

EXHIBIT "A"

AGREEMENT

between

THE CITY OF COCONUT CREEK

And

VECTOR FLEET MANAGEMENT, LLC

for

FLEET MANAGEMENT AND MAINTENANCE SERVICES

RFP NO. 06-27-18-10

THIS AGREEMENT is made and entered into this _____ day of _____, 2018 by and between the City of Coconut Creek, a municipal corporation, with principal offices located at 4800 West Copans Road, Coconut Creek, FL 33063 (the "City") and Vector Fleet Management, LLC Company with offices located at 9300 Harris Corners Parkway, Suite 350, Charlotte, NC 28269 (the "Vendor") to provide Fleet Management and Maintenance Services pursuant to RFP No. 06-27-18-10.

Now therefore, in consideration of the mutual covenants hereinafter set forth, the City and Vendor agree as follows:

1) The Contract Documents

The contract documents consist of this Agreement, conditions of the contract of RFP No. 06-27-18-10, all addenda issued prior to, and all modifications issued after execution of this Agreement. These contract documents form the Agreement, and all are as fully a part of the Agreement if attached to this Agreement or repeated therein.

2) The Work

The Vendor shall perform all work for the City required by the contract documents and as set forth below:

- a) Vendor shall furnish all labor, materials, and equipment necessary as indicated in the specifications herein.
- b) Vendor shall supervise the work force to ensure that all workers conduct themselves and perform their work in a safe and professional manner. Vendor shall comply with all OSHA safety rules and regulations in the operation of equipment and in the performance of the work. Vendor shall at all times have a competent supervisor on the job site to enforce these policies and procedures at the Vendor's expense.
- c) Vendor shall provide the City with seventy-two (72) hours written notice prior to the beginning of work under this Agreement and prior to any schedule change with the exception of changes caused by inclement weather.
- d) Vendor shall comply with any and all Federal, State, and local laws and regulations now in effect, or hereinafter enacted during the term of this Agreement, which are applicable to the Vendor, its employees, agents or subcontractors, if any, with respect to the work and services described herein.
- e) Vendor shall have one (1) certified Harley Davidson mechanic on duty at all times at the start of the contract. Additionally, vendor shall make a Harley Davidson mechanic

available to the City within thirty (30) minutes in the event that the Harley Davidson mechanic assigned to the City is unavailable or the work load requires an additional Harley Davidson mechanic as determined by the Public Works Director or designee.

On May 1, 2019, the Vendor shall have two (2) certified Harley Davidson mechanics on duty at all times. Additionally, vendor shall make a Harley Davidson mechanic available to the City within thirty (30) minutes in the event that the Harley Davidson mechanic assigned to the City is unavailable or the work load requires an additional mechanic as determined by the Public Works Director or designee.

In the event that the Vendor is unable to provide an additional Harley Davidson certified mechanic within thirty (30) minutes due to a change in contractual relationships with its other customers, vendor shall have a third Harley Davidson certified mechanic assigned to the City of Coconut Creek.

All penalties as noted in the contract shall apply if the vendor is unable to meet the requirements related to providing certified Harley Davidson mechanics.

3) Contract Price

The Agreement shall be performed in current funds pursuant to RFP No. 06-27-18-10. Pricing shall be as per Attachment "A" - Schedule of Proposal Prices.

4) Contract Term

The initial Agreement period shall be for five (5) years, beginning on October 6, 2018 through October 5, 2023.

5) Contract Extension

The City reserves the right to extend the Agreement for five (5) additional one (1) year periods, providing both parties agree to the extension; all the terms, conditions and specifications remain the same; and such extension is approved by the City. Vendor shall give written notice to the City not less than ninety (90) days prior to renewal date of any adjustment in the initial Contract amount. Agreement renewal shall be based on satisfactory performance, mutual acceptance, and determination that the Contract is in the best interest of the City.

In the event services are scheduled to end because of the expiration of this contract, the Vendor shall continue the service upon the request of the Contract Administrator. The extension period shall not extend for more than ninety (90) days beyond the expiration date of the existing contract. The Vendor shall be compensated for the service at the rate(s) in effect when the City invokes this extension clause.

6) Conditions for Emergency/Hurricane or Disaster

It is hereby made a part of this agreement that before, during and after a public emergency, disaster, hurricane, flood or other substantial loss that the City of Coconut Creek shall require a "first priority" basis for goods and services. It is vital and imperative that the majority of citizens are protected from any emergency situation which threatens public safety and health, as determined by the City Manager. Awarded Vendor/Contractor agrees to rent/sell/lease all goods and services to the City or other governmental entities, as opposed to a private citizen or corporation, on a first priority basis. The City expects to pay a fair and reasonable price for all products/services in the event of a disaster, emergency or hurricane. Awarded Vendor/Contractor shall furnish a twenty-four (24) hour telephone number in the event of such an emergency.

7) Independent Contractor

Vendor is an independent Contractor under this Agreement. Personal services provided by the Vendor shall be by employees of the Vendor and subject to supervision by the Contractor, and not as officers, employees, or agents of the City. Personnel policies, tax responsibilities, social security and health insurance, employee benefits, purchasing policies and other similar administrative procedures applicable to services rendered under this Agreement shall be those of the Vendor.

8) Assignment and Subcontracting

No assignment of this Agreement or any right occurring under this Agreement shall be made, in whole or in part, by the Contractor without the express written consent of the City Commission which consent shall not be unreasonably withheld. In the event of any assignment, the assignee shall assume the rights, duties and responsibilities of the Contractor.

9) Notice

Whenever either party desires or is required under this Agreement to give notice to any other party, it must be given by written notice, sent by registered United States mail, with return receipt requested, addressed to the party for whom it is intended at the following addresses.

CITY

City Manager
City of Coconut Creek
4800 West Copans Road
Coconut Creek, FL 33063
With a copy to the City Attorney at the same address.

VENDOR

Aubrey Felton
Vector Fleet Management, LLC
9300 Harris Corners Parkway, Suite 350
Charlotte, NC 28263
Phone: 864-363-6278 Cell: 561-339-6877
Fax: 704-921-9880
Email: Afelton@vectorfleet.com

10) Agreement Subject to Funding

This Agreement shall remain in full force and effect only as long as the expenditures provided for in the Agreement have been appropriated by the City Commission of the City of Coconut Creek in the annual budget for each fiscal year of this Agreement, and is subject to termination based on lack of funding.

11) Venue

The parties waive the privilege of venue and agree that all litigation between them in the state courts shall take place exclusively in the Seventeenth Judicial Circuit in and for Broward County, Florida and that all litigation between them in the federal courts shall take place exclusively in the Southern District in and for the State of Florida.

12) Signatory Authority

The Vendor shall provide the City with copies of requisite documentation evidencing that the signatory for Vendor has the authority to enter into this Agreement.

13) Severability; Waiver of Provisions

Any provision in this Agreement that is prohibited or unenforceable in any jurisdiction shall, as to

such jurisdiction, be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions hereof or affecting the validity or enforceability of such provisions in any other jurisdiction. The non-enforcement of any provision by either party shall not constitute a waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.

14) Merger; Amendment

This Agreement constitutes the entire Agreement between the Vendor and the City, and negotiations and oral understandings between the parties are merged herein. This Agreement can be supplemented and/or amended only by a written document executed by both the Vendor and the City.

REMAINDER OF PAGE LEFT INTENTIONALLY BLANK

IN WITNESS WHEREOF, the parties have made and executed this Agreement on the respective dates under each signature. CITY OF COCONUT CREEK, through its City Manager or designee and Vector Fleet Management, LLC, signing by and through James A. Overstreet, President, duly authorized to execute same.

CITY OF COCONUT CREEK

ATTEST:

Mary C. Blasi, City Manager Date

Leslie Wallace May Date
City Clerk

Approved as to form and legal sufficiency:

Terrill C. Pyburn, City Attorney Date

VENDOR

ATTEST:

Company Name

(Corporate Secretary)

Signature of President/Owner Date

Type/Print Name of Corporate Secy.

Type/Print Name of President/Owner

(CORPORATE SEAL)

CORPORATE ACKNOWLEDGEMENT

STATE OF FLORIDA:

:SS

COUNTY OF _____:

I HEREBY CERTIFY that on this day, before me, an Officer duly authorized in the State aforesaid and in the County aforesaid to take acknowledgments, personally appeared _____, of _____ a _____ Corporation, to me known to be the person(s) described in and who executed the foregoing instrument and acknowledged before me that he/she executed the same.

WITNESS my hand and official seal this _____ day of _____, 201 .

Signature of Notary Public
State of Florida at Large

Print, Type or Stamp
Name of Notary Public

- Personally known to me or
- Produced Identification

Type of I.D. Produced

- DID take an oath, or
- DID NOT take an oath.

ATTACHMENT "A"
SCHEDULE OF PROPOSAL PRICES

1.	Description	UOM	Vector Fleet Management, LLC
1.1	Wages & Salaries - Management/Admin. Personnel	YR	\$111,563.25
1.2	Wages & Salaries - Mechanics	YR	\$223,126.50
1.3	Wages & Salaries - Parts Personnel	YR	\$0.00
1.4	Wages & Salaries - Other Personnel	YR	\$0.00
1.5	Fringe Benefits	YR	\$112,121.07
1.6	Parts & Supplies - Parts & Accountable Supplies	YR	\$184,783.64
1.7	Parts & Supplies - Indirect Shop Supplies	YR	\$7,500.00
1.8	Subcontractor Services	YR	\$21,535.77
1.9	Overhead	YR	\$84,160.00
1.1	Corporate Admin. & Mgmt. Fees	YR	\$73,670.00
2. Targeted Operating Budget Services - YEAR ONE (1)		TOTAL	\$818,460.23
2.1	Wages & Salaries Management/Admin. Personnel	YR	\$112,528.26
2.2	Wages & Salaries Mechanics	YR	\$225,056.52
2.3	Wages & Salaries Parts Personnel	YR	\$0.00
2.4	Wages & Salaries Other Personnel	YR	\$0.00
2.5	Fringe Benefits	YR	\$113,090.90
2.6	Parts & Supplies - Parts Accountable Supplies	YR	\$187,667.90
2.7	Parts & Supplies - Indirect Shop Supplies	YR	\$7,500.00
2.8	Subcontractor Services	YR	\$21,858.80
2.9	Overhead	YR	\$81,939.51
2.1	Corporate Admin. & Mgmt. Fees	YR	\$74,150.00
3. Targeted Operating Budget Services - YEAR TWO (2)		TOTAL	\$823,791.89
3.1	Wages & Salaries Management/Admin. Personnel	YR	\$115,263.87
3.2	Wages & Salaries Mechanics	YR	\$230,527.75

Continued			
3.3	Wages & Salaries Parts Personnel	YR	\$0.00
3.4	Wages & Salaries Other Personnel	YR	\$0.00
3.5	Fringe Benefits	YR	\$115,840.19
3.6	Parts & Supplies - Parts & Accountable Supplies	YR	\$190,454.41
3.7	Parts & Supplies - Indirect Shop Supplies	YR	\$7,500.00
3.8	Subcontractor Services	YR	\$22,186.69
3.9	Overhead	YR	\$82,920.83
3.10	Corporate Admin. & Mgmt. Fees	YR	\$75,652.00
4. Targeted Operating Budget Services - YEAR THREE (3)		TOTAL	\$840,345.74
4.1	Wages & Salaries Management/Admin. Personnel	YR	\$118,096.42
4.2	Wages & Salaries Mechanics	YR	\$236,192.84
4.3	Wages & Salaries Parts Personnel	YR	\$0.00
4.4	Wages & Salaries Other Personnel	YR	\$0.00
4.5	Fringe Benefits	YR	\$118,686.90
4.6	Parts & Supplies - Parts & Accountable Supplies	YR	\$193,566.85
4.7	Parts & Supplies - Indirect Shop Supplies	YR	\$7,500.00
4.8	Subcontractor Services	YR	\$22,519.49
4.9	Overhead	YR	\$83,919.83
4.10	Corporate Admin. & Mgmt. Fees	YR	\$77,200.00
5. Targeted Operating Budget Services - YEAR FOUR (4)		TOTAL	\$857,682.33
5.1	Wages & Salaries Management/Admin. Personnel	YR	\$121,031.49
5.2	Wages & Salaries Mechanics	YR	\$242,062.98
5.3	Wages & Salaries Parts Personnel	YR	\$0.00
5.4	Wages & Salaries Other Personnel	YR	\$0.00
5.5	Fringe Benefits	YR	\$121,636.65
5.6	Parts & Supplies - Parts & Accountable Supplies	YR	\$196,582.85

Continued			
5.7	Parts & Supplies - Indirect Shop Supplies	YR	\$7,500.00
5.8	Subcontractor Services	YR	\$22,857.28
5.9	Overhead	YR	\$84,935.83
5.10	Corporate Admin. & Mgmt. Fees	YR	\$78,794.00
Targeted Operating Budget Services YEAR FIVE (5)		TOTAL	\$875,401.08
TOTAL YEARS 1 THROUGH 5			\$4,215,681.27
6. Optional	Parts	Parts % Cost & Misc.	
6.1	Parts Costs	0%	
6.2	Vehicle Equipment Install, non-target regular time, after normal shop hours.	\$ 49.27 per hour	

City of Coconut Creek

2018



RFP-06-27-18010

Fleet Management & Maintenance Services



Rob Lovi

Vice President of Sales

864-363-6278

Vector Fleet Management

06/25/2018

ATTACHMENT "F"
REFERENCES

TO BE SUBMITTED WITH YOUR PROPOSAL

Proposer shall provide a list of at least five (5) clients that Proposer has provided similar services in the past five (5) years, at least two (2) of which are governmental entities. For each client reference include:

1. **Name of Firm or Agency:** Plant City, Florida
Address: 2414 Police Center Dr.
City/State/Zip: Plant City, FL 33563
Contact: Mark Emery **Title:** Superintendent, Fleet Coordinator
Telephone: 813-707-2284 **Email:** memery@plantcitygov.com
Scope of Work: Fleet Maintenance for Police, Fire & Rescue, Roads & Bridges & Rec, Solid Waste Services and Other General Services

2. **Name of Firm or Agency:** Sheriff of Broward County, Florida
Address: 2001 N.W. 31st Avenue
City/State/Zip: Lauderdale Lakes, FL
Contact: Scott Barnett **Title:** Fleet Maintenance Manager
Telephone: 954-497-1440 **Email:** Scott_Barnett@sheriff.org
Scope of Work: Fleet Maintenance on units Vehicles for Sheriff, DLE and Fire Rescue

3. **Name of Firm or Agency:** Newberry County, South Carolina
Address: 1309 College St.,
City/State/Zip: Newberry, SC 29108
Contact: Tommy Long **Title:** Director Fire & Rescue
Telephone: 803-321-2135 **Email:** tlong@newberrycounty.net
Scope of Work: Fleet Maintenance for Sheriff, EMT, Fire & Rescue, Class 5-8 trucks and trailers. Construction, Grounds keeping equipment, Generators and Small equipment

4. **Name of Firm or Agency:** Ector County, Texas
Address: 10110 E. 8th Street
City/State/Zip: Odessa, TX 79761
Contact: Kenneth Lind **Title:** Purchasing Manager
Telephone: 432-498-4020 **Email:** lindkd@co.ector.tx.us
Scope of Work: Fleet Maintenance for Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services

5. **Name of Firm or Agency:** Midland County, Texas
Address: 500 N. Loraine St., Suite 1103
City/State/Zip: Midland, TX 79701
Contact: Kristy Engeldahl **Title:** Purchasing Agent
Telephone: 432-688-4872 **Email:** Pur103@co.midland.tx.us
Scope of Work: Fleet Maintenance for Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services

Note: Proposer is responsible for verifying correct & current information. Failure to provide accurate data may result in the reference not being considered.

SECTION IV - REQUIRED DOCUMENTS**Proposal Requirements Checklist**

Proposer has completed the required documents listed in the checklist below. The required documents shall be executed, notarized (if applicable), and submitted as a condition to this Request for Proposals.

