Disposal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Vehicle Quality Inspections	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Warranty Repairs & Tracking	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
24 hr. Roadside Assistance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Network Vendor Repair Coord.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lifecycle Cost Analysis	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Custom Reporting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Software Conversions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
New Equipment Specifications	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equipment Operator Training	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fueling Programs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Telematics	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



## Maintenance & Repair Experience

### Vector Fleet Management, LLC

Aggregate in FL	Beverage Distr. NC	Municipality in NC	Municipality in TX	Municipality in FL	Municipality in TX	Municipality in TX	Municipality in FL	Municipality in TX	Foodservice, CT, NC, TX	Limestone Mine, FL	Limestone Quarry, FL	Municipality in TX	OEM Services, AZ, TN, LA	Municipality in SC	University, TX	Municipality, FL	Phosphate Mine, NC	Utilities, TX
-----------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	-------------------------	--------------------	----------------------	--------------------	--------------------------	--------------------	----------------	------------------	--------------------	---------------

### Vehicle Maintenance & Repair Experience

Boat/Tug Maintenance																		
Bulldozer/Loader																		
Bus Maintenance																		
Crane Maintenance																		
Dump Truck Repair																		
EMS Unit Maintenance																		
Fire Truck Maintenance																		
Truck Maintenance																		
Law Enforcement Vehicle Maint.																		
Medium Truck/Van Maintenance																		
Refuse Truck Maintenance																		
Roll Off Truck Maintenance																		
Sedan Maintenance																		
Excavator Maintenance																		
Small Vehicle/Cart Repair																		
Solid Waste Removal Equipment																		
Sweeper Maintenance																		
Tandem-Brush Truck Maint.																		
Ready Mix																		
Farm Tractor Maintenance																		
Refrigerated Trailer/Trailer Repair																		

## 5.1 Comparable Services

### #1 Sheriff of Broward County, FL (Government)

Contracting Organization	Sheriff of Broward County, Florida <b>(2 locations)</b>
Contact Name	Scott Barnett – Fleet Manager
Contact Address	2001 N.W. 31 <sup>st</sup> Avenue, Lauderdale Lakes, FL
Contact Phone	954-497-1440
Contact E-Mail	<a href="mailto:Scott_Barnett@sheriff.org">Scott_Barnett@sheriff.org</a>
Type & Composition of Fleet & Number of Vehicles/Pieces of Equipment	3,300+ units Vehicles for Sheriff, DLE, Transit and Fire Rescue units
Technician ASE Certification Percentage	68%
Period of Performance	Since 2016
Annual Contract Cost	\$7.5 Million

### Background

- VFM competed for the Hourly Rate Bid and was selected over **G4S Integrated Fleet Services (Centerra), First Group America (DBA First Student, First Transit, & First Vehicle Services), and Pompano Automotive** the incumbent provider.
- VFM has quickly developed and initiated a program to upgrade the maintenance of the fleet to meet and exceed industry standards.

### Scope of Services

- Provide all fleet maintenance services, towing and road side assistance for 3 maintenance facilities. Maintain contract compliance through a Quality Assurance program with performance measurements, maintain parts inventory and control cost through the Hourly Rate Charge contract.
- Provide on-site warranty administration with Dodge and Ford OEM's.
- Work closely with all County staff agencies to ensure excellent fleet maintenance standards through improved reliability, unit availability and above all else, SAFETY.

### Accomplishments

- Significantly increased the availability of Units and eliminated unnecessary vehicle downtime at commercial retail repair facilities.
- Eliminated costly parts requisition and initiated a comprehensive PM program.
- Altered staffing paradigms to ensure PM services were performed with minimal disruption to county services.

## #2: Ector County, TX, (Government)

Contracting Organization	Ector County, Texas
Contact Name	Lucy Soto – Purchasing Manager
Contact Address	10110 E. 8 <sup>th</sup> Street, Odessa TX 79761
Contact Phone	432-498-4020
Contact E-Mail	LUCY.SOTO@ectorcountytexas.gov
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	300+ Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services (includes Buses)
Period of Performance	Since 2013
Vector Certified Shop	YES
Technician ASE Certification Percentage	90%
Annual Contract Cost	\$1.4M+

### Background

- VFM competed for a Target Cost Bid and was selected above **First Group America (DBA First Student, First Transit, & First Vehicle Services)** and **Ameritt Fleet**.
- VFM *successfully managed the transition from in-house to a public/private partnership.*

### Scope of Services

- VFM provides comprehensive fleet maintenance services, performance measurement and reporting, parts management and overall fleet support under the structure of a TARGET COST contract.
- VFM works closely with all County fleet stakeholders to ensure high fleet maintenance standards and unit availability.

### Accomplishments

- VFM has been able to meet all staffing requirements for this contract in an ultra-competitive labor market (oil fields).
- VFM has improved unit availability immediately by repairing and maintaining units, which were deadlined for extended periods of time.



### #3 Carrollton, Texas, (Government)

Contracting Organization	Carrollton, Texas (2 locations)
Contact Name	Dwayne Bianco
Contact Address	2711 Nimitz Dr, Carrollton, TX 75007
Contact Phone	972-466-5786
Contact E-Mail	<a href="mailto:Dwaynebiancocityofcarrollton.com">Dwaynebiancocityofcarrollton.com</a>
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	617+ Vehicles for Police, Fire & Rescue, Roads & Bridges, Parks & Rec, Solid Waste Services and other general services
Period of Performance	Since 2018
Technician ASE Certification Percentage	82%
Annual Contract Cost	\$1.9 Million

### Background

- VFM competed for the Target Cost and was selected over **First Group America (DBA First Student, First Transit, & First Vehicle Services), King George** and the incumbent provider, **Centerra**
- VFM successfully managed the transition from an incumbent provider, ensuring continuity of service.

### Scope of Services

- Provide all fleet maintenance services, towing and roadside assistance. Maintain contract compliance through a Quality Assurance program with performance measurements, maintain parts inventory and control cost through the Fixed Price contract.
- Work closely with all City staff agencies to ensure excellent fleet maintenance standards through improved reliability, unit availability and above all else, SAFETY.

### Accomplishments

- Significantly increased the availability of Solid Waste trucks and eliminated unnecessary vehicle downtime. Initiated step change improvements in tire management.
- Increased on-site parts availability and initiated a comprehensive PM program.
- Implemented after hours staffing plan to ensure PM services were performed with minimal disruption to city services.



#### #4: Coconut Creek, FL, (Government)

Contracting Organization	Coconut Creek, FL
Contact Name	Jessica Cannon
Contact Address	4800 West Copans Road, Coconut Creek, FL 33063
Contact Phone	954-973-6744
Contact E-Mail	<a href="mailto:jcannon@coconutcreek.net">jcannon@coconutcreek.net</a>
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	<b>557 Units comprised of law enforcement, fire &amp; rescue, public works, lawn equipment and general administrative sedans and light truck vehicles.</b> (includes Buses)
Technician ASE Certification Percentage	<b>75%</b>
Period of Performance	Since 2018
Annual Contract Cost	\$830k+

#### Background

- VFM competed for the Target Cost Bid and was selected over the incumbent provider **First Group America (DBA First Student, First Transit, & First Vehicle Services.)**
- VFM has quickly developed and initiated a maintenance program to upgrade the vehicle fleet to meet and exceed industry standards

#### Scope of Services

- Provide all fleet maintenance services, towing and roadside assistance. Maintain contract compliance through a Quality Assurance program with performance measurements, maintain parts inventory and control cost through the Fixed Price contract.
- Work closely with all Government staff agencies to ensure high fleet maintenance standards or reliability and the safety and unit availability.