Proposer shall electronically submit all required documents and any other pertinent information electronically through the eBid System.

Required Documents	Yes	No
Proposer Information	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Proposal Confirmation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Indemnification Clause	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Non-Collusive Affidavit	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Proposer's Qualification Statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Drug-Free Workplace Form	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sworn Statement on Public Entity Crimes	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Exceptions to the RFP	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scrutinized Companies Certification	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operational Plan – Scope of Services Proposed	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Submitted Pricing through the eBid System "Line Items" Tab	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Proposal: (1) Qualifications and Experience (2) Resources and Availability (3) References	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Certificate of Insurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business Tax Receipt	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Copies of Valid Licenses / Certificates	<input checked="" type="checkbox"/>	<input type="checkbox"/>

PROPOSER INFORMATION

Communications concerning this proposal shall be addressed to:

Company Name: Vector Fleet Management, LLC

Social Security/Federal Tax I.D. No.: 20-5680368

Proposer's Name (Print): Rob Lovi Title: Vice President of Sales

Address: 9300 Harris Corners Parkway, Suite 350

City/State/Zip: Charlotte, NC 28269

Phone: 864-363-6278 Fax: 704-921-9880

Email: rlovi@vectorfleet.com

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, Whichever Applies

Part I:

Proposer has examined copies of all the Contract Documents and of the following Addenda (receipt of all which is hereby acknowledged).

Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____

Part II:

No Addendum was received in connection with this RFP.

It is understood and agreed by Proposer that the City reserves the right to reject any and all proposals, to make awards on all items or any items according to the best interest of the City, and to waive any irregularities in the proposal or in the proposals received as a result of the RFP. It is also understood and agreed by the Proposer that by submitting a proposal, Proposer shall be deemed to understand and agree that no property interest or legal right of any kind shall be created at any point during the aforesaid evaluation/selection process until and unless a contract has been agreed to and signed by both parties.

Rob Lovi
Proposer's Authorized Signature

06/25/2018
Date

Rob Lovi
Proposer's Printed Name

PROPOSAL CONFIRMATION

In accordance with the requirements to provide **Fleet Management & Maintenance Services** pursuant to **RFP No. 06-27-18-10**, the undersigned submits the attached proposal.

Proposer accepts and hereby incorporates by reference in this proposal all of the terms and conditions of the scope of work, including EPA Standards, Motor Vehicle Safety Standards and required warranty and guarantee certificates.

Proposer is fully aware of the scope of work based on these requirements, the legal requirements (federal, state, county and local laws, ordinances, rules and regulations) and the conditions affecting cost, progress or performance of the work and has made such independent investigation as Proposer deems necessary.

This proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false or sham proposal; Proposer has not solicited or induced any person; firm or a corporation to refrain from proposing and Proposer has not sought by collusion to obtain for himself any advantage over any other Proposer or over City.

The Proposer shall acknowledge this Proposal by signing and completing the spaces provided. I hereby submit this Proposal Package for Fleet Management & Maintenance Services, RFP No. 06-27-18-10 to the City of Coconut Creek with the full understanding of the Request for Proposal, General Terms and Conditions, Special Terms and Conditions, Detailed Requirements, and the entire Proposal Package.

Rob Lovi
Proposer's Name

Rob Lovi
Signature

06/25/2018
Date

State of: North Carolina

County of: Mecklenburg

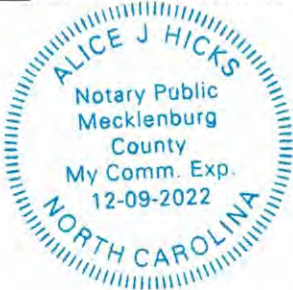
The foregoing instrument was acknowledged before me this 25th day of June, 2018, by Rob Lovi, who is (who are) personally known to me or who has produced _____ employee ID _____ as identification and who did (did not) take an oath.

Alice J Hicks
Notary Public Signature

Alice J Hicks
Notary Name, Printed, Typed or Stamped

Commission Number: 201234900138

My Commission Expires: 12/09/2022



INDEMNIFICATION CLAUSE
(Page 1 of 1)

The parties agree that one percent (1%) of the total compensation paid to Contractor for the work of the contract shall constitute specific consideration to Contractor for the indemnification to be provided under the Contract. The Contractor shall indemnify and hold harmless the City Commission, the City of Coconut Creek, and its agents and employees from and against all claims, damages, losses and expenses including attorney's fees arising out of or resulting from the performance of the work provided that any such claim, damage, loss or expense (1) is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the work itself) including the loss of use resulting therefrom, and (2) is caused in whole or in part by any negligent act or omission of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder.

In any and all claims against the City, or any of their agents or employees by any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under this Paragraph shall not be limited in any way by any limitation on this amount or type of damages compensation or benefits payable by or for the Contractor or any subcontractor under Workers' Compensation Acts, Disability Benefit Acts or other Employee Benefit Acts. Nothing in this section shall affect the immunities of the City pursuant to Chapter 768, Florida Statutes, as amended from time to time, nor shall it constitute an agreement by the City to indemnify Contractor, its officers, employers, subcontractors or agents against any claim or cause of action.

Vector Fleet Management, LLC
Contractor's Name

Rob Lovi
Signature

06/25/2018
Date

State of: North Carolina

County of: Mecklenburg

The foregoing instrument was acknowledged before me this 25th day of June, 2018, by Rob Lovi, who is (who are) personally known to me or who has produced Employee ID as identification and who did (did not) take an oath.

Alice J Hicks
Notary Public Signature

Alice J Hicks
Notary Name, Printed, Typed or Stamped

Commission Number: 201234900138

My Commission Expires: 12/09/2022



NON-COLLUSIVE AFFIDAVIT

State of North Carolina)
County of Mecklenburg)ss.

Rob Lovi being first duly sworn, deposes and says that:

- (1) He/she is the Representative
(Owner, Partner, Officer, Representative or Agent)
of Vector Fleet Management, LLC the Proposer that has submitted the attached proposal;
- (2) He/she is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
- (3) Such proposal is genuine and is not a collusive or sham proposal;
- (4) Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham proposal in connection with the work for which the attached proposal has been submitted; or to refrain from bidding in connection with such work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm or person to fix the price or prices in the attached proposal of any other Proposer, or to fix an overhead, profit, or cost elements of the proposal price or the proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed work;
- (5) The price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

Signed, sealed and delivered
in the presence of:

Alice J Hicks

By: Rob Lovi

Rob Lovi
(Printed Name)

VP of Sales
(Title)

ACKNOWLEDGEMENT

State of North Carolina

County of Mecklenburg

The foregoing instrument was acknowledged before me this 25th day of June, 2018,
by Rob Lovi, who is personally known to me or who has produced
Employee ID as identification and who did (did not) take an oath.

WITNESS my hand and official seal

Alice J Hicks
NOTARY PUBLIC



Alice J Hicks
(Name of Notary Public: Print, Stamp, or
Type as Commissioned.)

PROPOSER'S QUALIFICATION STATEMENT

In order to properly evaluate the proposal submittals, Proposers are expected to complete the questionnaire and include the following documentation. By attesting to this submittal, Proposer guarantees the truth and accuracy of all statements and answers herein contained.

SUBMITTED TO: City of Coconut Creek
Purchasing Division
4800 West Copans Road
Coconut Creek, FL 33063

Submitted By: Vector Fleet Management, LLC
Name: Rob Lovi
Address: 9300 Harris Corners Parkway, Ste 350
City, State, Zip: Charlotte, NC 28269
Telephone No. 864-363-6278
Fax No. 704-921-9880

- Check One
[X] Corporation
[] Partnership
[] Individual
[] Other

1. State the true, exact, correct and complete name of the partnership, corporation, trade or fictitious name under which you do business and the address of the place of business.

The correct name of the Proposer is: Vector Fleet Management, LLC
The address of the principal place of business is: 9300 Harris Corners Parkway, Ste 350
Charlotte, NC 28269

2. If Proposer is a corporation, answer the following:

- a. Date of Incorporation: 1988
b. State of Incorporation: Delaware
c. President's Name: James A. Overstreet
d. Vice President's Name: Rob Lovi / Craig Moran
e. Secretary's Name: N/A
f. Treasurer's Name: Eric Lewandowski
g. Name and Address of Resident Agent: N/A

3. If Proposer is an individual or a partnership, answer the following:

- a. Date of Organization:
b. Name, Address and Ownership Units of all Partners:
c. State whether general or limited partnership:

4. If Proposer is other than an individual, corporation or partnership, describe the organization and give the name and address of principals:

N/A

5. If Proposer is operating under a fictitious name, submit evidence of compliance with the Florida Fictitious Name Statute.

6. How many years has your organization been in business under its present business name? 22 yrs

- a. Under what other former name has your organization operated?

Vehicare

7. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this proposal. Please attach certificate of competency and/or state registration.

FEIN # 20-5680368 / Doc Number for FI Business License - M0600006132

8. Litigation/Judgments/Settlements/Debarments/Suspensions:
Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the Fleet Management & Maintenance Services that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government during the last five (5) years.

N/A

9. Have you ever failed to complete any work awarded to you? If so, state when, where and why?

No

10. List the pertinent experience of the key individuals of your organization (continue on insert sheet, if necessary).

Detailed experience is provided in our proposal.

11. State the name of the individual(s) and titles who will personally supervise the work:

Craig Moran - VP of Operations / Aubrey Felton - Director of Operations

12. State the name and address of the attorney, if any, for the business of the Proposer:

Rick Hazlett

Moore & Van Allen PLLC

100 N. Tryon St., Suite 4700, Charlotte, NC 28202

13. State the names and addresses of all businesses and/or individuals who own an interest of more than five percent (5%) of the Proposer's business and indicate the percentage owned of each such business and/or individual:

Stonehurst Capital 100%

14. State the names, addresses and the type of business of all firms that are partially or wholly owned by Proposer:

N/A

15. State the name of Surety Company which will be providing the bond, and the name and address of agent:

Willis of Tennessee, Inc.

265 Brookview Centre Way, Suite 505

Knoxville, TN 37919

16. List the following information concerning all Proposer's contracts in progress as of the date of submission and completed projects over the last five (5) years. (In case of any co-venture, list the information for all co-ventures.)

<u>Name of Project</u>	<u>Owner</u>	<u>Total Contract Value</u>	<u>Contracted Date of Completion</u>	<u>% of Completion to Date</u>
------------------------	--------------	-----------------------------	--------------------------------------	--------------------------------

This is provided in section 5 of our proposal

17. Have you personally inspected the site of the proposed work?

Yes No

18. Do you have a complete set of documents, including drawings and addenda, if applicable?

Yes No

19. Did you attend the pre-proposal conference if any such conference was held?

Yes No No Conference Held

20. Bank References:

Bank	Address/City/State/Zip	Telephone
Branch Banking and Trust Company (BB&T)	200 S. College Str. Charlotte, NC 28202	Heather Kinsland - VP 704-954-1466

21. Attach a financial statement including Proposer's latest balance sheet and income statement showing the following items:

- a) Current Assets (e.g. cash, joint venture accounts, accounts receivable, notes, receivable, accrued income, deposits, materials, real estate, stocks and bonds, equipment, furniture and fixtures, inventory and prepaid expenses)
- b) Net Fixed Assets
- c) Other Assets
- d) Current Liabilities (e.g. accounts payable, notes payable, accrued expenses, provision for income taxes, advances, accrued salaries, real estate encumbrances and accrued payroll taxes)
- e) Other Liabilities (e.g. capital, capital stock, authorized and outstanding shares par values, earned surplus, and retained earnings)

22. State the name of the firm preparing the financial statement and date thereof:

RSM US LLP _____

23. Is this financial statement for the identical organization named on page one? Yes No

24. If not, explain the relationship and financial responsibility of the organization whose financial statement is provided (e.g. parent-subsidary).

N/A

The Proposer acknowledges and understands that the information contained in response to this Qualification Statement shall be relied upon by City in awarding the contract and such information is warranted by Proposer to be true. The discovery of any omission or misstatement that materially affects the Proposer's qualifications to perform under the contract shall cause the City to reject the proposal, and if after the award, to cancel and terminate the award and /or contract.

Rob Lovi
Proposer's Signature

06/25/2018
Date

**ACKNOWLEDGEMENT
PROPOSER'S QUALIFICATION STATEMENT**

State of North Carolina

County of Mecklenburg

On this the 25th day of June, 2018, before me, the undersigned Notary Public of the State of Florida, Personally appeared

Rob Lovi And
(Name(s) of individual(s) who appeared before notary)

whose name(s) is/are Subscribed to within the instrument, and he/she/they acknowledge that he/she/they executed it.

WITNESS my hand and official seal.

NOTARY PUBLIC

SEAL OF OFFICE:



Alice J. Hicks
NOTARY PUBLIC, STATE OF North Carolina

Alice J Hicks
(Name of Notary Public: Print, Stamp, or Type as Commissioned)

- Personally known to me, or
- Produced identification

Co-worker
(Type of Identification Produced)

- DID take an oath, or
- DID NOT take an oath

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statutes, Chapter 287, Section 287.087 hereby certifies that Vector Fleet Management, LLC does:
(Name of Business)

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Florida Statutes, Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Rob Lovi
Proposer's Signature

Vector Fleet Management, LLC
Company Name

06/25/2018
Date

**SWORN STATEMENT
ON PUBLIC ENTITY CRIMES
UNDER FLORIDA STATUTES CHAPTER 287.133(3)(a).**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with RFP No. 06-27-18-10 for Fleet Management & Maintenance Services.
2. This sworn statement is submitted by Vector Fleet Management, LLC (name of entity submitting sworn statement) whose business address is 9300 Harris Corners Parkway, Suite 350, Charlotte, NC 28269 and (if applicable) its Federal Employer Identification Number (FEIN) is 20-5680368. (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: _____.)
3. My name is Rob Lovi and my
(Please print name of individual signing)
relationship to the entity named above is Company Vice President of Sales.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that a "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, includes but is not limited to:
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The Ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding thirty-six (36) months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal

power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, who are active, or who have been active, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity within the last five (5) years of this sworn statement.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **Please check all statements that are applicable.**
- Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.
 - The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)
 - There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)
 - The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)
9. Based on information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. **Please check if statement is applicable.**
- The person or affiliate has not been placed on the convicted vendor list.
(If the box is not checked, please describe any action taken by or pending with the Department of General Services.)
10. The herein sworn statement shall be subject to and incorporate all the terms and conditions contained in Section 287.133 of the Florida Statutes.
11. Conviction of a public entity crime shall be cause for disqualification.

Vector Fleet Management, LLC
Proposer's Name

Rob Lovi
Signature

Date: 06/25/2018

State of: North Carolina

County of: Mecklenburg

The foregoing instrument was acknowledged before me this 25th day of June, 2018, by Rob Lovi, who is (who are) personally known to me or who has produced Employee ID as identification and who did (did not) take an oath.

Alice J Hicks
Notary Public Signature

Alice J Hicks
Notary Name, Printed, Typed or Stamped



Commission Number: 201234900138

My Commission Expires: 12/09/2022

EXCEPTIONS TO THE RFP

NOTE: Proposals that are exceptions to that which are specified and outlined below. (Additional sheets may be attached.) However, all alterations or omissions of required information or any change in proposal requirements is done at the risk of the Proposer presenting the proposal and may result in the rejection thereof.

No Exceptions

A series of horizontal lines provided for the proposer to list exceptions.

**SCRUTINIZED COMPANIES
CERTIFICATION PURSUANT TO
FLORIDA STATUTE § 215.4725 AND § 215.473**

I, Rob Lovi, on behalf of Vector Fleet Management, LLC,
Print Name Company Name

certifies that Vector Fleet Management, LLC does not:
Company Name

1. Participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel list; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Cuba or Syria.

Rob Lovi
Signature

Vice President of Sales
Title

864-363-6278
Phone

06/25/2018
Date



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/08/2017

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.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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 rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of Virginia, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@willis.com <table style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: center; width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center; width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A: Liberty Insurance Corporation</td> <td style="text-align: center;">42404</td> </tr> <tr> <td>INSURER B: North American Elite Insurance Company</td> <td style="text-align: center;">29700</td> </tr> <tr> <td>INSURER C: Arch Insurance Company</td> <td style="text-align: center;">11150</td> </tr> <tr> <td>INSURER D:</td> <td> </td> </tr> <tr> <td>INSURER E:</td> <td> </td> </tr> <tr> <td>INSURER F:</td> <td> </td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Liberty Insurance Corporation	42404	INSURER B: North American Elite Insurance Company	29700	INSURER C: Arch Insurance Company	11150	INSURER D:		INSURER E:		INSURER F:	
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INSURER D:															
INSURER E:															
INSURER F:															
INSURED Vector Fleet Management, LLC 9300 Harris Corners Parkway Ste 350 Charlotte, NC 28269															

COVERAGES **CERTIFICATE NUMBER:** W1701953 **REVISION NUMBER:**

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	TB7-251-289416-046	05/15/2016	05/15/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS	Y	Y	AS2-251-289416-036	05/15/2016	05/15/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$25,000			UMB 2000192 02	05/15/2016	05/15/2017	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 Retention \$ 25,000 <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC7-251-289416-026	05/15/2016	05/15/2017	E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Crime			PCD9301214-02	05/15/2016	05/15/2017	See Below

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Employee Theft \$1,000,000
 Customer Property \$1,000,000
 Inside/Outside Premises \$1,000,000
 Forgery or Alteration \$1,000,000
 Computer Fraud/Funds Transfer Fraud \$1,000,000

CERTIFICATE HOLDER

CANCELLATION

	<p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE</p> <p style="text-align: center;"><i>Meyerly</i></p>
--	--



ADDITIONAL REMARKS SCHEDULE

AGENCY Willis of Virginia, Inc.		NAMED INSURED Vector Fleet Management, LLC 9300 Harris Corners Parkway Ste 350 Charlotte, NC 28269	
POLICY NUMBER See Page 1		NAIC CODE See Page 1	
CARRIER See Page 1		EFFECTIVE DATE: See Page 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 **FORM TITLE:** Certificate of Liability Insurance

Currency Fraud \$1,000,000
 Deductible \$10,000

INSURER AFFORDING COVERAGE: Liberty Insurance Corporation NAIC#: 42404
 POLICY NUMBER: AS2-251-289416-036 EFF DATE: 05/15/2016 EXP DATE: 05/15/2017

TYPE OF INSURANCE: **LIMITS:**
 Garagekeepers See Below

ADDITIONAL REMARKS:

Garagekeepers:
 \$ 500,000 Each Insured Location except as listed below:

- \$5,000,000 - 57088 190th Street, Pacific Junction IA; 1025 North Williams Spring Road, Mt. Pleasant, TN
- \$0 -9300 Harris Corners Pkwy, Ste 350 Charlotte, NC
- \$1,000,000 - 11586 SC Highway 34, Newberry, SC
- \$2,000,000 - 7613 W. Dunn Street, Odessa TX; 2610 Starita Road, Charlotte NC
- \$1,500,000 - 1530 Hwy 306 South, Aurora NC
- \$2,500,000 - 3929 W. Lower Buckeye Rd; Phoenix, AZ

Broward County Sheriff's Office, BSO, the Sheriff, Broward County, the Board of Commissioners of Broward County and their officers, agents, employees and commission members are included as Additional Insureds as respects to General Liability and Auto Liability.

General Liability and Auto Liability policies shall be Primary and Non-contributory with any other insurance in force for or which may be purchased by Additional Insureds.

Waiver of Subrogation applies in favor of Broward County Sheriff's Office, BSO, the Sheriff, Broward County, the Board of Commissioners of Broward County and their officers, agents, employees and commission members with respects to General Liability, Auto Liability and Workers Compensation as permitted by law.

Umbrella/Excess Follows Form.

Vector Fleet Management, LLC

Financial Report
December 31, 2017

CONFIDENTIAL

Contents

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Statements of income	4
Statements of changes in members' equity	5
Statements of cash flows	6
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CONFIDENTIAL



RSM USLLP

Independent Auditor's Report

Board of Directors
Vector Fleet Management, LLC

Report on the Financial Statements

We have audited the accompanying financial statements of Vector Fleet Management, LLC (the Company), which comprise the balance sheets as of December 31, 2017 and 2016, the related statements of income, changes in members' equity and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Vector Fleet Management, LLC as of December 31, 2017 and 2016, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

RSM US LLP

Charlotte, North Carolina
March 19, 2018

Vector Fleet Management, LLC

Balance Sheets

December 31, 2017 and 2016

	2017	2016
Assets		
Current assets:		
Cash	\$ 1,000	\$ 224,058
Accounts receivable	5,896,998	5,884,063
Inventories, net of reserve for obsolescence (2017 - \$86,753; 2016 - \$60,836)	1,421,866	1,452,057
Prepaid expenses	402,033	487,376
Total current assets	<u>7,721,897</u>	<u>8,047,554</u>
Property and equipment, net	<u>3,683,810</u>	4,161,900
Other assets:		
Goodwill	1,418,950	1,418,950
Deposits	63,679	102,304
	<u>1,482,629</u>	<u>1,521,254</u>
	<u>\$ 12,888,336</u>	<u>\$ 13,730,708</u>
Liabilities and Members' Equity Current		
liabilities:		
Current portion of notes payable	\$ 843,951	\$ 823,874
Trade accounts payable	1,421,437	1,634,144
Other accrued expenses	377,180	451,918
Total current liabilities	<u>2,642,568</u>	<u>2,909,936</u>
Long-term liabilities:		
Line of credit	3,017,778	3,349,803
Long-term incentive plan accrual	770,023	1,043,450
Deferred rent	35,309	28,841
Deferred revenue	45,578	165,333
Notes payable, net of current portion	1,094,879	1,502,186
Total long-term liabilities	<u>4,963,567</u>	<u>6,089,613</u>
Commitments		
Members' equity	5,282,201	4,731,159
	<u>\$ 12,888,336</u>	<u>\$ 13,730,708</u>

See notes to financial statements.

CONFIDENTIAL

Vector Fleet Management, LLC

Statements of Income
Years Ended December 31, 2017 and 2016

	2017	2016
Net revenue	\$ 42,662,519	\$ 38,948,511
Cost of services	<u>37,291,966</u>	<u>32,952,137</u>
Gross profit	5,370,553	5,996,374
Selling, general and administrative expenses	<u>4,145,231</u>	<u>4,778,289</u>
Income from operations	<u>1,225,322</u>	1,218,085
Non-operating expenses:		
Interest expense	(203,900)	(207,818)
Other expense	<u>(70,380)</u>	<u>13,374</u>
	<u>(274,280)</u>	(221,192)
Net income	\$ <u>951,042</u>	<u>996,893</u>

See notes to financial statements.

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Vector Fleet Management, LLC

**Statements of Changes in Members' Equity
Years Ended December 31, 2017 and 2016**

Balance, December 31, 2015	\$ 4,140,266
Distributions to members	(406,000)
Net income	996,893
Balance, December 31, 2016	<u>4,731,159</u>
Distributions to members	(400,000)
Net income	<u>951,042</u>
Balance, December 31, 2017	<u>\$ 5,282,201</u>

See notes to financial statements

CONFIDENTIAL

Vector Fleet Management, LLC

Statements of Cash Flows
Years Ended December 31, 2017 and 2016

	2017	2016
Cash flows from operating activities:		
Net income	\$ 951,042	\$ 996,893
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	1,395,442	1,166,498
Gain on sale of property and equipment	(3,692)	(9,941)
Changes in operating assets and liabilities:		
Accounts receivable	(12,935)	(823,224)
Inventories	30,191	(523,052)
Prepaid expenses	85,343	(165,174)
Deposits	38,625	(12,663)
Accounts payable	(212,707)	349,789
Deferred revenue	(119,755)	(119,755)
Accrued expenses and deferred rent	(341,697)	632,524
Net cash provided by operating activities	1,809,857	1,491,895
Cash flows from investing activities:		
Purchase of property and equipment	(793,046)	(1,059,844)
Proceeds from sale of property and equipment	39,000	55,327
Net cash used in investing activities	(754,046)	(1,004,517)
Cash flows from financing activities:		
Principal payments on capital lease obligations		(27,391)
Borrowings on notes payable	751,730	675,000
Payments on notes payable	(1,298,574)	(1,318,520)
Net borrowings (repayments) on line of credit	(332,025)	811,831
Distributions to members	(400,000)	(406,000)
Net cash used in financing activities	(1,278,869)	(265,020)
Net (decrease) increase in cash	(223,058)	222,358
Cash:		
Beginning of year	224,058	1,700
End of year	\$ 1,000	224,058
Supplemental disclosure of cash flow information:		
Cash paid during the year for interest	\$ 204,178	\$ 201,275
Supplemental schedule of noncash investing and financing activities:		
Property and equipment acquired through notes payable	\$ 159,614	\$ 1,275,619

See notes to financial statements.

CONFIDENTIAL

Vector Fleet Management, LLC

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies

Nature of business: Vector Fleet Management, LLC (the Company) provides customized contract fleet management and maintenance solutions for diverse fleets throughout the United States.

A summary of the Company's significant accounting policies follows:

Limited liability company assets and liabilities: In accordance with the generally accepted method of presenting limited liability company financial statements, the financial statements do not include the assets and liabilities of the members, including their obligation for income taxes on their distributive shares of the net income of the limited liability company, nor any provision for income tax expense.

Use of estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual amounts could differ from those estimates.

Cash: The Company maintains cash deposits with financial institutions that at times may exceed federally insured limits.

Accounts receivable: The Company extends credit to its customers. By their nature, accounts receivable involve risk, including the credit risk of nonperformance by the customer. The Company maintains allowances which management believes are adequate to absorb estimated losses to be incurred in realizing the recorded amounts of its accounts receivable. These allowances are determined by management through a review of the aging of the accounts receivable and historical collection experience. In addition, specific reserves are established for specific customer accounts as collection problems occur. Receivables are considered past due based on contractual and invoice terms. Accounts deemed uncollectible are charged against the reserve. There was no allowance for doubtful accounts at December 31, 2017 and 2016.

Inventories: Inventories consist primarily of lubricants, filters and vehicle parts. Inventories are valued at the lower of weighted average cost or net realizable value.

Property and equipment: Property and equipment are stated at cost, less accumulated depreciation and amortization. Leasehold improvements are amortized over the shorter of the estimated useful life of the improvements or the lease term. Depreciation is calculated using the straight-line method over the following estimated useful lives:

Equipment	3-7 years
Furniture and fixtures	7 years
Vehicles	5-7 years

Goodwill: Goodwill is the excess of the cost of an acquired entity over the amounts assigned to the assets acquired and liabilities assumed. Goodwill is not amortized but is tested for impairment at least annually, or when an event occurs, or circumstances change that would indicate the fair value of the reporting unit may be below the carrying amount. No impairment was recorded during 2017 or 2016.

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Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies (Continued)

Revenue recognition: Revenue is recognized in the period it is earned, which is the period that services are rendered and work orders are closed. The revenue is recognized in accordance with contractual terms. Revenue that is earned, but not billed is accrued and included in accounts receivable on the accompanying balance sheets. If services are rendered, but work orders are not closed, then the company defers associated costs. The deferred costs are included in inventories on the accompanying balance sheets.

Income taxes: For purposes of federal and state income taxes, the Company is taxed as a partnership with income or loss passed through to the members. Accordingly, no provision for income taxes has been recorded in the accompanying financial statements.

Management evaluated the Company's tax positions and concluded that the Company had taken no uncertain tax positions that require adjustment to the financial statements related to accounting for uncertainty in income taxes.

Subsequent events: The Company has evaluated subsequent events (events occurring after December 31, 2017) through March 19, 2018, the date on which the financial statements were available to be issued.

Recent accounting pronouncements: In May 2014, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2014-9, *Revenue from Contracts with Customers (Topic 606)* (ASU 2014-09), which amended the existing accounting standards for revenue recognition. ASU 2014-09 establishes principles for recognizing revenue upon the transfer of promised goods or services to customers, in an amount that reflects the consideration to which an entity expects to be entitled in exchange for those goods or services. ASU 2014-09 is effective for annual reporting periods beginning after December 15, 2017. In April 2015, the FASB deferred the effective date of the guidance by one year to years beginning on or after December 15, 2018. The Company is currently in the process of evaluating the effect this guidance will have on its financial statements and related disclosures.

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*. The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the balance sheet for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the income statement. The new standard is effective for fiscal years beginning after December 15, 2019, including interim periods within those fiscal years. The Company is currently evaluating the impact of its pending adoption of the new standard on the financial statements.

Vector Fleet Management, LLC

Notes to Financial Statements

Note 2. Property and Equipment

Property and equipment consists of the following as of December 31, 2017 and 2016:

	2017	2016
Equipment	\$ 1,790,848	\$ 2,111,882
Furniture and fixtures	93,466	93,466
Vehicles	5,905,894	5,552,768
Leasehold improvements	1,249,517	1,037,092
Deposits on equipment	21,792	122,729
	<u>9,061,517</u>	<u>8,917,937</u>
Less accumulated depreciation and amortization	<u>5,377,707</u>	<u>4,756,037</u>
	<u>\$ 3,683,810</u>	<u>\$ 4,161,900</u>

Note 3. Debt

During 2016, the Company amended its line of credit agreement with a bank that provides for maximum borrowings of \$7,500,000, subject to a borrowing base equal to 85% of eligible receivables. The line of credit agreement will mature on December 19, 2019. Interest on outstanding advances is due And payable monthly at the one month London Interbank Offered Rate (LIBOR) plus 2.25% (effective rate of 3.42% at December 31, 2017). There is an unused line fee equal to 0.25% of the unused portion of the line, as defined in the agreement. The line of credit is secured by substantially all of the Company's assets. The Company had \$3,017,778 and \$3,349,803 outstanding as of December 31, 2017 and 2016, respectively. In addition, the agreement contains financial covenants including a minimum debt to tangible net worth, a fixed coverage ratio and an adjusted fixed-charge coverage ratio. At December, 31, 2017, the Company was not in compliance with the adjusted fixed-charge coverage ratio. The Company received a waiver from the bank, dated March 6, 2018.

During 2015, the Company entered into six notes payable with a bank to finance the purchase of vehicles in the aggregate amount of \$309,702 and refinance capital leases in the amount of \$239,718. The notes require aggregate monthly payments of \$18,560 for principal and interest. The effective interest rates range from 3.83% to 4.92% with maturities ranging from May 2018 through June 2019. During 2016, the Company entered into two additional notes payable with the same bank to finance the purchase of vehicles in the aggregate amount of \$1,275,619. The notes require aggregate monthly payments of \$23,584 for principal and interest. The effective interest rate is 3.99% with maturities in January and May 2021. During 2017, the Company entered into an additional note payable with the same bank to finance the purchase of vehicles in the aggregate amount of \$159,614. The note requires aggregate monthly payments of \$3,013 for principal and interest. The effective interest rate is 4.92% with a maturity date in November 2022. The vehicles financed under all of these notes are collateral under the notes. The Company had \$1,122,040 and \$1,351,115 outstanding as of December 31, 2017 and 2016, respectively, related to these notes.

During 2015, the Company entered into six notes payable with two financing companies to finance the purchase of vehicles in the aggregate amount of \$1,000,758. The notes require aggregate monthly payments of \$18,591 for principal and interest. Effective interest rates range from 4.15% to 4.99% with maturities ranging from January 2020 through October 2020. The vehicles financed are collateral under the notes. The Company had \$541,050 and \$726,677 outstanding as of December 31, 2017 and 2016, respectively.

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Vector Fleet Management, LLC

Notes to Financial Statements

Note 3. Debt (Continued)

During 2016, the Company entered into an agreement to finance its fiscal 2017 plan year insurance premiums in the amount of \$675,760. The agreement required 11 monthly payments of \$62,525 for principal and interest at an effective interest rate of 3.54%. During 2017, the Company entered into another agreement to finance its fiscal 2018 plan year insurance premiums in the amount of \$751,730. The agreement requires 11 monthly payments of \$69,365 for principal and interest at an effective interest rate of 2.99%. The Company had \$275,740 and \$248,268 outstanding as of December 31, 2017 and 2016, respectively, related to these agreements.