#### Accomplishments

- Significantly increased the availability of fleet and eliminated unnecessary vehicle downtime.
- Eliminated costly parts requisition and initiated a comprehensive PM program
- Participates in equipment specifications for all departments

## #5: Cincinnati, OH (Government)

Contracting Organization	City of Cincinnati, OH
Contact Name	Ruth Alfson – Fleet Manager
Contact Address	1106 Bates Ave, Cincinnati, OH 45225
Contact Phone	513-352-5455
Contact E-Mail	ruth.alfson@cincinnati-oh.gov
Type of Services	Parts Management
Period of Performance	Since 2021
Annual Contract Cost	\$6.3 Million

### Background

- The City previously operated its own vehicle and equipment maintenance facilities. NAPA ran the parts inventory in City-owned facilities prior to VFM.
- VFM manages parts at the central maintenance facility and eight satellite maintenance facilities to support diverse Citywide Fleet of 2,500 vehicles and 1,300 units of small equipment.

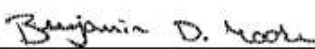
### Scope of Services

- Furnish all parts, materials, supplied, tires, and fluids (except fuel) required for operation and maintenance of all City vehicles and equipment.
- VFM will identify, establish quality and availability standards, place, process, and track all orders with the various parts vendors, and process payment to the vendors for products purchased for use on the City's fleet.

### Accomplishments

- Reduce overhead Costs
- VFM has major suppliers preposition fast moving parts in the shops for use.
- VFM has distributor representative's onsite at Main garage to support our program and provide real-time point to point parts priority from warehouses.
- VFM has numerous national direct OEM partnerships, which will ensure the City benefits from our program.

## 6.0 Compliance with the County's Insurance Requirements

Client#: 1873361		70VECTOFLE															
<b>ACORD</b>		<b>CERTIFICATE OF LIABILITY INSURANCE</b>															
		DATE (MM/DD/YYYY) 10/07/2021															
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).</p>																	
<b>PRODUCER</b> McGriff Insurance Services 4777 Sharon Rd., 4th Floor Charlotte, NC 28210 704 954-3000		<b>CONTACT</b> CertificateTeam PHONE (A/C, No, Ext): 704 954-3000 FAX (A/C, No): E-MAIL ADDRESS: NCCertificateTeam@mcgriff.com															
<b>INSURED</b> Vector Fleet Management, LLC 9300 Harris Corners Parkway Suite 350 Charlotte, NC 28269		<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : Travelers Indemnity Co of America</td> <td>25666</td> </tr> <tr> <td>INSURER B : Travelers Property Casualty Co of Amer</td> <td>25674</td> </tr> <tr> <td>INSURER C : Travelers Casualty &amp; Surety Company</td> <td>19038</td> </tr> <tr> <td>INSURER D : Tokio Marine Specialty Insurance Co.</td> <td>23850</td> </tr> <tr> <td>INSURER E : Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Travelers Indemnity Co of America	25666	INSURER B : Travelers Property Casualty Co of Amer	25674	INSURER C : Travelers Casualty & Surety Company	19038	INSURER D : Tokio Marine Specialty Insurance Co.	23850	INSURER E : Travelers Indemnity Company	25658	INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #																
INSURER A : Travelers Indemnity Co of America	25666																
INSURER B : Travelers Property Casualty Co of Amer	25674																
INSURER C : Travelers Casualty & Surety Company	19038																
INSURER D : Tokio Marine Specialty Insurance Co.	23850																
INSURER E : Travelers Indemnity Company	25658																
INSURER F :																	
<p><b>COVERAGES</b>                      <b>CERTIFICATE NUMBER:</b>                      <b>REVISION NUMBER:</b></p> <p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>																	
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS										
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	X	X	Y6308K459064TIA21	05/31/2021	05/31/2022	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMPIOP AGG \$2,000,000 \$										
E	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> Hired Auto <input checked="" type="checkbox"/> Non-Owned	X	X	810-8R036672-21	05/31/2021	05/31/2022	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$										
B	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$25,000	X	X	CUP9R7771712114	05/31/2021	05/31/2022	EACH OCCURRENCE \$15,000,000 AGGREGATE \$15,000,000 \$										
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	UB8K3357132114G	05/31/2021	05/31/2022	<input checked="" type="checkbox"/> PER <input type="checkbox"/> STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000										
D	Pollution Policy Premises and Contracted Ops	X	X	PPK2281263	05/31/2021	05/31/2022	\$1,000,000 Incident \$1,000,000 Aggregate \$50,000 Deductible										
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Project: RFP for Fleet Management and Maintenance Services.																	
Workers' Compensation applies for this certificate as stated in the policy under Sections 3A and 3C but regardless does not apply in the monopolistic states of ND, WY, OH, WA. Excluded LLC Members not active in the business: Ashley P. Gosnell, Thomas H. Gosnell II, Arthur R. Gosnell																	
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>													
Rowan County 130 West Innes Salisbury, NC 28144				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 													
© 1988-2015 ACORD CORPORATION. All rights reserved.																	
ACORD 25 (2016/03)		1 of 1		The ACORD name and logo are registered marks of ACORD		JAW											
#S28816901/M28038426																	

## **6.1 Compliance with Federal Contracting Standards**

VFM acknowledges and agrees to meet the federal contracting standards as outlined in in Appendix F.





**Proposal**

**2021**

**Proposal for Fleet Management  
and Maintenance Services  
RFP# 2022-006**

**Cost Proposal Part II**

**ORIGINAL**



*Vector Fleet Management, LLC  
9300 Harris Corners Parkway  
Suite 350  
Charlotte, NC 28269  
Aubrey Felton  
Executive Vice President  
PH: (704) 597-2262  
[www.vectorfleet.com](http://www.vectorfleet.com)  
10/18/2021*