Principal payments on notes payable in future years are as follows:

Years ending December 31:	
2018	\$ 843,951
2019	506,773
2020	411,862
2021	143,892
2022	32,352
	<u>\$ 1,938,830</u>

Note 4. Commitments

The Company leases office facilities and vehicle storage lots under agreements classified as operating leases. Certain lease agreements for the Company's office facilities and vehicle storage lots include scheduled base rent increases over the terms of the leases. Rent expense under these leases is being recognized on the straight-line basis over the lease terms. The Company has recorded deferred rent to reflect the excess of rent expense over net cash payments since inception of these leases. Rent expense under all operating leases totaled approximately \$736,000 and \$527,000 for the years ended December 31, 2017 and 2016, respectively. The leases expire at various times through November 2022.

As of December 31, 2017, future minimum lease payments under long-term leases were as follows:

Years ending December 31:	
2018	\$ 602,282
2019	302,869
2020	202,281
2021	180,282
2022	133,873
	<u>\$ 1,421,587</u>

Note 5. Employee Benefits

The Company maintains a defined contribution retirement plan for substantially all employees. Under this plan, eligible employees can defer a portion of their compensation pursuant to Section 401(k) of the Internal Revenue Code. Participants may contribute a portion of their annual compensation, up to the Internal Revenue Service limits, subject to certain discrimination tests prescribed by the Internal Revenue Code. The Company matches employee contributions at 50% of the first 5% of the participant's compensation that a participant contributes to the plan. The Company's contributions to the plan were \$209,375 and \$189,047 for the years ended December 31, 2017 and 2016, respectively.

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Vector Fleet Management, LLC

Notes to Financial Statements

Note 5. Employee Benefits (Continued)

The Company maintains a liability-based equity appreciation plan as a long-term incentive compensation plan for certain key employees. The plan grants equity appreciation rights to the participants at the discretion of the Board of Directors. The rights vest ratably over a four-year period and are settled in cash. Valuation of the rights is based on the valuation method described in the plan document, which generally is a defined multiple of the Company's EBITDA. The Company is authorized to grant rights that comprise up to 15% of the total outstanding equity of the Company. Payments will be made in three annual installments beginning in the first fiscal year following the fiscal year in which a participant has a qualifying separation of service from the Company and will be based on the valuation of the Company in each of the respective fiscal years prior to the years that the installments will be made.

The Company has granted rights to certain key employees that consisted of 11 2/3% of the Company's total outstanding equity. An accrual was made for the plan for \$770,023 and \$1,043,450 at December 31, 2017 and 2016, respectively, as calculated under the valuation methodology described above. The change in the accrual for 2017 and 2016 of \$(273,427) and \$525,003, respectively, is included in selling, general and administrative expenses on the accompanying statements of income.

Note 6. Major Customers

Net revenue to customers comprising more than 10% of total net revenue for the years ended December 31, 2017 and 2016, and the related accounts receivable balances at those dates, are as follows:

	Net Revenue		Accounts Receivable	
	2017	2016	2017	2016
Customer A	\$ 9,447,569	\$ 8,534,351	\$ 1,703,120	\$ 1,295,441
Customer B	4,569,450	•	419,159	•
Customer C	8,905,046	7,031,053	1,155,211	969,748
	<u>\$ 22,922,065</u>	<u>\$ 15,565,404</u>	<u>\$ 3,277,490</u>	<u>\$ 2,265,189</u>

*Customer was not over 10% of total net revenue in the respective year.

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Vector Fleet Management, LLC
Balance Sheets (Unaudited)
March 31, 2018

	Mar-18	Dec-17	Change
Assets			
Current Assets			
Cash	\$1,000	\$1,000	\$0
Accounts Receivable	\$6,439,602	\$5,822,039	\$617,563
Inventory	\$1,446,684	\$1,421,865	\$24,819
Prepaid Assets	\$158,566	\$126,294	\$32,272
Prepaid Insurance	\$700	\$275,740	(\$205,017)
Total Current Assets	\$8,116,575	\$7,646,938	\$469,637
Property and Equipment			
Furniture & fixtures	\$93,466	\$93,466	\$0
Computer/Office Equip	\$319,678	\$313,013	\$6,665
Leasehold Improvements	\$1,249,517	\$1,249,517	\$0
Computer Software	\$710,926	\$710,047	\$880
Vehicles	\$5,745,496	\$5,905,894	(\$160,399)
Vehicle Tools	\$254,912	\$254,912	\$0
Shop Equipment	\$515,857	\$512,876	\$2,980
CFP • Master Account	\$29,164	\$21,792	\$7,372
Accumulated Depreciation	(\$5,556,287)	(\$5,377,707)	(\$178,580)
Total Property and Equipment	\$3,362,729	\$3,683,811	(\$321,081)
Other Assets			
Goodwill	\$1,418,950	\$1,418,950	\$0
Deposits	\$63,679	\$63,679	\$0
Total Other Assets	\$1,482,630	\$1,482,630	\$0
Total Assets	\$12,961,934	\$12,813,378	\$148,555
Liabilities and Member's Equity			
Current Liabilities			
Accounts Payable	\$1,457,973	\$1,340,339	\$117,634
Accrued Liabilities	\$105,919	\$52,074	\$53,845
Accrued Compensation	\$503,497	\$160,161	\$343,336
Credit Line - BB&T	\$2,813,179	\$3,017,778	(\$204,599)
ST Equipment Loans	\$214,121	\$214,121	\$0
ST BB&T Equipment Loan	\$354,090	\$354,090	\$0
ST Loan Insurance Premiums	\$69,193	\$275,740	(\$206,548)
Other Current Liabilities	\$182,804	\$171,080	\$11,724
Total Current Liabilities	\$5,700,776	\$5,585,383	\$115,393
Long Tenn. Liabilities			
Accrued LT Incentive Plan	\$904,522	\$770,023	\$134,499
Deferred Revenue - SYGCLT	\$26,706	\$45,578	(\$18,872)
LT Equipment Loans	\$266,675	\$326,928	(\$60,253)
LT BB&T Equipment Loan	\$671,996	\$767,951	(\$95,954)
Deferred RE Lease SL Rent	\$35,313	\$35,309	\$4
Total Long Tenn. Liabilities	\$1,905,212	\$1,945,789	(\$40,577)
Total Liabilities	\$7,605,988	\$7,531,172	\$74,816
Member's Equity			
Capital Stock	\$5,000,000	\$5,000,000	\$0
Additional Paid in Capital	\$1,700,000	\$1,700,000	\$0
Member Distributions	(\$1,206,000)	(\$1,206,000)	\$0
Retained Earnings	(\$211,793)	(\$1,162,840)	\$951,046
Current Income(Loss)	\$73,739	\$951,046	(\$877,307)
Total Member's Equity	\$5,355,946	\$5,282,207	\$73,739
Total Liabilities and Member's Equity	\$12,961,934	\$12,813,378	\$148,555

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Vector Fleet Management, LLC
Cash Flow Statement
March 31, 2018
(Unaudited)

March 31, 2018 v December 31, 2017

Operating Activities:

Net Income (Loss)		\$73,739
Add back non-cash charges to income:		
Depreciation and Amortization expense	\$367,343	
Accumulated depreciation on disposed assets	(\$188,762)	
Working Capital Changes	<u>(\$149,646)</u>	
		\$28,935
Change in other assets (long-term deposits)		<u>\$0</u>
Net cash generated (used) in operating activities		\$102,674

Investing Activities:

Purchase of property and equipment	\$130,887	
Gain (Loss) on disposed assets	<u>\$11,614</u>	
Net cash generated (used) in investing activities		\$142,501

Financing Activities:

Accrued LT Incentive Plan	\$134,499	
Deferred Revenue - Sygma Charlotte	(\$18,872)	
Credit Line - BB&T	(\$204,599)	
LT Equipment Loans	(\$60,253)	
LT BB&T Equipment Loan	(\$95,954)	
Deferred RE Lease Pymt - Straight Line Rents	\$4	
Member distributions	\$0	
Net cash generated (used) in financing activities		<u>(\$245,175)</u>

Increase (decrease) in cash and cash equivalents (\$0)

Cash Balance, Beginning of period \$1,000

Cash Balance, End of period \$),000

Working Capital Changes:

Accounts receivable, net	(\$617,563)
Inventory	(\$24,819)
Prepaid assets	(\$32,272)
Prepaid insurance	\$205,017
Accounts payable	\$117,634
Accrued liabilities	\$53,845
Accrued compensation	\$343,336
ST Loan Insurance Premiums	(\$206,548)
Other current liabilities	<u>\$11,724</u>
	<u>(\$149,646)</u>

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**Vector Fleet Management, LLC
Statement of Members' Capital
February 28, 2018**

	Add'l Paid in Capital	Capital Stock	Total Contributions	Member Distributions	Retained Earnings	Total Members Capital
GL Account	3070	3080	3070 + 3080	3085	3090	
Balance at 12/31/2017	(1,700,000)	(5,000,000)	(6,700,000)	1,206,000	211,793	(5,282,207)
Distributions - 2018				0		0
Net Income - 2018					(73,739)	(73,739)
Ending Balance	(1,700,000)	(5,000,000)	<u>(6,700,000)</u>	<u>1,206,000</u>	<u>138,054</u>	<u>(5,355,946)</u>
GL Balance	(1,700,000)	(5,000,000)	(6,700,000)	1,206,000	138,054	(5,355,946)
Variance	0	0	0	0	0	0

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Vector Fleet Management, LLC
Statement of Income
For the Period Ending March 31, 2018
(Unaudited)

	YTD Mar-18	YTD Dec-17	YTD Change
Net Revenue	\$ 10,917,683	\$42,662,516	(\$31,744,833)
Cost of services	<u>\$9,553,217</u>	<u>\$37,293,796</u>	<u>(\$27,740,579)</u>
Gross earnings	\$1,364,466	\$5,368,720	(\$4,004,254)
Selling, general and administrative expenses	\$1,240,667	\$4,213,773	(\$2,973,106)
Interest expense	<u>\$50,060</u>	<u>\$203,900</u>	<u>(\$153,840)</u>
Net income	<u>\$73,739</u>	<u>\$951,017</u>	<u>(\$877,308)</u>

Section 1. Corporate Overview

Vector Fleet Management, LLC (VFM) is a U.S. owned and operated company headquartered in Charlotte, NC. VFM was founded in 1988 primarily to serve the private and commercial fleet maintenance markets.

VFM possesses the financial strength and operational experience to successfully provide fleet management and maintenance services for the City of Coconut Creek. Our proven experience in servicing government fleets range in value from \$500,000 to \$5,000,000 in target cost fleet services agreements.



VFM is a wholly owned subsidiary of Stonehurst Capital, Inc. since 1988. Our commitment to our clients is for the long term and having a stable financial platform allows us to meet those goals.

VFM does not offer any equipment or vehicle leasing plans. Our focus is on the management and maintenance of your fleet. We do however work in concert with several companies who specialize in leasing of equipment and vehicles.

Our consistent and favorable financial position affords VFM the opportunity to make investments in our personnel, systems, parts and processes, which allow us to further enhance our service delivery during the life of our contracts.

With greater quality control capability and economies of scale, VFM leverages our relationship with our suppliers to cut costs. Our commitment to quality is grounded in our commitment to our employees. Our employees are rewarded through improved compensation and advancement opportunities. The company recruits the best technicians in the industry, with ASE/EVT certifications becoming the standard qualification factor. A comprehensive training program is in place, embracing process, quality and continued education. VFM ensures the results of the program through recurring audits of completed work.

We continue to invest in tooling, systems, additional products and our employees. With modern diagnostic equipment and our FMIS system, we are able to provide our customers with more services that save time and money and back it up with reporting, scheduling and a dynamic customer relationship management system. Our value added services include fluid analysis, mobile maintenance capabilities and heavy equipment experience.

Ever changing technology, a shrinking qualified labor force, increased insurance and benefits costs, coupled with lower budgets and an unpredictable economy continue to spotlight VFM as one of the best fleet maintenance options available today.

In our 30 year history of providing fleet maintenance services, we have experienced virtually all of the problems confronting a fleet manager. We understand the complexity of managing a fleet in a municipal environment where the following issues are critical:

- Responsiveness to fleet user needs
- Fleet resources are limited
- Vehicle use is high and optimal availability is necessary to provide essential services to Coconut Creek citizens
- Repair and maintenance schedules are demanding and volatile
- Performance standards are stringent
- Support for emergency situations is critical, often at odd hours and for extended periods
- Vehicle retention may be extended due to availability of capital funds
- Geographic and operating environments may be extreme, resulting in higher, extended vehicle use and wear



Through experience, we have developed economies and solutions to these problems thereby enabling our contract sites to conserve costs, maintain flexibility and productivity while consistently exceeding performance requirements. Additionally we constantly strive to improve contract performance by frequently and objectively analyzing work methods, skill-mix, organizational structure, and labor resources, assuring "state of the art" fleet maintenance. We would rely heavily on actual cost data and productivity data extracted from the FASTER advanced fleet management information system to pinpoint areas for improvement. Every contract and customer is unique, what works at one contract site may not be feasible or recommended at another. Therefore, we examine each solution on its own merit, weighing potential benefit against risk/cost.

New ideas are discussed with the customer for their input, and solutions are implemented on a trial basis and closely measured to see if the desired results are achieved. With this approach, we take the lead in service quality improvements rather than merely reacting to a situation. Consequently, we can offer proven contract service solutions at a reasonable and realistic cost.

Through this procurement, the City of Coconut Creek can expect to:

- **Reduce the Overall Fleet Maintenance Cost.** Our vast experience with all types of fleet results in fleet management techniques which improve mechanic productivity, control subcontractor and parts costs, and keep our overall fleet maintenance costs well below the budget.
- **Improve Vehicle and Equipment Availability.** To minimize downtime we schedule Preventive Maintenance and repairs when vehicles are not being used. For breakdowns, when it is not possible to fix units during nonuse hours, all jobs are prioritized to get critical vehicles back in service without delay.
- **Increase Overall Fleet Operating Efficiencies, Including Reduction in Capital Expenditures for Fleet Assets.** To increase fleet efficiencies, we propose a Preventive Maintenance schedule to effectively increase a vehicle's life span in accordance with good fleet practice standards.
- **Improve Services Offered to the Coconut Creek Departments.** A well-managed fleet maintenance operation, utilizing highly trained and qualified personnel, quality parts, a responsive Fleet Management Information System, efficient service scheduling and defined repair priorities, guarantees consistent quality service to all users.

AREAS OF INTEREST FOR MUNICIPAL FLEETS

Through our extensive experience supporting Cities, we have found common interests threaded throughout all levels of Fleet Management. Municipalities are particularly interested in four goals regarding maintenance performance:

GOAL # 1— PROVIDE AN INDUSTRY STANDARD LEVEL OF FLEET MAINTENANCE SERVICES TO DEPARTMENTS

VFM has more than 30 years' experience in dealing with ESSENTIAL vehicles in a municipal environment. We understand that all vehicles in a City fleet are important to the City operation and provide essential services to its residents. Our proactive PM scheduling and performance will minimize any downtime due to unnecessary repairs. Whenever possible, we will also try to schedule work when the vehicle is not in use. Our goal is to minimize downtime for all vehicles and to make scheduling repairs as convenient as possible for the City Departments and vehicle users.

GOAL # 2—PROVIDE HIGH QUALITY FLEET MAINTENANCE SERVICES AND PRODUCTS

Quality Assurance Plan includes specific provisions for measuring actual performance of services against the City defined Performance Standards each month. It includes system incentives and penalties for attainment/failure to deliver service at the expected level. These performance Standards include measurements of:

- Fleet Availability
- Target Turnaround time
- Non Target Turnaround time
- Preventive Maintenance (accomplishment to schedule)
- Re Repair Frequency (work quality)

GOAL # 3—PROVIDE THE MOST COMPETITIVE PRICES AVAILABLE WHILE BALANCING THE ACHIEVEMENT OF THE ABOVE GOALS

While variances from contractor to contractor may be found in labor costs and efficiencies, the lion's share of cost savings realized by our customers comes from cost savings in the procurement of parts. VFM has many national accounts with various parts distributors. We are able to purchase parts at the best value for our customer. Since we have such a positive purchasing power, parts availability is simplified, except in the cases where a part needs to be fabricated or specially ordered.

GOAL # 4—PROMOTE SAFETY IN OPERATIONS

At VFM, safety is not simply a word, it is a culture. By adopting a top down culture of safety, we find that our employees not only adopt safe work practices in the work place, they internalize these practices and apply them throughout their lives, both at work and at home.

Resumes – Key Managerial Personnel

Please find below, resumes for our executive and managerial teams, whose experience will be leveraged in the implementation and management of the City of Coconut Springs Fleet Management Division.



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.

EMPLOYMENT

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 A. 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% through product standardization
- Implement a warranty recovery system, recovered \$900,000.00 first year

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 – Director of Operations – Gov't Fleet

SUMMARY

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

EMPLOYMENT

PROFESSIONAL EXPERIENCE

VFM Management, LLC Charlotte, NC March 2015 - Present
Operations – Government Fleets

- Develop and implement fleet maintenance metrics performance system across for government clients.
- Implementation of new Vector mobile fueling and fluids services.
- Benchmark operational metrics across government contracts.

First Group America - (First Student, First Transit, Greyhound, & First Vehicle Services)
The Nation's Largest Transportation Services Provider

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 4 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 locations 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.

Aubrey Felton – Director of Operations – Gov’t Fleet (Cont’d)

SENIOR VICE-PRESIDENT - OPERATIONS

Merchant’s Tire & Automotive

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

EXECUTIVE VICE-PRESIDENT

February 2001 – 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 – 2001

- 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
- Three year consecutive double digit EBITDA increases
- Assisted in nationwide point of sale training and development
- Opened four new markets each with first year profitability
- Coordinated and supervised opening of 28 green field locations
- Designed numerous company adopted training programs
- Opened new market training facility
- Negotiated and managed regional marketing programs
- Reduced annual inventory shrink to under .03% of sales

CONTINUING EDUCATION:

- NAFA - CAFS: Certified Automotive Fleet Supervisor
- AEMP - CEM: Certified Equipment Manager



Aubrey Felton – Director of Operations – Gov’t Fleet (Cont’d)

AFFILIATIONS:

- Member - NAFA North American Fleet Administrators Association
- Member - APWA American Public Works Association
- Member - FFCA Florida Fire Chiefs Association
- Member - AEMP Association of Equipment Management Professionals

CERTIFICATIONS:

- ASE Certified Technician
- ASE Certified Service Consultant
- ASE Certified Parts Advisor
- Ford Certified - Master Service Manager
- Chrysler Certified – Level 2 Service Manager
- Ford Certified – Commercial Parts Manager
- Ford Certified – Warranty Administrator
- Chrysler Certified – Warranty Administrator
- Six Sigma - Yellow Belt
- ASE A/C Certified
- 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
- PASS Training & Compliance – UST Class A/B Operator Training
- Class B Certified – Underground Storage Tank (UST) Operator

SOFTWARE EXPERIENCE:

- CCG-Faster
- Assetworks
- Maximo and Info
- TMT Fleet Maintenance developed by TMW Systems





Rob Lovi – Vice President of Sales & Marketing

Summary

Experience and leadership skills with successful sales, marketing, negotiation and implementation of dedicated fleet services contracts across commercial and government markets, on a nationwide basis. ASE Certified.

EMPLOYMENT

PROFESSIONAL EXPERIENCE

V.P. Marketing & Sales, VFM Management, LLC. (Formerly Vehicare) 2008-current

Responsible for managing activities related to marketing and sales growth of dedicated fleet maintenance services provider. Key emphasis on building marketing and sales strategies followed by implementation of: Demand Process Selling techniques, CRM roll-out, market/vocational identification and subsequent Strategic Account/Segmentation driven approach. Development and implementation of captive shop private/public sector solutions.

Director of Commercial Business, Michelin Tires, N.A. 2003-2006

Led a team of 50 sales professionals, eight of which were Regional Managers, with an annual sales goal of \$280M. Responsible for P&L, building/achieving Annual Plan to include: forecasting, personnel, mix/margin management, SG&A expenses. Lead various marketing initiatives, to include value added service programs developed jointly with Dealer Council for implementation across North America. Responsibility extended over Truck, Agricultural, Earthmover and Retread product lines. Lead team to increases in revenues YOY for three years, while leading country in margin/unit and % goal to Plan for margin in all categories.

Zone Business and Development Mgr., Michelin Tires, N.A. 2001-2003

Managed team of 8 sales professionals, designed to support a larger team with annual sales goals of \$250 million. Core activities included Annual business plan development, supply chain management and multi-project management of zone level marketing and training initiatives.

Sr. Fleet Development Manager, Michelin Tires, N.A. 1999-2001

Established and developed consultative relationship between Michelin, Strategic fleets, and commercial servicing dealers. All sales and margin targets were exceeded during this assignment. In addition, successfully completed conversions of two leading distributors to Michelin's retreading system. This involved local marketing efforts, customer conversions/retention, training and site selection/development/installation of new factories.

Manager, National Customer Service, Michelin Tires, N.A. (Canada) 1992-1996

Managed team of 20 representatives, tasked with all facets of order processing for multiple product lines, end user customer support and warranty administration. Exceeded objectives for volume, accuracy and quotas for sales order, led the country in all call center metrics.

EDUCATION

- **Economics, B.A.** – Concordia University (Montreal, Canada) 1986-1990

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

Rob Lovi – Vice President of Sales & Marketing (Cont'd)

CERTIFICATIONS:

- ASE Certified – Automotive Service Consultant – ASE-5395-8993
- 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





Craig Moran – Vice President of Operations

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.

EMPLOYMENT

PROFESSIONAL EXPERIENCE

V.P. Operations – 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

Craig Moran – Vice President of Operations (Cont'd)

Education

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

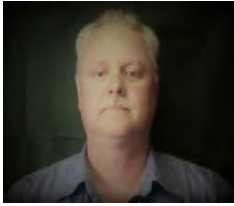
AFFILIATIONS:

- 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
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- 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.

EMPLOYMENT

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
- 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 New Wales 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 severed 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
- MSHA Instructor Approval Training Certificate of completion

Charles Bryson – Safety Manager (Cont'd)

Achievements

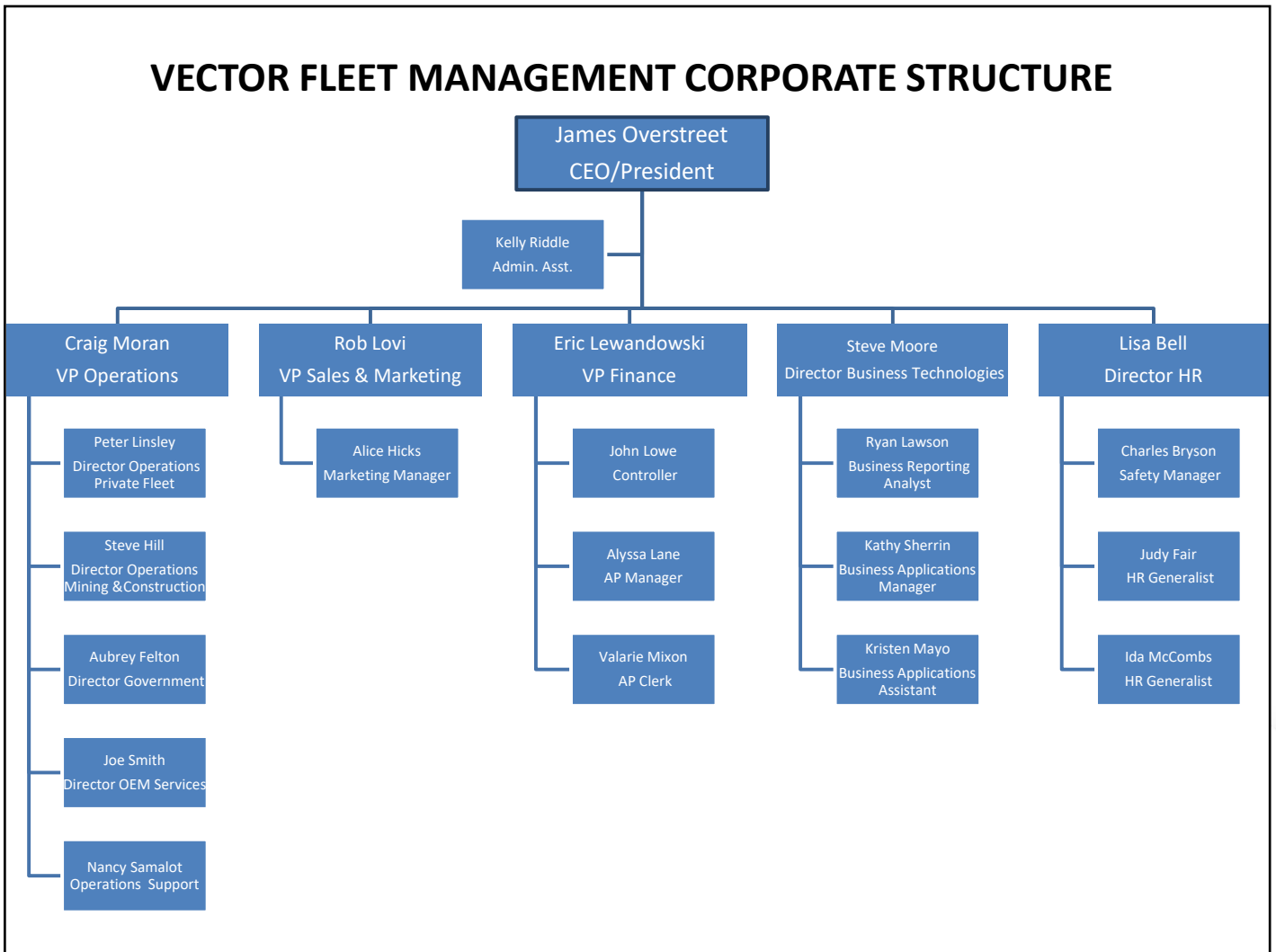
- Six Sigma Villanova University (4.5 CEU) 45 Professional Development Units
- ITTM'S Fleet Finance 101, Penn State, Harrisburg PA, (3CEU)
- Diesel Institute of America, Tampa, FL
Awarded most outstanding student and completed overall courses with honors
- NCO Leadership School, Albuquerque, New Mexico,
- 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
- ADP payroll



VFM Organizational Chart and Key Personnel



Our Site Manager answers directly to the Director of Operations – Government Fleets which eliminates many layers of management oversight and allows a quick response to any operational situation

City, State and Federal Registration Numbers

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

- FEIN #:20-5680368
- State of Florida License:

State of Florida Department of State

I certify from the records of this office that VECTOR FLEET MANAGEMENT, LLC is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on November 3, 2006.

The document number of this limited liability company is M06000006132.

I further certify that said limited liability company has paid all fees due this office through December 31, 2014, that its most recent annual report was filed on March 19, 2014, and its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-ninth day of January,
2015*



Ken DeLoach
Secretary of State

Authentication ID: CU1063600186

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

Section 2. – Approach

Budgets are being decreased or stretched to their limits, services are being scaled back or eliminated altogether, and department managers are being asked to do more with less. The challenges facing city managers today places renewed emphasis on efficiency, cost-consciousness, and reliability; qualities that are especially important when choosing a partner to manage your fleet resources. Vector Fleet Management, LLC has tailored its proposal to provide solutions to the challenges that the City of Coconut Creek faces today, including the age of the fleet, the diversity of the equipment, and the availability of qualified technicians. With over 30 years of experience focused on fleet maintenance, we have developed our proposal to achieve the City's stated goals of reducing costs and vehicle downtime while improving operating efficiencies and the quality of services to the City's departments and citizens.



Challenges

VFM understands the complexity of managing a fleet in a city environment, where the issues are varied and often costly to correct. We understand:

- We need to be responsive to the needs of the individual users
- Vehicle use is high and necessary to support essential City services
- Schedules are demanding and dynamic
- Performance standards are stringent
- Vehicle age and mileage may be extended for budgetary reasons
- The challenging environment in which the waste management fleet operates
- Emergency situations call for extraordinary support even for extended periods

Our solutions to these challenges enable us to conserve costs, maintain flexibility and productivity to meet all performance objectives. We rely on actual cost and productivity data taken from our Fleet Management Information System, TMT, to pinpoint areas for improvement and track industry advances that may be incorporated into our operation. We are continuously seeking ways to improve our contract performance by analyzing our work methods, technician skill mix, the shop work structure and the labor resources. Although many issues facing the City of Coconut Creek are not unique, VFM views each contract and customer as unique; we evaluate each site on its own merit, weighing potential benefit against risks and costs. Using this proactive approach, we take the lead in suggesting improvements rather than waiting for the City to make suggestions.

To achieve the goals of this procurement, VFM proposes to:

1. Reduce the City of Coconut Creek Fleet Maintenance Costs

Our experience with all types of fleets has resulted in management techniques which improve technician productivity, control subcontractors and parts costs to keep overall fleet maintenance costs below the contract budget. To reduce overhead costs, we have major suppliers preposition fast moving parts in the shop for our use.

We run periodic reports to identify obsolete and slow moving parts and return them for credit which further reduces our overhead expenses and allows for a responsive parts room. *We rely heavily of self-performing most repairs in house instead of sourcing a local OEM dealer for support.* And, we 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 and rotors, other under car components and rubber products such as hoses, belts and tires.



2. Improve Vehicle and Equipment Availability

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

- Scheduling PMs at the end of the user's shift
- Setting priorities to service vehicles based upon the criticality of the mission of the vehicle
- Performing as much work in house as opposed to subcontracting.
- Increased use of mobile maintenance service trucks to reduce down time

3. Increase Overall Fleet Operating Efficiencies

Vehicle fleet maintenance is the only business that VFM does; therefore our corporate leadership is not distracted by other lines of business that demand attention. We pride ourselves in performing continuously for the past 30 years, both in the commercial sector as well as the city and city arenas. We have developed proven management and leadership initiatives which reduce costs and enhance our ability to predict maintenance failures, including:

- Flexible shop hours to meet the needs of the client
- Use of synthetic lubricants to extend oil change intervals which result in lowering costs.
- Condition Based Maintenance processes such as periodic engine compression checks, and oil and lubricant analyses to determine pending engine, transmission, differential repairs before they occur.
- Increased use of OBD and other computer aided online diagnostics capabilities.

4. Improving Services to City Departments

Professional service encompasses more than just fixing a broken piece of equipment. VFM looks at every aspect of the support and partnering required achieving the mutual goals of the City and our company.

- 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, even the President/CEO. These individuals have “been there, done that” and 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, visiting corporate managers meet with department heads, purchasing directors and city 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 City planning initiatives.

Our Commitment

Vector Fleet Management (VFM) 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.
- We will implement a Shared Savings program, which financially rewards both the City of Coconut Creek and Vector Fleet Management for tangible improvements in fleet maintenance which lead to lower than forecasted cost levels.
- 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 City.
- We will uphold compliance with all safety, environmental, vehicular, and personnel legal mandates in our fleet operation on behalf of the City.
- We will provide an experienced management team and technical personnel who will make customer service a top priority for the City.
- We will use our fleet management information system to collect the necessary data on every vehicle in your fleet. We will know how your vehicles perform over time, their life cycle and what their special needs will be which will result in optimal asset management.
- We will offer the City an emergency support safety net when it is necessary to perform essential services for your constituents under extraordinary conditions such as during natural disasters. We can provide mobile maintenance units to support your fleet while your vehicles are providing emergency services.
- We will work with the City to bring innovative solutions to your fleet operation. As your partner, we will offer suggestions for managing your fleet and help you right-size the fleet 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.