## APPENDIX D COST PROPOSAL FORMS

### TARGET COST PROPOSAL

		Vendor: <b>Vector Fleet Management</b>			
		Year One	Year Two	Year Three	3 Yr Total
Wages and Salaries	Management and Administrative	\$ 75,715	\$ 77,608	\$ 79,548	\$ 232,870
	Mechanics	\$ 140,613	\$ 144,129	\$ 147,732	\$ 432,473
	Parts Personnel	\$ -	\$ -	\$ -	\$ -
	Other Personnel	\$ -	\$ -	\$ -	\$ -
	<b>Subtotal</b>	\$ 216,328	\$ 221,736	\$ 227,280	\$ 665,344
Fringe Benefits	Management and Administrative	\$ 32,449	\$ 33,260	\$ 34,092	\$ 99,802
	Mechanics	\$ 60,263	\$ 61,769	\$ 63,314	\$ 185,346
	Parts Personnel	\$ -	\$ -	\$ -	\$ -
	Other Personnel	\$ -	\$ -	\$ -	\$ -
	<b>Subtotal</b>	\$ 92,712	\$ 95,030	\$ 97,406	\$ 285,147
Parts & Supplies		\$ 242,000	\$ 248,050	\$ 254,251	\$ 744,301
Subcontractor Services		\$ 40,000	\$ 41,000	\$ 42,025	\$ 123,025
Overhead		\$ 78,055	\$ 80,006	\$ 82,007	\$ 240,068
Corp. & Admin. Fees		\$ 54,251	\$ 55,607	\$ 56,997	\$ 166,856
<b>Total Target Cost</b>		<b>\$ 723,345.92</b>	<b>\$ 741,429.56</b>	<b>\$ 759,965.30</b>	<b>\$ 2,224,740.78</b>

#### Notes:

1. Provide detail for each cost element on a separate page, as required.
2. Explain changes from year-to-year on a separate page, as required.
3. Provide number or personnel in each staffing category for wages, salaries and fringe benefits

Management and Administrative	2
Mechanics	2.5
Parts Personnel	
Other Personnel	

### NON TARGET COST PROPOSAL

Total Target Cost for Year 1	\$723,346	
Number of mechanics (does not have to be a whole number)	2.5	
Expected annual direct labor hours per mechanic (for example, 1500)	1750	
Total labor hours	4375	calculation
% of business activity expected to be associated with shop labor (i.e. not parts, fuel, or subcontractors)	45%	
Annual associated cost (% x target budget)	\$325,506	calculation
Regular time labor rate	\$74.40	calculation
% of business activity expected to be associated with parts management	25%	
Annual associated cost (% x target budget)	\$180,836	calculation
Estimated annual parts cost (based on target budget, VEUs and contractor experience)	\$242,000	
Estimated markup on parts	10.0%	calculation
% of business activity expected to be associated with management of subcontracted services	12%	
Annual associated cost (% x target budget)	\$86,802	calculation
Estimated annual cost of subcontractor services (based on target budget, VEUs and contractor experience)	\$68,000	
Estimated markup on subcontracted services	5%	calculation
% of business activity expected to be associated with fuel management services	3%	
Annual associated cost (% x target budget)	\$18,084	calculation
Estimated annual fuel cost (based on County's 2022 budget)	\$1,727,197	
Estimated markup on fuel services	1.0%	calculation
% of business activity expected to be associated with fleet management services	15%	
Annual associated cost (% x target budget)	\$108,502	calculation
Total VEUs (from Fleet List tab)	1154.00	
Estimated annual fleet management fee per VEU	\$94.02	calculation
	100%	calculation (check of %s)

See Proposal narrative

**Regular Time Labor Rate:** VFM used the County included formulas, however we propose a Regular Labor Rate of \$49/hour to be used for any Non-Target labor cost to County.

**Estimated mark-up on Fuel Services:** VFM used the County included calculations, however we propose NO mark-up to County for Fuel Services.

See Proposal narrative

### TRANSITION COST PROPOSAL

Item Description	
Staff training/payroll prior to contract start	\$10,500.00
Safety materials	\$2,000.00
Corporate travel for shop set-up/training	\$4,750.00
<b>Total</b>	<b>\$17,250.00</b>
<b>Vector Proposal for Vehicle Equivalent Unit Cost, per RFP Section XIII; Mii</b>	<b>\$626.82</b>

**1. Provide detail for each cost element on a separate page, as required.**

**Wages and Salaries**

The Wages and Salaries Amount specified on the Bid Cost Breakdown includes all management, clerks and technician labor. Labor costs includes all wages, salaries and payroll taxes for all labor classifications provided.

**Fringe Benefits**

Fringe benefits are our included cost to provide health care, 401k savings, insurance and other ancillary benefits to each employee. We have provided a breakdown of our fringe benefits on following pages.

**Parts and Supplies**

Our annual fixed Target cost includes all repair parts and materials (excluding applicable sales taxes), bulk fluids (excluding fuel), lubricants, batteries, freight charges on parts, unserviceable cores, and warranty credits.

**Subcontractor Services**

Subcontracted service costs are the cost for both parts and labor performed by outside subcontractors for such repairs as engine/ transmission rebuilding, radiator repair, or glass repairs, etc. which are not considered capital improvement or directed work.

**Overhead**

These costs include miscellaneous direct expenses that are incurred in the normal day-to-day operation of the maintenance facility and in the administration of the contract. Expenses included, but not limited to; • Safety/environmental supplies • Training certifications • Garage Insurance • Waste disposal • Uniforms and cleaning • Bonding Costs • Equipment maintenance • Postage and office supplies • Employee drug testing and background checks • Employee recruitment • Janitorial Services • Office Supplies

**Corporate Administration and Fee's**

This cost includes our corporate support staff and departmental cost, as well as our fee for managing this contract.

**Transition Cost**

Cost to transform a largely idle fleet maintenance shop into an active, productive and safe fleet maintenance center.

**2. Explain changes from year-to-year on a separate page, as required.**

Vector Fleet Management took the average percentage of increase/decrease of CPIU for last 24 months. We used these historical averages as an adjustment for years 2 and 3.