Our highest commitment is our dedication to service excellence. Every VFM employee is committed to providing a superior partnership experience, every time. Our employees are focused 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. Scope of Services

2.1 Use of the City's Garage Facilities and Equipment

Maintenance will be performed at the facility located at 4900 W. Copans Road, Coconut Creek, FL 33063. The property will remain the cities. The City will lease the garage to the contractor for a charge of \$1.00 per year. VFM shall be responsible for interior housekeeping of the shop areas and storage areas. All shop and office areas should be kept in a neat and organized fashion. The City will be responsible for supplying heat, water and electricity to the facility. Also the City will be responsible for the maintenance and repair of the shop. The service vehicle will be part of the Cities fleet and all preventive maintenance and repair of the service vehicle will be VFM's responsibility.



2.2 Hours of Service

The shop hours will normally be open Monday thru Friday from 6:00 a.m. to 6:00 p.m. Vehicles and units will be accepted for services at these hours of operation. The shop may operate on weekends or holidays with prior approval from the Public Works Director or designee.

2.3 Security

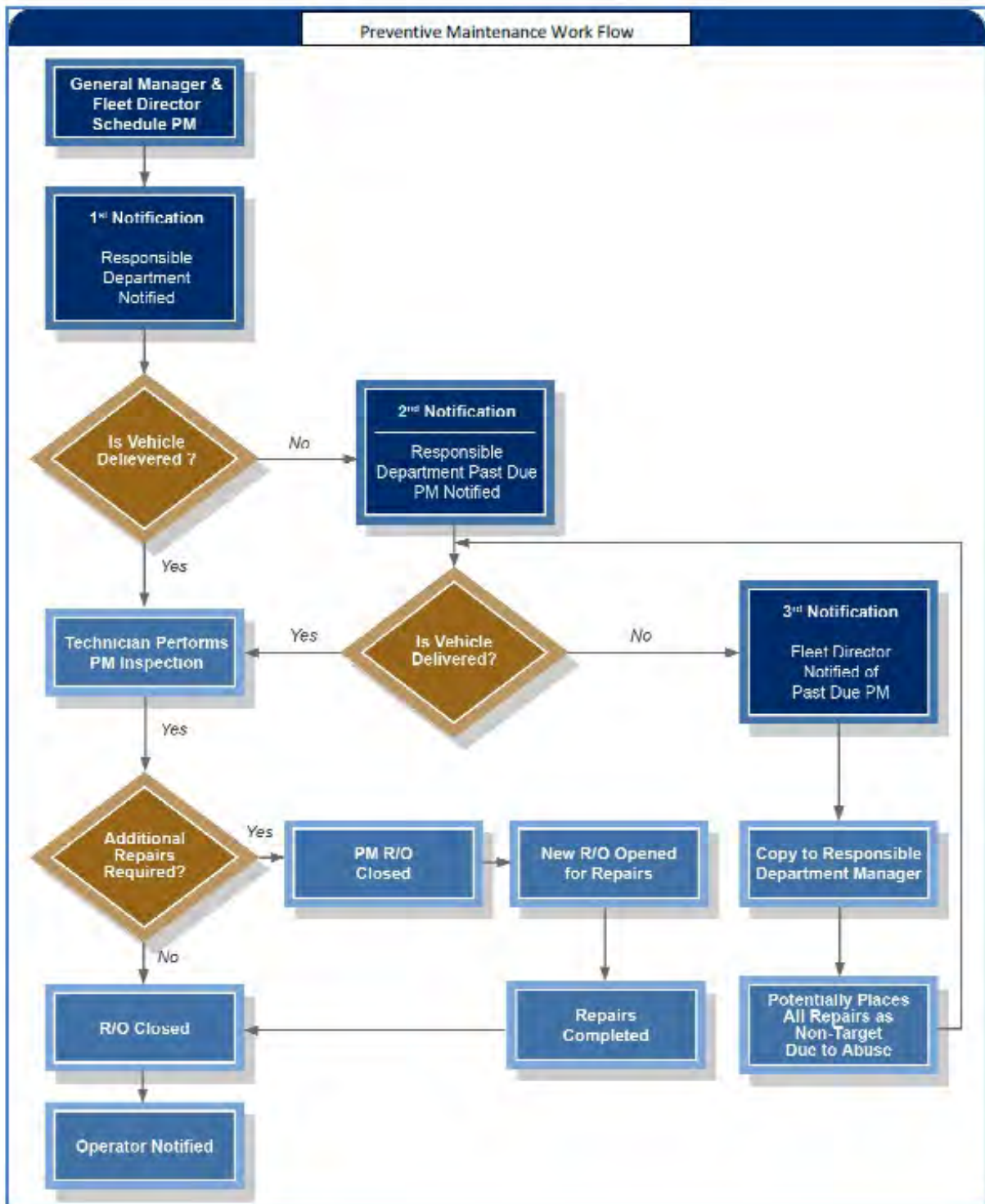
VFM will provide security for the City vehicles while under the possession of VFM. Such as changing locks on the shop and tool storage facilities and equipment as long as it is the same type and kind is used. VFM will provide a duplicate key to the Public Works Director or to another representative of the City. VFM will also provide security of the City's vehicles and equipment while under possession for maintenance or repair.

3. Preventive and Planned 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.

The program will be reviewed with the City on an annual basis to ensure that it reflects changes in the fleet and industry wide changes in requirements for service and, operating efficiency, and service life while minimizing unscheduled breakdowns and safety hazards. VFM will perform regularly scheduled maintenance actions in accordance with industry best practices and meet manufacturers' specifications and warranty requirements. Our program is designed to ensure that all vehicles are available in a safe, operable condition. VFM's Preventive Maintenance program will meet or exceed the vehicle or equipment manufacturer's recommendations on Preventive Maintenance, taking into consideration how the vehicles or equipment is utilized and the area to which the vehicle is assigned. While a black and white patrol sedan would fall under the "severe service" maintenance schedule, the same make and model used by a detective or administrative personnel would not see the same wear or require the same level of maintenance.

We have also included our Preventive Maintenance Work Flow process diagram which illustrates our approach to ensuring vehicles are delivered to receive PM services:



3.1 Notification and Reporting

At this point the next key segment, Notification, is started. 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. Each week VFM will prepare a report for the contract liaison 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 analyses, 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.

Example: *PM Due Report* (Customer Report sent weekly via e-mail)

This 'at-a-glance' report is delivered automatically every Monday morning to the various Department Heads.

The information displayed below, appears in the body of the e-mail, there is no need to open any other application to view the information.

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

Subject to change as agreed by VFM and City of Coconut Creek, the PM work will meet the following minimum requirements:

Vehicle Type	Schedule
Police Marked Patrol Units	Every 3,000 Miles
Police Unmarked Units	Every 5,000 Miles
One Ton or Small Vehicles	Every 5,000 Miles
All Other Vehicles & Equipment	Every 90 Days

3.2 Yearly Maintenance and Inspections

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

3.3 Non-Vehicular Equipment

Maintain hourly miscellaneous equipment in compliance with the OEM specifications or as necessary.

3.4 Scheduling

PM activities should interfere minimally with the operator's normally required work schedule. Therefore, vehicle and equipment PM's should be scheduled at times mutually agreed upon by VFM and the City. VFM has developed and will provide an automated PM schedule to the City with sufficient lead-time that the City can give ten (10) working days' 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 City, the designated Department representatives, and the vehicle and equipment operators will be responsible for keeping scheduled appointments for preventive maintenance.

3.5 Performance

After all coordination is done and appointments are set, the performance phase is started. 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. Vector Fleet will perform the most appropriate Preventive Maintenance service when vehicles and equipment are in the shop for other reasons. During the Preventive Maintenance service/inspection any vehicle system and or component that does not function as designed, does not meet Original Equipment Manufacturer (O.E.M.) specifications, or meets state or federal requirements will be identified and repaired as specified by the Department Contract Manager. Additionally, VFM will perform all state and federally mandated safety, emission, recall, or other inspections that are due when the vehicle/equipment is at the repair facility, unless otherwise specified by the City liaison, or his/her designee.

3.6 Annual Inspections

Vehicles, tractors, and trailers requiring annual inspections will be prepped for the inspection using the inspection checklist for Commercial Over-The-Road vehicles. This inspection will be performed annually or every 25,000 miles as directed in the RFP. VFM will be responsible for performing all DOT inspections per Federal Motor Carrier Safety Association (FMCSA) 49 CFR, Part 396. Only qualified inspectors that meet 49 CFR Part 396.19 and 396.25 will perform inspections. Proof of Technician qualification must be presented to the City prior to start of operations. All inspections will meet criteria set forth in 49 CFR Part 393. The City will supply inspection forms to be used for DOT inspection. Vector Fleet will be responsible for supplying appropriate sticker or decal to be installed on units. The sticker or decal will conform to 49 CFR Part 396.17. A copy of all completed inspection forms will be given to the LIAISON. The LIAISON will inform VFM where the inspection sticker/decal will be placed on the vehicles.



Following is a sample Inspection Checklist and Record of Annual Inspection form which must be completed, documented and maintained by the inspection agent:

DATE

RECORD OF ANNUAL INSPECTION
 (49 CFR, 396. 17-23)
 Prepare Separate Report for Each Vehicle Inspected

D5863102

COMPANY NAME			VEHICLE TYPE <input type="checkbox"/> TRUCK <input type="checkbox"/> TRACTOR <input type="checkbox"/> TRAILER <input type="checkbox"/> CONVERTER <input type="checkbox"/> DOLLY		
STREET ADDRESS			VEHICLE MAKE MODEL YEAR		
CITY	STATE	ZIP	VEHICLE IDENTIFICATION (Company No., State Tag No. or VIN)		
INSPECTOR'S NAME (Please Print)				EMPLOYEE NO.	

REPORT OF CONDITION (For Detailed Information on Inspection Procedures see FMCSR Section 396, Appendix G)

	OK	REPAIR		OK	REPAIR		OK	REPAIR		OK	REPAIR
BRAKES			EXHAUST			STEERING			FRAME		
Adjustment			Leaks			Adjustment			Members		
Mechan. Compon.			Placement			Column/Gear			Clearance		
Drum/Rotor			LIGHTING			Axle					
Hose/Tubing			Headlights			Linkage			TIRES		
Lining			Tail/Stop			Power Steering			Tread		
Low Air Warning			Clearance/Marker			Other			Inflation		
Trailer Air Supply			Identification			FUEL SYSTEM			Damage		
Compressor			Reflectors			Tank(s)			Other		
Parking Brakes			Other			Lines					
Other			CAB/BODY			SUSPENSION			WHEELS/RIM		
			Access			Springs			Fasteners		
COUPLERS			Eqpt./Load Secure			Attachments			Disc/Spoke		
Fifth-Wheel & Mount			Tie-Downs			Sliders			WINDSHIELD		
Pin/Upper Plate			Headerboard								
Pintle-Hook/Eye			Other			MIRRORS			WINDSHLD. WIP.		
Safety Chain(s)											

REMARKS

This vehicle has been inspected and repaired as needed to comply with 49 CFR Part 396, Appendix G.

QUALIFIED INSPECTOR'S SIGNATURE _____ DATE _____

APPLY LABEL TO A CLEAN, DRY SURFACE. USE WITH AN OVERLAMINATE (221-SN) TO IMPROVE DURABILITY UNDER NORMAL WEATHER CONDITIONS.

AN INDELIBLE INK MARKER IS RECOMMENDED FOR USE WHEN FILLING OUT THE LABEL. INDELIBLE INK IS PERMANENT AND WILL NOT WASH OFF, BUT MAY FADE DUE TO EXPOSURE TO ULTRAVIOLET LIGHT OVER TIME. CAREFUL DISCRETION IS ADVISED REGARDING APPLICATION OF LABEL TO AN AREA NOT EXPOSED TO EXCESSIVE ULTRAVIOLET LIGHT AND/OR ELEMENTS AND IT IS RECOMMENDED THAT THE READABILITY OF THE LABEL BE CHECKED PERIODICALLY.

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401-FC-Q2 3136
 (Rev. 8/08)

FEDERAL ANNUAL INSPECTION

THIS VEHICLE HAS PASSED AN ANNUAL INSPECTION
 CONDUCTED IN ACCORDANCE WITH 49 CFR, PART 396, FMCSR

MONTH

YEAR

D5863102

VEHICLE ID (Company No.)

STATE/TAG NO. OR VIN

LOCATION OF RECORDS:

Company _____

Street Address _____

City, State, Zip _____

4.0 Repairs

VFM shall make specific repairs to vehicles and equipment that are identified through PM, by users, and by breakdown or malfunction. Repairs shall be made as required, limiting the nature and extent of repairs to that which are consistent with the age, mileage, and cost to repair criteria of good fleet maintenance.

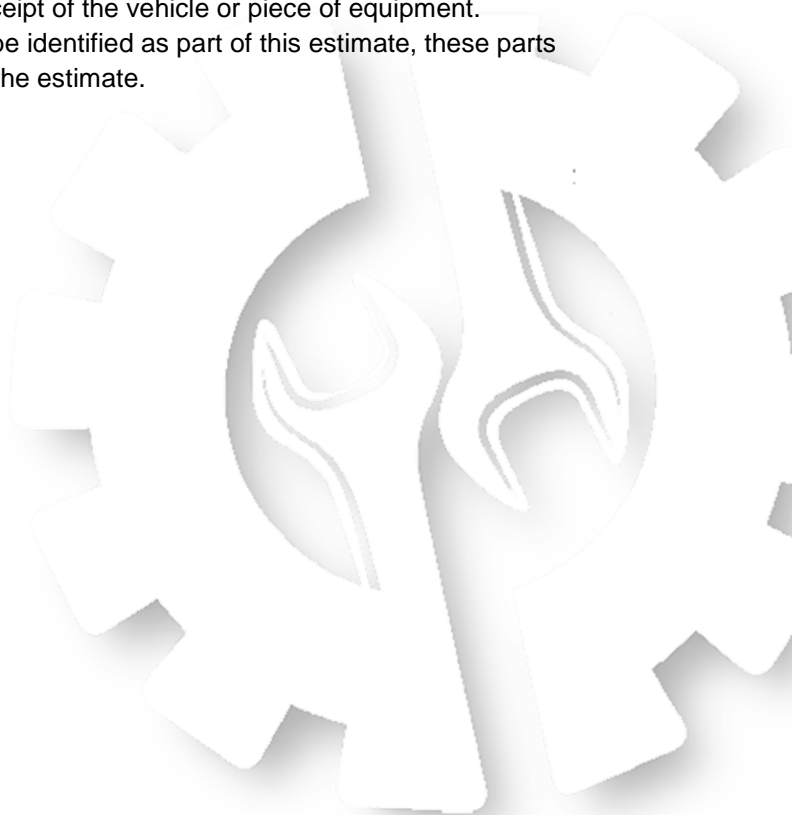
4.1 Repair Expectations

Estimated repairs that exceed \$1,000 for light duty Vehicles under 10,000 lbs. or \$1500 for heavy-duty vehicles and off-road equipment or any other vehicle or piece of equipment when the repair cost is greater than the fair market value will be reviewed by VFM to determine the cost effectiveness of repairing and be specifically approved by the City. If replacement is recommended, we will notify the City in writing. Repairs on such equipment will be deferred until a decision is made by the LIAISON or their designee to proceed.

4.2 Repair Service Timelines

VFM understands that as municipal budgets become more and more constrained, every vehicle becomes more critical for the City to perform its mission of providing services to the City's residents. We understand that excessive down-time for service is not acceptable. Scheduled repairs will be started on the day scheduled, and unscheduled repairs will be started within three days of the unit's delivery to our shop.

Should a non-target repair be required, we will provide an electronic cost estimate to Fleet Management for approval within three days of our receipt of the vehicle or piece of equipment. Because the parts needed for non-target repairs will be identified as part of this estimate, these parts can and will be ordered within day of the approval of the estimate.