### 3. VFM Benefits

<p align="center"><b>August 1, 2020 – July 31, 2021</b> <b>Benefits Summary Sheet – Non-Exempt Employee's</b></p> <p><u><b>Vacation</b></u> – Employees will earn paid leave on an accrual basis. For each payroll period worked, hours will be accrued based on years of service.</p> <p><u><b>Holidays</b></u> – Seven (7) paid holidays per year for full-time employees.</p> <p><u><b>Group Insurance</b></u> – Group insurance benefits are eligible for full time employees only. Effective date of coverage for company insurance benefits are the (1<sup>st</sup>) day of the month after your hire date.</p> <p><u><b>Life and AD&amp;D Insurance</b></u> – <u>Company paid</u> life insurance is base salary up to a maximum of \$100,000. AD&amp;D is double indemnity of base salary.</p> <p><u><b>Increased and Dependent Life Insurance</b></u> – Voluntary after tax deduction for employee increased life insurance benefits and dependent life insurance. Your contribution is dependent upon how much life insurance you select as well as your age.</p> <p><u><b>Short Term Disability</b></u> – Voluntary after tax deduction for the weekly benefit amount of 60% of your gross weekly earnings up to \$1,000, whichever is less. 24 weeks maximum.</p> <p><u><b>Medical Insurance</b></u> – Two medical plans offered through UMR.</p> <p><u><b>Pharmacy</b></u> - OptumRx</p> <p><u><b>High Deductible Health Plan with Health Savings Account (HSA) Option</b></u> - \$3,000 / 10% after deductible. Preventative Services are covered 100%. Certain preventative medications on OptumRx's Preventative Prescription Drug List are at no cost. All other covered medical services and prescription medications are subject to the plan year deductible. Once the plan year deductible has been satisfied, there are copayments for office visits \$35, specialist visits \$70, urgent care visits \$75, and emergency room visits are 10% after deductible. The plan will cover 90% for covered services and prescription medications are covered at 100% after the deductible is met.</p> <p><u><b>Health Savings Account (HSA) Contributions</b></u> – Contributions are made on a pre-tax basis through payroll and used to help pay for qualified health care related expenses.</p> <p><u><b>Copay Plan with Flexible Spending Account (FSA) Option</b></u> - \$2,500 / 20% after deductible. Preventative Services are covered 100%. Primary office visits \$20 copay, specialist visits \$75 copay (8 visits limit), urgent care visits \$40 copay, and emergency room visits 20% after deductible. The plan will cover 80% for covered services after the deductible is met. Prescription coverage for Retail Copays Tier 1 \$10, Tier 2 \$40, and Tier 3 \$80. Specialty Copays \$200.</p> <p><u><b>Flexible Spending Account (FSA) Contributions</b></u> – Contributions are made on a pre-tax basis through payroll and used to help pay for qualified health care related expenses.</p> <p><u><b>Dental Insurance</b></u> – This plan is through MetLife, the dental plan gives you freedom of choice of a dentist and includes coverage of routine check-ups as well as major dental procedures and limited coverage for orthodontia.</p> <p><u><b>Vision Insurance</b></u> – This plan is through MetLife. In-network, benefits covered in full after applicable co-pay. This includes yearly comprehensive exam, eyeglasses or contact lenses in lieu of eyeglasses. Co pays for in-network services are; exam – \$10, materials - \$25.</p> <p><u><b>401(k) Retirement Savings Plan</b></u> – After six (6) months of full time service you are automatically enrolled in the 401(k) Plan at a deferral rate of 4% earnings, <u>unless you decline enrollment. Plus you will receive a company match of 50% on the first 5% you save.</u></p> <p><u><b>*Fee Reimbursement</b></u> – The Company will reimburse ASE testing fees for certifications in a related field; and CDL fees, including required physical if the Vector site requires a CDL.</p>	<p align="center"><b>August 1, 2020 – July 31, 2021</b> <b>Benefits Summary Sheet – Non-Exempt Employee's</b></p> <p><u><b>*Employee Referral Compensation</b></u> – The Company will pay \$500 after referred full time employee completes 90 days of service with the Company.</p> <p><u><b>*Uniform Service</b></u> – Company furnished uniform service.</p> <p><u><b>*Technicians Only</b></u></p> <p>The above is only a summary of the benefits offered. The plan documents provide the details of each benefit.</p>
--	--



## VFM Benefits Cont'd

<p align="center"><b>August 1, 2020 – July 31, 2021</b> <b><u>Benefits Summary Sheet – Exempt Employee's</u></b></p> <p><b><u>Vacation</u></b> – Employees will earn paid leave on an accrual basis. For each payroll period worked, hours will be accrued based on years of service.</p> <p><b><u>Holidays</u></b> – Seven (7) paid holidays per year for full-time employees.</p> <p><b><u>Group Insurance</u></b> – Group insurance benefits are eligible for full time employees only. Effective date of coverage for company insurance benefits are the (1<sup>st</sup>) day of the month after your hire date.</p> <p><b><u>Life and AD&amp;D Insurance</u></b> – <u>Company paid</u> life insurance is base salary up to a maximum \$100,000. AD&amp;D is double indemnity of base salary.</p> <p><b><u>Increased and Dependent Life Insurance</u></b> – Voluntary after tax deduction for employee increased life insurance benefits and dependent life insurance. Your contribution is dependent upon how much life insurance you select as well as your age.</p> <p><b><u>Short Term Disability</u></b> – <u>Company paid</u> short term disability. The maximum benefit amount is 70% of your gross weekly earnings up to \$3,000, whichever is less, 24 weeks maximum.</p> <p><b><u>Long Term Disability</u></b> – <u>Company paid</u> long term disability. The long term disability benefit amount is 66.67% of your pre-disability monthly earnings. The maximum monthly benefit is \$7,500.</p> <p><b><u>Medical Insurance</u></b> – Two medical plans offered through UMR.</p> <p><b><u>Pharmacy</u></b> - OptumRx</p> <p><b><u>High Deductible Health Plan with Health Savings Account (HSA) Option - \$3,000 / 10% after deductible.</u></b> Preventative Services are covered 100%. Certain preventative medications on OptumRx's Preventative Prescription Drug List are at no cost. All other covered medical services and prescription medications are subject to the plan year deductible. Once the plan year deductible has been satisfied, there are copayments for office visits \$35, specialist visits \$70, urgent care visits \$75, and emergency room visits are 10% after deductible. The plan will cover 90% for covered services and prescription medications are covered at 100% after the deductible is met.</p> <p><b><u>Health Savings Account (HSA) Contributions</u></b> – Contributions are made on a pre-tax basis through payroll and used to help pay for qualified health care related expenses.</p> <p><b><u>Copay Plan with Flexible Spending Account (FSA) Option - \$2,500 / 20% after deductible.</u></b> Preventative Services are covered 100%. Primary office visits \$20 copay, specialist visits \$75 copay (8 visits limit), urgent care visits \$40 copay, and emergency room visits 20% after deductible. The plan will cover 80% for covered services after the deductible is met. Prescription coverage for Retail Copays Tier 1 \$10, Tier 2 \$40, and Tier 3 \$80. Specialty Copays \$200.</p> <p><b><u>Flexible Spending Account (FSA) Contributions</u></b> – Contributions are made on a pre-tax basis through payroll and used to help pay for qualified health care related expenses.</p> <p><b><u>Dental Insurance</u></b> – This plan is through MetLife, the dental plan gives you freedom of choice of a dentist and includes coverage of routine check-ups as well as major dental procedures and limited coverage for orthodontia.</p> <p><b><u>Vision Insurance</u></b> – This plan is through MetLife. In-network, benefits covered in full after applicable co-pay. This includes yearly comprehensive exam, eyeglasses or contact lenses in lieu of eyeglasses. Co pays for in-network services are; exam – \$10, materials - \$25.</p> <p><b><u>401(k) Retirement Savings Plan</u></b> – After six (6) months of full time service you are <u>automatically enrolled</u> in the 401(k) Plan at a deferral rate of 4% earnings, <u>unless you decline enrollment</u>. <u>Plus you will receive a company match of 50% on the first 5% you save.</u> No waiting period for rollovers.</p> <p><b>The above is only a summary of the benefits offered. The plan documents provide the details of each benefit.</b></p>
---

---

**ADDENDUM #1**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: September 15, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006, and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

**Title Page**

**Preproposal Conference: Thursday September 23, 2021**

**Time:** 1:00PM

**Location:** 425 Airport Road, Salisbury, NC 28147

**Web meeting link:** Join Zoom Meeting

<https://rowancountync.zoom.us/j/99450364159?pwd=aG1DS1E4RFozQmN6Q29nTUJ0eXtoQT09>

Meeting ID: 994 5036 4159

Password: 674263

**Phone dial in link:** Dial by your location

+1 720 928 9299 US (Denver)

+1 213 338 8477 US (Los Angeles)

+1 602 753 0140 US (Phoenix)

Meeting ID: 994 5036 4159

Password: 674263

following the conference, a tour of the shop will be conducted

**Page 2, Section I**

- 1) **DEADLINE FOR SUBMISSION:** 1 P.M. Thursday, October 21, 2021

**Page 35, Appendix A**

Posted on County website <https://www.rowancountync.gov/675/Purchasing>  
See Attachment A and D

**Page 38, Appendix D**

Posted on County website <https://www.rowancountync.gov/675/Purchasing>  
See Attachment A and D



---

**ADDENDUM #2**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: September 30, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006 and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

- Q1. Page 3- Purpose of Solicitation  
A. iii. Question regarding the RFP budget of \$383,000. Confirming that this is the amount that was budgeted for 2022 spend; however, this spend was determined prior to undertaking this initiative. The entire 2022 budget will cover the cost of vehicle maintenance & repair including the cost of management and technicians and any admin required as a result of the requirements documented within the RFP.
- A1. The \$383,000 is the amount in the current FY22 Budget for spend on vehicles. The services requested in this RFP are not currently part of the FY22 Budget. A Budget amendment will need to be done once the amount of this contract is determined.
- Q2. Page 4- Tooling- What existing tooling/equipment will be made available to the contractor to use from existing shop if any?  
A2. Refer to the list provided in the RFP and the video.
- Q3. Page 5 – Contract Period-Commencement of Operations- Is there any flexibility in the time requirement of the 60 days?  
A3. The County prefers that the selected contractor start operations within 60 days. However, firms are free to propose alternatives that are supported by a business case narrative.
- Q4. Page 9- EVT Certification- According to [www.evtcc.org/faq](http://www.evtcc.org/faq), "EVT exams are offered at "Nationwide" test sites only twice a year, in June and October.", Just a call out that this will require a grace period depending upon start date, is this accurate?  
A4. The County prefers that the selected contractor provide technicians that are EVT certified at the outset of operations. However, firms are free to propose alternatives that are supported by a business case narrative.

**ADDENDUM #2**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

- 
- Q5. Page 10- Other Inspections-Crane and Aerial Inspections- Does the County currently have specific inspection criteria and/or possess testing equipment for these inspections?
- A5. This requirement can be deleted as the County does not have cranes or aerial devices.
- Q6. Page 12- Tire Purchasing-Are there currently any tire purchasing programs in place that the contractor will have to either assume or participate in?
- A6. No
- Q7. Page 14- New Vehicle Acceptance-Does the County have specific vendors that should be utilized by contractor for installation of radios, computer equipment, etc.?
- A7. The County does work with several vendors for radio installation and computer equipment. This process is typically done at the time of purchase for public safety vehicles. The City of Salisbury radio shop typically performs most installations at their facility.
- Q8. Page 15- Inclement Weather Support-To what extent of support is expected during the “weather events” and is the support within the scope of maintenance and repair?
- A8. The contractor must provide full support for fleet maintenance during weather events. This will be a target service unless support is provided after normal business hours.
- Q9. Page 16- Part and Inventory Mgmt. (Procurement)-Are there any existing purchasing programs that contractor will be required to utilize on behalf of the County? Does the County have any parts inventory?
- A9. The County does not have any existing purchasing programs or contracts in place. There is no parts inventory.
- Q10. Page 17- Title and Registration- What is the average annual quantity of new vehicles during the past (5) years that have required title and registration?
- A10. Please refer to the provided vehicle inventory for a list of vehicles by model year.
- Q11. Page 27- Daily and Monthly Reports-Are you willing to look at proposals that are not based in a transactional model?
- A11. The County is open to reporting alternatives that are supported by a business case narrative.
- Q12. General: Vehicle Document-Should vehicles marked as out of service be included in the fleet count?
- A12. Yes

**ADDENDUM #2**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

Q13. Fleet List – Can you provide the serial numbers/VINs for each of the units listed in the RFP?

A13. This information is not available.

Q14. Fleet List – What type of body is mounted on the rear of 9435 Freightliner (RCSO)?

A14. It is a storage/utility box. At one time it was used at the airport as a water tank. Box shows Reading Body Works, Inc Model # SPM60-HD132AW Serial 252093

Q15. Fleet List – What type of body is mounted on the rear of trucks belonging to Environmental Management (Landfill/Recycling):

A15. 222 1990 Peterbilt – Water Tank Truck

9930 1996 Mack DM6905 – Roll off

9927 1999 International 4700 – Flat Dump Bed

735 2002 Freightliner – Road Tractor (water tanker)

1116 2005 Mack Granite – Dumb Truck

1213 2012 Mack Granite – Roll Off

1326 2013 Ford F550 – Service Body Truck

1327 2013 Ford F650 – Flat Dump Bed

Not issued 2021 Mack Granite – Roll off

The County does employee one heavy equipment mechanic and plans to keep servicing the Environmental Management heavy equipment in house.

Environmental Management would like for tag and title to be handled by the contracted vendor.

Q16. Fleet List – what type of body is mounted on the rear of trucks and vans belonging to Emergency Services, are they ambulances?

A16. 1418-Taylor Made Ambulance

1419-Taylor Made Ambulance

1528-Medix Ambulance

1529-Medix Ambulance

1623-Medix Ambulance

1624-Medix Ambulance

1717-Medix Ambulance

1718-Medix Ambulance

1719-Medix Ambulance

1817-Medix Ambulance

1818-Medix Ambulance

1924-Medix Ambulance

1925-Medix Ambulance

2020-Medix Ambulance

2021-Medix Ambulance

**ADDENDUM #2**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

Q17. Fleet List – Are 0204 and 0422 belonging to Emergency Services, Hazmat Bodied Trucks?

A17. 0204-Pierce walk in rescue body  
0422-Pick up body with camper shell

Q18. Fleet List – are the following units belonging to Transit department, cutaway buses or regular passenger vans?

A18. 49112-Cutaway  
50292-Cutaway  
37104-Para-Transit Van  
1802-Para-Transit Van  
1904-Cutaway

Q19. Can the main drive through be used for performing repairs during off-hours (after 5 PM or weekends)?

A19. The Drive thru can be used with proper authorization. The building locks down after 5PM on M-F operation. Weekends and Holidays are locked down 24 hours.

Q20. Since the roll-off trucks will not fit in the 2-bay shop area provided, is there any shop area available for use for maintenance of these units at the landfill?

A20. No, the County does employ one heavy equipment mechanic and plans to keep servicing the Environmental Management heavy equipment in house. Environmental Management would like for tag and title to be handled by the contracted vendor.

Q21. II. PURPOSE OF SOLICITATION Section b) Overview Of Fleet Operations In The County, #iii---What is the total project budget including staffing, equipment, repairs, maintenance, etc.? Does the \$383K only cover Repair & Maintenance, not staffing, etc?