4.3 Vector Fleet Management Repair Triage

Establishing a robust methodology that can be instituted and be successfully applied on a routine basis is critical in an operation as large and complex as represented in this RFP. Through our extensive experience in managing large contracts with several fleet stakeholders, we propose the following Repair Priority Logic which Vector Fleet would apply in servicing the City of Coconut Creek fleet:

Priority Schedule

Equipment	First Line (emergency response)	Second Line (emergency response)	Backup/Pool
Fire/Police/Generators	1-A	2-A	3-A
Heavy Duty, Turf Equipment	1-B	2-B	3-B
Medium Duty, Passenger	1-C	2-C	3-C
Small Equipment, Trailers	2-D	3-D	4
<p>Priority 1 (Time < 3 hours):</p> <ul style="list-style-type: none"> ◆ Evaluate vehicle and initiate work within 1 hour ◆ Order parts that are deemed necessary within 30 minutes of the evaluation, if parts are immediately unavailable ◆ Upon receiving the part(s), the work completed within 1 hour <p>Priority 2 (Time < 12 hours):</p> <ul style="list-style-type: none"> ◆ Evaluate vehicle and initiate work within 2 hours ◆ Order parts that are deemed necessary within 1 hour of the evaluation ◆ Upon receiving the part(s), the work completed within 4 hours <p>Priority 3 (Time < 24 hours):</p> <ul style="list-style-type: none"> ◆ Evaluate vehicle and initiate work within 4 hours ◆ Order parts that are deemed necessary within 2 hours of the evaluation ◆ Upon receiving the part(s), the work completed within 8 hours <p>Priority 4 (Time < 48 hours):</p> <ul style="list-style-type: none"> ◆ Evaluate vehicle and initiate work within 8 hours ◆ Order parts that are deemed necessary within 4 hours of the evaluation ◆ Upon receiving the part(s), the work completed within 12 hours 			
<p>Sub-priority: A = highest priority to D = lowest priority *Clock starts when the vehicle repair order is called in and acknowledged by Vendor</p>			

4.4 Road Calls

VFM will provide emergency road service for the City of Coconut Creek. 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 10 minutes of notification of the road call and be prepared with fully equipped service truck. VFM will provide one local number for roadside service to be monitored 24 hours a day 7 days a week.

4.5 Towing

The City of Coconut Creek has a towing service contract, administered by the Police Department. At the request of VFM with the City of Coconut Creeks approval allow VFM to use the towing service if found to be more practical than other options available to VFM.

4.6 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, fluid replenishment and windshield wiper service.

PMs will not be conducted as a Quick Fix function. Thirty minute oil changes only can be accommodated, but is not a recommended practice as it is normally done during a scheduled PM cycle. If there is a systemic problem with unusual oil consumption or loss between scheduled PM servicing the vehicle needs to be diagnosis 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.

4.7 Warranty and Recall Work

VFM will administer all warranties and recalls, both for vehicles and parts. Such work will be reimbursed directly to VFM by the equipment manufacturer and the City will not be charged for such work. Warranty and Recall work and be sent out to others if applicable to the provisions of the warranty and is most cost effective.

Payments and adjustments received by VFM for warranty work will be credited to the City account. VFM will attempt to obtain authorization from vehicle manufacturers to perform in-house warranty work on City vehicles.

4.8 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 City policies and procedures regarding the operation of a City owned vehicles.

4.9 Assessment of Confiscated Vehicles

Upon the request of the City of Coconut Creek, VFM will assess confiscated vehicles under consideration for use by the City. VFM will also assist the City in preparing confiscated vehicles not selected by the City for disposal.

4.10 New Vehicle Preparation and Vehicle Disposal

VFM will continue to receive all newly acquired vehicles and equipment for service and will be responsible for inspecting the vehicle in accordance with its purchase specification (excluding police vehicles). The City will be responsible for the entry of new vehicles and equipment into FASTER and the selection of the number issued to the unit.



VFM will clean the vehicle, provide an in-service inspection including In-Service Form, installation of fuel management dispensing system, checking fluids and tire pressure, install any required decals or markings, and coordinate any post-delivery up-fitting of the vehicle, including radios, light bars, telemetric equipment, and other Non-Targeted accessories. Additionally, VFM will coordinate the delivery of the vehicle to the department, provide a basic walk-through of the vehicle with the operator, and coordinate any vendor-provided operator training.

If the vehicle is a replacement, VFM will coordinate the exchange of the replacement vehicle. VFM will code this type of work in the fleet management information system as "Capitalization" or other appropriate code to distinguish the work and resulting costs from normal maintenance and repairs. VFM will enter additional information collected on In-Service Form into FASTER within 30 days of completed in-service.

VFM shall prepare replaced vehicles for disposal. Preparation will include removal of tags, decals, markings, and cleaning of the vehicle to prepare for auction. VFM will code this type of work in the City fleet management information system as "Vehicle Decommissioning" or other appropriate code to distinguish the work and resulting costs from normal maintenance and repairs.

4.11 Accident and Vandalism Repairs

VFM will be responsible for processing accident repairs including appraisals, working in conjunction with the Public Works Director. We will obtain three (3) repair estimates. 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 by VFM and re-billed to the City at our cost, without markup. Insurance settlement proceeds would be paid directly to the City. Accident repairs are not included in the target cost provided.

- a. VFM shall contact both the Public Works Director and Risk Management immediately upon notification of a serious accident.
- b. Risk Management will be responsible for arranging the inspection of any vehicle involved in a serious injury or fatal accident. Such inspections shall be performed at an independent repair shop. Vehicles shall be towed by the designated towing service directly to the designated, independent repair shop.
- c. VFM will participate in any accident review meetings and with subrogation recovery as requested by the City. VFM will submit all required paperwork associated with its investigation to Risk Management.
- d. VFM shall be responsible for automotive vehicle accident repair administration. VFM will be responsible for receiving damaged vehicles (including dispatch of a tow truck if required), opening a work order in the Fleet Management Information System, notifying the Public Works Director, providing VFM's access to damaged vehicles, and notifying City Departments after repairs have been completed.
- e. For expenses paid directly by the City, VFM must follow City procurement policy guidelines.
- f. Accident repairs will not be included in the target cost.

4.12 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 of tailgate hinges; fabricate and install hinge pins for dump truck bodies; repair buckets on loading equipment, 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 City reserves the right to inspect and test the quality of VFM's welding services at any time.



4.13 Investigations and Audits

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

4.14 User Abuse Repairs

It is the responsibility of VFM to notify the City whenever a vehicle shows physical damage not associated with a reported accident. The City 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. VFM will identify the base cause for the damage and classify the repair appropriately.

VFM 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, VFM will proceed to repair the vehicle and will provide the City with documentation of the suspected abuse as part of the next day daily report to the City. The City will review the documentation, speak with VFM where necessary, and determine whether to charge the operator with the error.

4.15 Emergency Disaster Service

VFM will mobilize the maintenance facility and provide repair and maintenance services for the duration of emergency situations. We will provide appropriate staffing levels to ensure continuous vehicle operational levels as determined by the City up to our maximum staffing levels, but also will provide staffing above and beyond our maximum staffing. 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 emergency situations that occur outside of normal hours of operation are not included in our Target Costs. Approved costs incurred will be billed to the City at our proposed Hourly Rate (See our Cost Proposal Form).

VFM will work with the Public Works Director to develop a specific Emergency plan that will go into effect in the event of an emergency situation. 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 grave 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 City unprotected in an emergency. We have built our business on being good citizens in the communities that we serve and reliable partners to the customers we serve.

VFM proposes a short and long term emergency plan. Although VFM is proposing staffing for each plan we will meet with the authorized representatives from the City to adjust, modify, and finalize this process. These plans are as follows:

Short Term (30 days or less): For this plan VFM proposes a three stage emergency escalation process. Each stage shall have a pre-determined employee resource level.

- **Stage One:** We are proposing two (2) technicians to provide emergency services at the shop facility for the duration of the emergency (after normal shop hours).

- **Stage Two:** This will direct our Service Manager to staff the facility 24 hours per day. We will stagger the work force for two (2) – twelve (12) hour shifts until advised otherwise by the City's authorized representative. Staffing will represent levels up to our proposed staffing levels.
- **Stage Three:** For major emergencies that will utilize two (2) – twelve (12) hour shifts until the termination of the event by The City. Stage Three will also initiate VFM to bring in additional technicians beyond our onsite staffing. These levels will be mutually agreed upon by both VFM and the City. Cost borne by VFM for staffing beyond our onsite staffing will be reimbursed to VFM at a mutually agreed upon rate, which may also include the use of Mobile Service Units.

Long Term Plan (greater than 30 days): VFM will incorporate Stage Three of the short term emergency plan and will continually work two (2) – twelve (12) hour shifts. VFM shall stagger the workforce accordingly to accommodate this schedule. Most likely, this plan would be utilized to cover national disasters to include 9/11 type events.

VFM at the request of the City has the ability to bring in additional employees beyond our proposed staffing in the event of major emergencies. We have the resources unlike our competitors to utilize employees from other parts of the country not affected by this emergency to assist.

Communications during emergency services is essential to ensure timely response of emergency support services. VFM will establish a primary emergency contact number where a VFM on- call person will answer and be responsible for coordinating the emergency plan. Secondary numbers will also be provided to key City personnel to include our on-site Service Manager's home phone number. As part of this plan VFM will provide wallet size information cards on all key contact personnel for VFM, which will include names, home address, home numbers, and the primary emergency number. VFM will utilize cell phones for this primary contact number. VFM will provide the finalized versions of the above plans to the City.

In the event of a region disaster where local phone and cell phone services are interrupted an out of region phone number will be established for our local personnel to contact and await instruction. It is also our procedure that in the event of a regional disaster when communication systems go down we automatically invoke Stage One of our response, which will also include our Public Works Director or his/her designee if the Public Works Director is out of City. From our experience in support of many types of disasters these out of area contact numbers have been critical to coordinate efforts because typically in a 9/11 type event local communications are disrupted from an overload of use from cell phones and local lines.

4.16 Waste Management

VFM will maintain records, including Material Safety Data Sheets (MSDS) and contingency plans 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 City, State and Federal laws and EPA regulations and in keeping with the City's Green Plan. VFM will provide training and management for employees working with and handling hazardous material, in accordance with laws and EPA regulations. VFM will hold the City free of liability for all actions of VFM relating to waste disposal.

4.17 Fuel and Car Wash Management

The City is responsible for fueling all vehicles and equipment. Management of major repairs, replacements, renovations, or upgrades of the City's Automated Fuel management System and fuel pumps, tanks, and other related components are the responsibility of the City.

VFM will only be responsible for pump maintenance and repair of pumps, dispenser's hoses, nozzles, air compressors and replacement of all filters. Replacement or repair costs that are associated with an accident or neglect by the City's personnel shall be a non-target cost. VFM will be responsible for data collection and record keeping and for collecting, analyzing, and reporting fuel and information as required by the City of Coconut Creek and according to the Environmental Protection Agency (EPA) and state regulations. The City will require at least 2 employees that are certified in the Underground Storage Tank Class A/B.

VFM will be present at fuel site during all fuel delivery operations to record and verify the amount delivered and to observe the delivery process to report any issues. VFM will also dispense fuel additives, etc. into the fuel tanks as directed by the Public Works Director. A log of all inspections will be kept by VFM.

The water levels in all tanks will be monitored by VFM on a weekly basis. If the water level exceeds 2 inches in depth VFM will verbally notify the Public Works Director in writing within 24 hours. VFM will be managing the removal and disposal of the water according to the EPA and State regulations. Any problems noted during inspections or through off site monitoring will be corrected immediately upon discovery of fuel leak or spill.

The Public Works Director will purchase all fuel.

Prior to returning vehicles to service, VFM will clean the vehicle windows inside and out, and vacuum the inside of all vehicles.

4.18 Outside Repairs

VFM has access to third-party vendors who assist us in road calls, towing, body work, and specialized services. We rate each of our suppliers using a standardized questionnaire so that all critical points of quality and service are uniformly evaluated. There are four key areas of evaluation:

- Teamwork
- Communication
- Product support
- Service support

We continually evaluate our suppliers' ratings and work with them to achieve the highest level of quality and customer service. As an example of our commitment to the local economy we will identify local vendors and set up accounts locally for these services and supplies whenever economically feasible.

We will arrange and manage outside repairs that can be more economically performed by a third-party vendor. Outside repairs may include body work and painting, glass replacement and transmission sealing and repair. Even routine repairs, because of time constraints or scheduling, might be performed by a third-party vendor. These repairs would be considered Contract services and would not generate an additional invoice to the City.

Repairs performed by third-party vendors that are considered as Contract services will be billed to VFM. Included, but not necessarily limited to this list, would be repairs such as accident or body damage, painting or re-painting vehicles, broken glass replacement, installation or transfer of mounted equipment on vehicles, towing for accidents, etc.

We will be responsible for the paperwork, invoicing, quality control and delivery and pickup of vehicles repaired by third-party vendors. Any repairs re-billed to the City as Non-Contract work will be invoiced at VFM's cost with no markup.

Our subcontracting plan will be reviewed periodically to ensure that third-party vendor versus in-house repair decisions remain justified. Any changes to the plan will be presented to the Public Works Director.

4.19 Hours of Service

VFM is proposing that the maintenance facilities shall normally be open from 6:00 A.M. to 6:00 P.M., Monday through Friday and may be open for additional time at VFM's discretion. Vehicles will be accepted for PM or repair during these hours of operation. During business hours VFM will have at least one fully qualified mechanic on-call at all times to support all City vehicle users.

On-call service will be provided for all vehicles during emergencies, special events, after hours, weekends, etc. If non-responsive to on-call this will incur a penalty charge of \$250.00 each time which will be subtracted from the next invoice.

4.20 Management Information System

VFM will utilize the City existing fleet management information system (FASTER). VFM will follow all City policies and procedures for maintenance and use of the system. VFM will operate the system in real time mode with work orders opened immediately upon receipt of a City vehicle and timely input of all labor, parts, and sublet data. The City reserves the right to observe VFM's use of the system at any time during normal working hours in order to ensure compliance with established policies and procedures.

The City will provide system hardware and software as well as on-going maintenance and software upgrades for the FASTER System. VFM will insure that all supervisors, managers, parts technicians, and administrative staff have the proper knowledge in the FASTER software as demonstrated by one year of experience with the system and/or having attended one week of training by FASTER within the last twelve months. The City will allow VFM a three-month grace period to provide this training to staff (which will be at VFM's expense). VFM will also make its staff available for initial training on system procedures by City staff. The City will provide ongoing training as new versions of the system become available (if provided for in budget appropriations) and as operational problems surface. VFM will be responsible for the good care of City computer equipment as described in this RFP.

5.0 Parts

5.1 Procuring, Stocking and Issuing Parts

VFM will furnish all parts, tires and supplies necessary to maintain and repair the vehicles and equipment in the City fleet represented by the provided Vehicle Listing. Parts will meet OEM specifications. We will obtain City 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.

5.2 Inventory

Throughout the contract, VFM and the City will coordinate impending vehicle and equipment retirements in order to dispose of parts that are unique to the equipment prior to its removal from the fleet.

VFM shall present a plan to purchase, at cost (to be mutually agreed upon by the incumbent contractor and VFM), the incumbent contractor's useable and non-obsolete active parts and supplies assigned to the City's fleet. A complete physical inventory will be taken by representatives of the incumbent and VFM prior to the beginning of the Contract. Upon completion of the inventory, VFM will be totally responsible for parts accountability and security. VFM will assist the City with disposal of the inactive, unusable, excess and obsolete parts in the City stock. Proposers should describe obsolete and overstocked inventory disposal methodologies in their Proposals to the City.

VFM shall maintain an adequate parts inventory as part of VFM's Target Price. The FASTER system shall be used to monitor the parts inventory and track parts usage on the City's fleet. At a minimum, the electronic system shall be capable of generating a complete inventory by part number and part cost, and a usage rate history for each part normally stocked. Proposers shall describe their program for inventory control, ability to provide volume-purchasing programs, and plans to utilize local vendors and suppliers, as appropriate, in their Proposals to the City.