A21. See the A1

Q22. TARGET SERVICES, VIII VEHICLE MAINTENANCE AND REPAIR, 1) Welding and Fabrication---Will the County be providing the welding equipment, or should contractor include the costs in their proposal, as this service is required by the RFP?

A22. The County will not provide any welding equipment. Firms may elect to outsource these services or include equipment in their transition cost proposal.

Q23. TARGET SERVICES, VIII VEHICLE MAINTENANCE AND REPAIR, f) Tire Services---Will the County be providing the tire equipment, or should contractor include the costs in their proposal as this service is required by the RFP?

A23. The County will not provide any tire equipment. Firms may elect to outsource these services or include equipment in their transition cost proposal.

**ADDENDUM #2**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

Q24. Should the contractor plan to provide all diagnostic equipment?

A24. The list of equipment the County will provide is included in the RFP appendix.  
Firms should list any additional equipment in their transition cost proposal.

Q25. Is there a bid or performance bond with this contract?

A25. A bid or performance bond is **not** required.

Q26. Attachment A Fleet List and VEUs- Are designated “out of service” and “spare” vehicle assets of County to be excluded from VEU calculations?

A26. See A12.

Q27. Attachment A Fleet List and VEUs- Could you provide a description of all the vehicle models. For example, Emergency Services has Ford E450 trucks. Are these ambulances or Brush trucks? If ambulances, what body OEM? Etc.

A27. See A14-17.

Q28. May we have a list of all the fleet maintenance vendors attending the pre-bid meeting?

A28. First Vehicle Services, Shenandoah Valley Fleet Maintenance and Management, Transervice, and Vector Fleet Management

Q29. Do patrol vehicles have individual drivers or does Rowan County slip seat?

A29. The majority of the Sheriff vehicles have individual drivers.

Q30. Do we have a separate parts room?

A30. There is not current parts room space. This is a large warehouse so an area could be designated for parts. The office space is large enough to store sufficient parts. When operating repairs to fleet maintenance in the past, it was large enough with shelf racks and office staff. If not large enough, there may be suitable space available, but not secured.

Q31. What is the size of the office space?

A31. 18' X 15.5' = 279 square feet

Q32. Will the breakroom be shared?

A32. Yes, the breakroom will be shared space with our facilities staff. They are out in the field most of the day.

Q33. Is the shop wired for internet?

A33. Yes, the current office space has both wired and Wi-Fi available.

Q34. Would it be possible to get a copy of the shop video to share with my colleagues preparing our proposal?

A34. The video is available at: <https://vimeo.com/611977964/596c422112>

**ADDENDUM #3**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

**ADDENDUM #3**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: October 4, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006 and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

- Q1. In reference to Addendum # 2, Q20 Environmental Management trucks; the answer you provided was that the County does employ one heavy equipment mechanic in house. Does that mean that mechanic will also service the units addressed in Q15? Or will the Contractor maintain these units and should include them in their bid?
- A1. As stated in Q15 of Addendum 2, the county does plan to continue to maintain and service the heavy equipment in the Environmental Management Department. The County would like for the contract to handle the tag and title for the listed equipment.
- Q2. The County would like for the contract to handle the tag and title for the listed equipment in Q15, and do repair work for these trucks, just not the off-road equipment. Correct?
- A2. The contract will only handle tag and title. No other work for the items listed in Addendum 2 A15 will be handled by the contract.
- Q3. Addendum 2 A15, indicates the County will retain a mechanic for Environmental Management and this mechanic maintains the aforementioned 9 vehicles/equipment. Is this employee in a Union? If yes, which Union and is the Union the same as other County employees?
- A3. No, this employee is not part of a Union.

✕  10/14/2021

**ADDENDUM #4**  
**Fleet Management and Maintenance Services**  
**RFP # 2022-006**

---

**ADDENDUM #4**

---

To: All Proposers  
From: Anna Bumgarner | Director of Purchasing/Contract Administration  
Date: October 15, 2021  
Subject: Fleet Management and Maintenance Services RFP # 2022-006

---

**This addendum issued for the purpose of amending the requirements of Fleet Management and Maintenance Services RFP # 2022-006 and is hereby made part of the service request document to the same extent as though it were originally included therein.**

---

- Q1. Section VI. c) Cost Adjustment for Changes in Fleet Size. The example provided has an error. It states that:  
“If the size of the County’s fleet were then to increase by five (5) vehicles that had a total vehicle equivalent numerical value of 15 during the third month of contract operations, then the contractor could apply for an increase to its Target Budget of \$1,500 per month beginning in month four (4) of contract operations.”
- A1. It should be ...an increase to its Target Budget of \$1,250 per month....

✕  10/19/21





**Rowan County Purchasing Department**  
130 West Innes Street, Salisbury, NC 28144-4326  
[www.rowancountync.gov](http://www.rowancountync.gov)  
Telephone 704-216-8100  
Fax 704-216-8110

November 30, 2021

Aubrey Felton  
9300 Harris Corners Parkway, Suite 350  
Charlotte, NC 28269  
[afelton@vectorfleet.com](mailto:afelton@vectorfleet.com)

Subject: Rowan County Fleet Management and Maintenance Services

Mr. Felton:

The County of Rowan has evaluated the proposal that Vector submitted in response to RFP Number 2022-06. It is my pleasure to inform you that, after a preliminary evaluation of your proposal, we have selected Vector to provide a "Best and Final Offer"

We invite you to submit a Best and Final Offer ("BAFO") to Rowan County. We request that you address the following specific items in your BAFO:

- 1) Removing all the transit vehicles (The county has decided to service these Transit vehicles in their current method. Inhouse) this would be a total of 28 vehicles listed below.

15670	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
15671	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
15672	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
15673	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
1801	2018	Ford	Transit (lift)	Transit	Various RTS Drivers
1802	2018	Ford	Transit	Transit	Various RTS Drivers
1803	2018	Ford	Transit (lift)	Transit	Various RTS Drivers
1804	2018	Ford	Transit (lift)	Transit	Various RTS Drivers
1805	2018	Ford	E350 (lift)	Transit	Various RTS Drivers
1901	2019	Ford	Transit (lift)	Transit	Various RTS Drivers
1902	2019	Ford	Transit (lift)	Transit	Various RTS Drivers
1903	2019	Ford	E350 (lift)	Transit	Various RTS Drivers
1904	2019	Ford	E350	Transit	Various RTS Drivers
1905	2019	Ford	F550 (lift)	Transit	Various RTS Drivers
1906	2019	Ford	F550 (lift)	Transit	Various RTS Drivers
23745	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
23746	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
27345	2016	Ford	E350 (lift)	Transit	Various RTS Drivers
27346	2016	Ford	E350 (lift)	Transit	Various RTS Drivers
37104	2017	Ford	Transit	Transit	Various RTS Drivers
38665	2014	Ford	E350 (lift)	Transit	Various RTS Drivers
49112	2016	Ford	E350	Transit	Various RTS Drivers
50260	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50261	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50262	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50263	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50264	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50292	2016	Ford	E350	Transit	Various RTS Drivers

- 2) Reevaluate your staffing. The County believes you may be able to reduce your staff by one position
- 3) Reevaluate the VEU cost. This cost was lower than expected because the VEU values were high.
- 4) How did removing Transit Vehicles effect 2 and 3?

This letter is only an invitation to participate further in the RFP process; it does not convey or imply anything more. This letter is not intended to be a binding commitment to contract, nor will Rowan County be obligated in any manner until a formal written contract has been executed by all necessary County officials. Accordingly, all activities in furtherance of this process, including your compliance with the conditions set forth in this letter, are considered to be at your sole cost and risk.

Sincerely



Anna Bumgarner  
Director of Purchasing/Contract Administration  
Rowan County



**Proposal**

**2021**

**Proposal for Fleet Management  
and Maintenance Services RFP#  
2022-006**

**Best and Final Offer (BAFO)**



*Vector Fleet Management, LLC  
9300 Harris Corners Parkway  
Suite 350  
Charlotte, NC 28269  
Aubrey Felton  
Executive Vice President  
PH: (704) 597-2262  
[www.vectorfleet.com](http://www.vectorfleet.com)  
12/6/2021*

December 03, 2021

Rowan County Purchasing Department  
Attn: Anna Bumgarner – Director of Purchasing  
130 West Innes Street  
Salisbury, NC 28144-4326  
PH: 704-216-8100

Vector Fleet Management, LLC  
Aubrey Felton – Executive Vice President  
9300 Harris Corners Parkway, Suite 350  
Charlotte, NC 28269  
PH: 704-597-2262

Ms. Bumgarner,

Vector Fleet Management would like to thank Rowan County for giving us the opportunity to answer any questions and address the following specific items for the best and final offer (BAFO).

1. Removing all the transit vehicles (The County has decided to service these Transit vehicles in their current method. In-house) this would be a total of 28 vehicles listed below.
2. Reevaluate your staffing. The County believes you may be able to reduce your staff by one position
3. Reevaluate the VEU cost. This cost was lower than expected because the VEU values were high.
4. How did removing Transit Vehicles effect 2 and 3?

We hope that you will find it complete and that it adequately addresses all your questions as follows.

Sincerely,



Aubrey Felton  
Executive Vice President  
Vector Fleet Management, LLC

## Best and Final Offer

### Why Vector Fleet Management is the ideal team to Support Rowan County:

VFM is a privately held American owned company with over 34 years of background and experience in Government and Private fleet maintenance contract management and oversight. Being a privately owned company, we have never lost sight of our employees who contribute to our success in fulfillment of our fleet maintenance contracts.

At Vector Fleet Management we believe and practice these core beliefs for our employees every day:

- We invest in each employee's development through our Vector Technical Institute Training School
- We feel that every employee that wishes to better themselves deserves our full support
- We empower our employees to be their Clients voice and advocate in support of the contract and any circumstances that may arise
- We provide full HR, administrative and support to ensure our employees are able to work at their best
- We value Safety in all our clients garages, and have an unmatched safety record with minimum "lost work time" for each of our clients
- We provide the tools and equipment to complete each job, each task, safely and efficiently
- We respect and value the opinion and input each employee has, especially those working on-site on behalf of our clients
- Nearly all of our Directors and Executive Management Staff hold multiple ASE Certifications. We are maintenance driven.

After 34 years, Vector Fleet Management knows who our Clients rely upon, it is the on-site employees and support staff to execute daily, 100% fulfillment of our word.

"Down the Road" in Charlotte, Rowan County can expect full support and commitment from our Corporate Management Team that will support rowan County and our on-site employees:

- A specific understanding of the administrative, technical, financial, and managerial requirements;
- The relevant experience, organic expertise, and full complement of resources to perform the scope of work;
- A documented history of capital improvement projects for our clients;
- A reputation for sustained customer satisfaction and the ability to offer services at a price that represents the "best possible value" to your constituents;
- A systematic and proven, process-product approach to fleet maintenance;
- A team that understands that systematic improvement is an evolutionary process that fosters and rewards innovation.
- Respect for Rowan County's mission and a genuine desire to contribute to it;
- A well-established firm with sound business acumen and a solid financial posture;
- An attitude of stewardship for the facilities and work entrusted to us;
- A similarity in philosophy/ideology between Rowan County and the "VECTOR FLEET TEAM" regarding optimum customer provider relationships.

VFM is neither currently being marketed for acquisition, nor in negotiation for divestiture, thereby assuring you that we will be in business, as Vector Fleet Management, for the duration of this contract. Moreover, VFM has retained all government contracts since inception, clearly demonstrating our superior difference when compared to other fleet maintenance companies.

Our Management team has extensive experience with government operations and associated fleet maintenance requirements. We know the pain points which can crop up for an operation like Rowan County and are prepared to exceed the management requirements to mitigate and eliminate such areas.



In summary, VFM is committed to providing the highest quality service, on time and at a realistic price. We have the qualifications, processes, structure, tools, staffing, and management insight to fulfill this pledge.

**1) Removing all the transit vehicles (The County has decided to service these Transit vehicles in their current method In-house) this would be a total of 28 vehicles listed below:**

15670	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
15671	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
15672	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
15673	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
1801	2018	Ford	Transit (lift)	Transit	Various RTS Drivers
1802	2018	Ford	Transit	Transit	Various RTS Drivers
1803	2018	Ford	Transit (lift)	Transit	Various RTS Drivers
1804	2018	Ford	Transit (lift)	Transit	Various RTS Drivers
1805	2018	Ford	E350 (lift)	Transit	Various RTS Drivers
1901	2019	Ford	Transit (lift)	Transit	Various RTS Drivers
1902	2019	Ford	Transit (lift)	Transit	Various RTS Drivers
1903	2019	Ford	E350 (lift)	Transit	Various RTS Drivers
1904	2019	Ford	E350	Transit	Various RTS Drivers
1905	2019	Ford	F550 (lift)	Transit	Various RTS Drivers
1906	2019	Ford	F550 (lift)	Transit	Various RTS Drivers
23745	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
23746	2015	Ford	E350 (lift)	Transit	Various RTS Drivers
27345	2016	Ford	E350 (lift)	Transit	Various RTS Drivers
27346	2016	Ford	E350 (lift)	Transit	Various RTS Drivers
37104	2017	Ford	Transit	Transit	Various RTS Drivers
38665	2014	Ford	E350 (lift)	Transit	Various RTS Drivers
49112	2016	Ford	E350	Transit	Various RTS Drivers
50260	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50261	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50262	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50263	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50264	2017	Ford	Transit (lift)	Transit	Various RTS Drivers
50292	2016	Ford	E350	Transit	Various RTS Drivers

**2) Reevaluate your staffing. The County believes you may be able to reduce your staff by one position:**

**Answer-** VFM's original proposal included 2.5 technicians, 1 Site Manager and a full-time clerk/admin. We reduced our staffing to a Part-Time Clerk/Admin. We feel this is the correct Technician Staffing Level, 2.5 technicians. We are also responsible for transporting vehicles to subcontractors, which require staff. We cannot safely manage the contract with less staffing.

<i>Position</i>	<i>Number of Employees</i>
Site Manager	1
Part-Time Clerk/Admin	.5
Full-time Mechanics (1 – EVT Certified)	2
Part-time Mechanic	.5
<b>Total Employees</b>	<b>4.0</b>





**3) Reevaluate the VEU cost. This cost was lower than expected because the VEU values were high:**

**Answer-** Aside from reduction to a part-time clerk/admin, we are also able to remove parts from transit vehicles no longer being in scope.

Vector Fleet Management lowered the annual cost by the following:

- Year 1- Reduced by (\$61,005.91)
- Year 2- Reduced by (\$62,531.05)
- Year 3-Reduced by (\$64,094.32)
- 3-Year Total Reduction- (\$187,631.28)
- Parts Cost Reduced by (\$34,424)
- Reduced Parts Markup (1.5%)
- Total VEU Count Reduced by (466.8)

Reduction of our Non-Target parts mark-up from our proposed amount of 10% to 8.5%.

**APPENDIX D COST PROPOSAL FORMS**

**TARGET COST PROPOSAL**

Vendor: **Vector Fleet Management**

		Year One	Year Two	Year Three	3 Yr Total
Wages and Salaries	Management and Administrative	\$ 70,351	\$ 72,109	\$ 73,912	\$ 216,372
	Mechanics	\$ 130,651	\$ 133,917	\$ 137,265	\$ 401,833
	Parts Personnel	\$ -	\$ -	\$ -	\$ -
	Other Personnel	\$ -	\$ -	\$ -	\$ -
	<b>Subtotal</b>	<b>\$ 201,002</b>	<b>\$ 206,027</b>	<b>\$ 211,177</b>	<b>\$ 618,205</b>
Fringe Benefits	Management and Administrative	\$ 30,150	\$ 30,904	\$ 31,677	\$ 92,731
	Mechanics	\$ 55,993	\$ 57,393	\$ 58,828	\$ 172,214
	Parts Personnel	\$ -	\$ -	\$ -	\$ -
	Other Personnel	\$ -	\$ -	\$ -	\$ -
	<b>Subtotal</b>	<b>\$ 86,144</b>	<b>\$ 88,297</b>	<b>\$ 90,505</b>	<b>\$ 264,945</b>
Parts & Supplies		\$ 207,576	\$ 212,765	\$ 218,085	\$ 638,426
Subcontractor Services		\$ 40,000	\$ 41,000	\$ 42,025	\$ 123,025
Overhead		\$ 77,943	\$ 79,892	\$ 81,889	\$ 239,724
Corp. & Admin. Fees		\$ 49,676	\$ 50,918	\$ 52,191	\$ 152,785
<b>Total Target Cost</b>		<b>\$ 662,340.01</b>	<b>\$ 678,898.51</b>	<b>\$ 695,870.98</b>	<b>\$ 2,037,109.51</b>

**Notes:**

1. Provide detail for each cost element on a separate page, as required.
2. Explain changes from year-to-year on a separate page, as required.
3. Provide number or personnel in each staffing category for wages, salaries and fringe benefits

Management and Administrative	1.5
Mechanics	2.5
Parts Personnel	
Other Personnel	

### Question 3 Cont'd:

**Answer-** Vector Fleet Management was able to lower several cost components once the Transit vehicles were removed.

- Annual associated cost reduced by (\$27,453)
- Regular Time Labor rate reduced by (\$6.27/hour)

NON TARGET COST PROPOSAL		
Total Target Cost for Year 1	\$676,142	
Number of mechanics (does not have to be a whole number)	2.5	
Expected annual direct labor hours per mechanic (for example, 1500)	1750	
Total labor hours	4375	calculation
% of business activity expected to be associated with shop labor (i.e. not parts, fuel, or subcontractors)	45%	
Annual associated cost (% x target budget)	\$304,264	calculation
Regular time labor rate	\$69.55	calculation
% of business activity expected to be associated with parts management	10%	
Annual associated cost (% x target budget)	\$67,614	calculation
Estimated annual parts cost (based on target budget, VEUs and contractor experience)	\$207,576	
Estimated markup on parts	8.5%	calculation
% of business activity expected to be associated with management of subcontracted services	12%	
Annual associated cost (% x target budget)	\$81,137	calculation
Estimated annual cost of subcontractor services (based on target budget, VEUs and contractor experience)	\$68,000	
Estimated markup on subcontracted services	5%	calculation
% of business activity expected to be associated with fuel management services	3%	
Annual associated cost (% x target budget)	\$16,904	calculation
Estimated annual fuel cost (based on County's 2022 budget)	\$1,727,197	
Estimated markup on fuel services	1.0%	calculation
% of business activity expected to be associated with fleet management services	30%	
Annual associated cost (% x target budget)	\$202,843	calculation
Total VEUs (from Fleet List tab)	687.20	
Estimated annual fleet management fee per VEU	\$295.17	calculation
	100%	calculation (check of %s)
TRANSITION COST PROPOSAL		
Item Description		
Staff training/payroll prior to contract start	\$10,500.00	
Safety materials	\$2,000.00	
Corporate travel for shop set-up/training	\$4,750.00	
<b>Total</b>	<b>\$17,250.00</b>	

#### 4) How did removing Transit Vehicles effect 2 and 3?

**Answer-** Transit vehicles play a vital role in every community. These vehicles often require additional maintenance and repair procedures. Not only for uptime, safety, but per FTA guidelines. Removing these vehicles has had a positive effect, as far as pricing and parts mark-up for Rowan County. Please know that VFM is very familiar with a transit fleet, and the County may ask to roll these units back into our maintenance program at any time, if we are the selected vendor.

Aside from reduction to a part-time clerk/admin, we are also able to remove parts from transit vehicles no longer being in scope.

Vector Fleet Management lowered the annual cost by the following:

- Year 1- Reduced by (\$61,005.91)
- Year 2- Reduced by (\$62,531.05)
- Year 3-Reduced by (\$64,094.32)
- 3-Year Total Reduction- (\$187,631.28)

Reduction of our Non-Target parts mark-up from our proposed amount of 10% to 8.5%.

VFM's original proposal included 2.5 technicians, 1 Site Manager and a full-time clerk/admin. We reduced our staffing to a Part-Time Clerk/Admin. We feel this is the correct Technician Staffing Level, 2.5 technicians. We are also responsible for transporting vehicles to subcontractors, which require staff. We cannot safely manage the contract with less staffing.

**Below is the Vector Fleet Management internal calculation for technician staffing based on County Fleet:**

Prod Factor	# of Techs	
78%	Req'd	<b>Fleet Composition</b>
of	2.63	Light Vehicles
2080 hrs	0.03	Med. Vehicles & Equip
	0.44	Heavy Vehicles & Equip
	0.03	Trailers
	0.00	Misc Equip
	3.13	