5.3 Quality of Parts

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. If during the term of any agreement resulting from this RFP the City determines that the product supplied does not meet its needs, the City reserves the right to require the use of a specific substitute. VFM will review with the City all product lines or changes to product lines before introduced for use.

5.4 Warranty

Notwithstanding inspection and acceptance by the City, VFM 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 City. All warranty adjustments will be made in VFMs monthly billing to the City.

VFM 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 City. All warranty adjustments will be made in VFMs monthly billing to the City.

6.0 Performance Standards

VFM is fully aware that the City relies on vehicles and equipment to provide municipal services and availability and reliability of the fleet is of the essence. With this in mind, VFM accepts and will structure our operational approach to meet the performance standards outlined below, during the term of the agreement. The City can expect VFM to maintain these performance standards at all times. Labor disputes, strikes and other events except those beyond VFM's control will not relieve VFM of meeting these standards.

6.1 Vehicle Turnaround Times

- Quick fix, Routine and Preventive Maintenance shall be completed within the same day of delivery to the garage provided such delivery is made prior to 11:00am. Vehicles delivered after 11:00am shall be completed by 11:00am the next day. This will include but not limited to oil & filter changes, tune-ups, wiper blade replacement, topping off fluids, tire and/or battery replacement and tire rotation, etc.
- Minor Mechanical Repairs shall be completed within 24 hrs. of delivery.
- Major Mechanical Repairs shall be completed within 48hrs of delivery.
- Accident or Vandalism Repairs must be completed within 20 calendar days of the damage notification if the cost to repair is below \$2,000. If cost is greater than \$2,000.00 than the repair must be must be completed within 30 calendar days
- Minor Mechanical Repairs shall be those repairs under \$750 and include but not limited to brake repairs, alignments, belt, pump and/ or muffler replacements, etc.
- Major Mechanical Repairs over \$750 and that includes, but not limited to engine, transmission and /or hydraulic system overhauls/replacements, etc.

Vehicles shall be repaired first come first serve basis unless the Public Works Director says otherwise. Fail to meet the mentioned timeframes may result in a penalty of \$100 per occurrence.

All other events except those beyond VFM's control will not relieve VFM of meeting these standards. "Unscheduled" maintenance and repairs except units that would fall into the "Quick Fix" category must be completed within 24 hours of vehicle delivery to maintenance facility. Repairs that will not fall into this performance standard are:

Excluded are Non-Targeted Repairs from calculation of Daily Fleet Availability and Monthly Turnaround and as described below:

Vehicles Awaiting Repair Authorization from the City – In cases where VFM is awaiting repair authorization from the City to proceed with a given repair, the period from which turnaround time is measured will begin with the City authorization to proceed with the repair. Excluded also are vehicles awaiting authorization from the calculation of Daily Fleet Availability, as described below. VFM must make all requests for authorization to the designated City representative within twenty-four (24) hours of opening the work order.

6.2 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 City for any rework that occurs within the following periods:

Engine and Transmission Overhauls – 12 months or 12,000 miles

All Other Work – 90 days or 4,500 miles

All rework must be performed within 24 hours after notification to the City of corrective action.

VFM 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.)

The Rework performance standard applies to both Target and non-Target areas. If, it is found, that VFM used sub-standard workmanship in any repair process, and it is within the performance period, the incident must be counted and the cost of the repair will not be charged to City.

Any dispute to the rework section will be handled in accordance with the “Dispute Resolution” process.



7.0 Quality Assurance

VFM recognizes that quality improvements are achieved by direct employee participation in a joint decision-making process that addresses the way we work. All work processes, including our management policies are placed under the microscope and targeted for improvement. To do this, we must create a climate of mutual trust and respect at every level of our organization. VFM has accomplished this by involving each employee in the quality process – by taking personal responsibility, empowering them to make decisions affecting their work and through the free exchange of ideas. Our process requires that all employees work together to actively search out causes of waste or error so that quality improvement becomes ingrained in their work ethic. This enables all employees to achieve excellence in their jobs themselves – since quality improvement cannot be delegated.

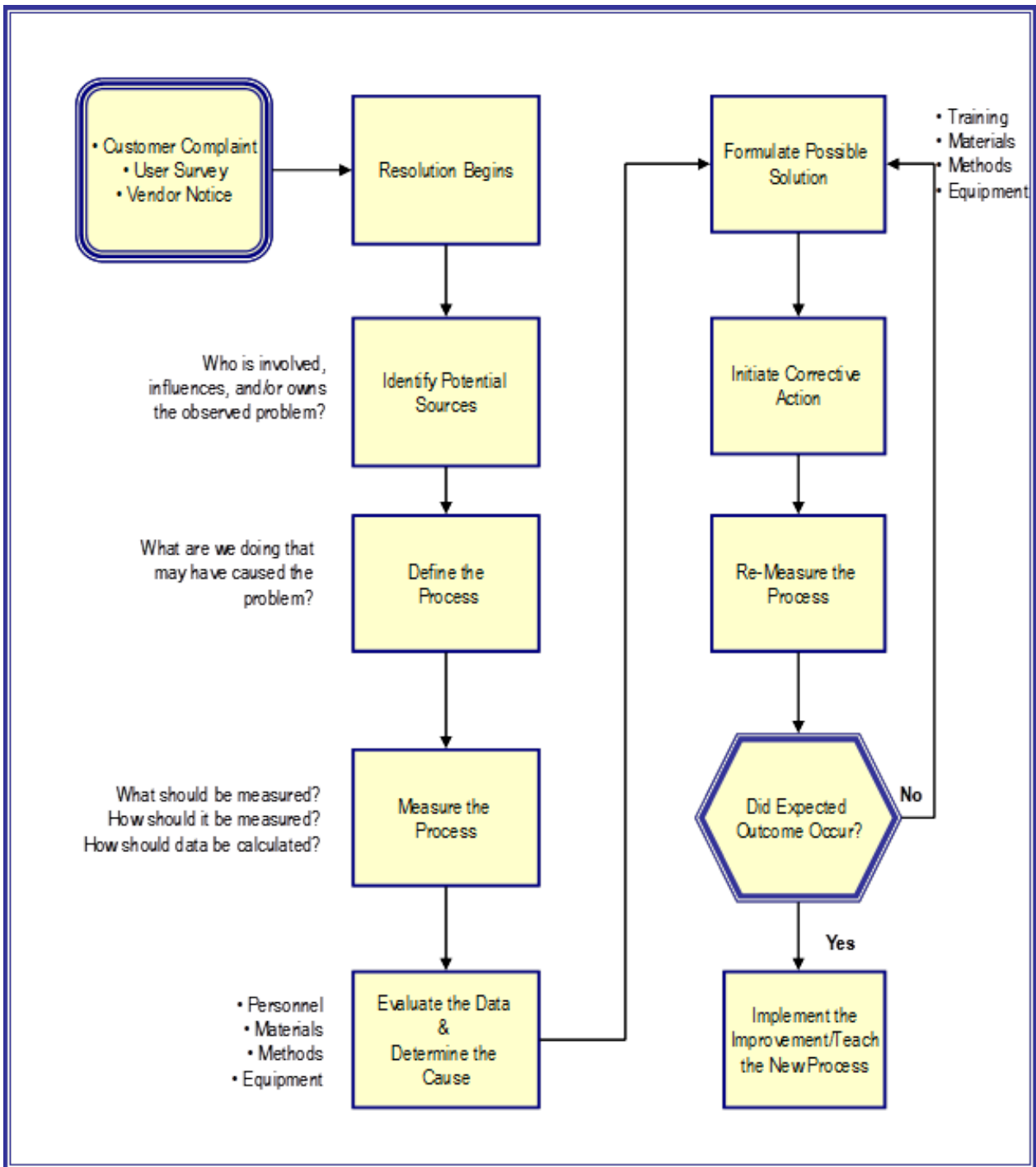
Quality begins at the grass roots level. Our employees often spot waste or errors in the day-to-day work process before they become defects or negative trends that may result in inefficiencies and loss. They are most likely to think of practical solutions to seemingly difficult problems. Our means of involving every employee in quality improvement is a program of recognition and rewards. Through this program, we provide our employees not only with monetary incentives and achievement awards but also the freedom of self-expression to do their job as they know best. This fosters a commitment to excellence on an individual basis. When employees are praised and rewarded for their efforts, their productivity and participation generally increases. With this approach, we are bringing all of our employees into the quality system, drawing upon their abilities to solve problems and meet the challenges of change.

As a Contractor in private and public industry, we know that quality and productivity are closely linked and can result in a significant competitive advantage. While quality may not be entirely free, its value far exceeds its cost. For us, it is a by-product of close attention to detail that goes directly to our bottom line.

Communicating the importance of quality service and customer satisfaction is the primary role of our on-site management team as well as our corporate support staff. Their role is to listen, coach, encourage, provide direction, teach and facilitate the process.

This sets the stage for long term quality improvement using a Team approach, beginning with our senior management. It is important that we begin with management and keep management fully committed, so that our managers and supervisory personnel will continue to lead the way. However, quality does not happen by decree. Commitment to quality improvement must be made on behalf of every member of our organization. Therefore, each employee becomes involved in every step in the process from defining what needs to be improved, to problem solving, to applying solutions and finally to evaluating the results. Once the improvements have been achieved, VFM provides recognition and rewards for ALL those involved in the process to emphasize the “Team” concept.

Quality Improvement Process: VFM doesn't just correct a problem and move on we make sure the problem is fixed and take steps to ensure that the situation will not occur again.



8.0 Reporting

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 the City, any additional reporting methodologies they would recommend enacting in the best interest of the City and the management of the City's fleet.

8.1 Record Keeping and Reporting

- a. Contractor Records. Upon prior notice by the City, VFM will provide authorized City 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 the City cost verification for work.
- b. Files and Procedures. VFM will maintain on site, either electronically, hard copy, etc., a complete file of service manuals, parts manuals, service bulleting, lubrication charts and other information needed to properly service and repair the fleet. These records become the property of the City at contract termination or conclusion. VFM will provide initial and update FMIS training to City employees requiring access. VFM will maintain and update this FMIS connection for the City as required for the duration of the Agreement resulting from this RFP process. All records become the property of the City at contract termination or conclusion.
- c. 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.
- d. FMIS Requirements. VFM will utilize the City's 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.

- e. Weekly Report. VFM will generate a report summarizing the previous week's activities for delivery to the City before noon each Friday. The exact content and format of the report will be determined by the City, 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)
 - A status report of any Non-Targeted Operating Budget work by vehicle
 - 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
 - Fuel management and unusual usage activity
 - Summary of vehicles not repaired pending authorization to repair from City
 - Fleet availability report.
- f. Monthly Report VFM will submit a monthly report to the City 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.
- Maintenance costs for the month compared to target costs.
 - 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 target costs.
 - 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 may be billed by the City Accounting department back to the department that owns the unit.
 - Brief notes of relevant issues per VFM's manager on site
- g. Annual Report On the first anniversary of the effective date of the Agreement and every other anniversary date thereafter, VFM will submit to the City a written annual report that summarizes the year's activity in the format agreed upon by VFM and the City. 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.

- h. Additional Reports. The City may require that VFM add routine reports and/or increase the frequency of routine reports.


8.2 Invoice

At the commencement of the Contract, VFM will invoice the City in an amount equal to 1/12th of the annual Target Price for the first month's target services. Following the first month of services, VFM will invoice the City on the first day of each month in two parts: 1/12th the annual target price for the current month's target services, and a separate invoice delineating additional reimbursable items (including directed work, approved accident repairs, and other approved non-target work, emergencies, major component failure within the first six months) which were incurred by VFM in the previous month. Invoices shall be paid completely by the City with ten working days of receipt of the invoice.



Please see as follows: Invoice Examples for Target and Non-Target and detail invoices.

Target Invoice:

<h1>Invoice</h1>		Please Remit To: Vector Fleet Management, LLC PO Box 890603 Charlotte NC 28289-0603		
		Page: 1		
9300 Harris Corners Parkway, Ste 350 Charlotte, NC 28269 Phone - (704) 921-0148 Fax - (704) 921-9880		Number: 0000275960	Date: 5/31/2018	
		Salesperson:	Customer: BIGSPR	
Sold To		Ship To		
City of Big Springs, TX 1011 East 2nd St Big Spring, TX 79720 USA		City of Big Springs, TX 1011 East 2nd St Big Spring, TX 79720 USA		
Customer P.O.		Ship Via	Terms	
265912			Net 30	
Item	Description	Qty Shipped	Price	Amount
BIGT	TARGET INVOICE	1.00	0.00	0.00
	TARGET INVOICE FOR THE MONTH OF MAY, 2018			
BIGLBR	LABOR	1.00	33,514.41	33,514.41
BIGPRT	PARTS	1.00	19,335.79	19,335.79
BIGOVH	OVERHEAD	1.00	5,420.59	5,420.59
BIGADM	ADMINISTRATIVE	1.00	4,078.96	4,078.96
BIGMGT	MANAGEMENT	1.00	3,740.98	3,740.98
	LAST ITEM			
PLEASE PAY FROM INVOICE - A STATEMENT WILL BE SENT FOR INFORMATION ONLY				
Terms: Payments are: Net 30 . Accounts in default are subject to a late charge of 1.5% per month (18% per annum) and, customer agrees to pay all costs of collection, including reasonable attorney's fee, and, except in consumer transaction, customer waives all rights of exemption under the laws of the state of purchase.		Subtotal	66,090.73	
		Freight	0.00	
		Sales Tax	0.00	
		Trade Discount	0.00	
		Payment/Credit Amount	0.00	
		Balance	66,090.73	

Non-Target Invoice:

Sold To		Ship To		
City of Big Springs, TX 1011 East 2nd St Big Spring, TX 79720 USA		City of Big Springs, TX 1011 East 2nd St Big Spring, TX 79720 USA		
Customer P.O.	Ship Via	Terms		
265912		Net 30		
Item	Description	Qty Shipped	Price	Amount
BIGNT	NON-TARGET INVOICE	1.00	0.00	0.00
	NON-TARGET INVOICE FOR THE MONTH OF MAY, 2018			
BIGLBR	LABOR	1.00	5,847.01	5,847.01
BIGPRT	PARTS	1.00	31,036.09	31,036.09
BIGSVC	SERVICES (3rd PARTY)	1.00	14,246.00	14,246.00
	----- LAST ITEM -----			
PLEASE PAY FROM INVOICE - A STATEMENT WILL BE SENT FOR INFORMATION ONLY				
Terms: Payments are: Net 30 . Accounts in default are subject to a late charge of 1.5% per month (18% per annum) and, customer agrees to pay all costs of collection, including reasonable attorney's fee, and, except in consumer transaction, customer waives all rights of exemption under the laws of the state of purchase.		Subtotal	51,129.10	
		Freight	0.00	
		Sales Tax	0.00	
		Trade Discount	0.00	
		Payment/Credit Amount	0.00	
		Balance	51,129.10	

Invoice Detail:

ORIGINAL	Invoice Detail																			
VECTOR FLEET MANAGEMENT																				
Invoice No: 000000012290 Invoice Date: 5/2/2018 Open Date: 5/1/2018 Customer ID: BIGS PO No:	Shop: BIGS RO No: 000000012836 Close Date: 5/2/2018 Unit: BIG9345 License: 108-2921	Remit To: <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> VECTOR FLEET MANAGEMENT 9300 Harris Corners Pkwy, Suite 350 Charlotte, NC 28269 Fax: 704 921-9880 </div>																		
Big Spring TX 1011 East 2nd Street Big Spring, TX 79720	Phone: 432-264-2501 Ext: Make: FORD Odometer: 27,405 Model: F550 Year: 2011 Division: 1 Dept: 002210-FIRE VIN: 1FDDXSHT9BEB76358 Cost Center: 0444																			
Customer Phone: 432-264-2501 Ext: Fax:																				
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Section: 1</td> <td style="width: 33%;">Priority: 0</td> <td style="width: 33%;">Rep Reason: MODIFICATION</td> </tr> <tr> <td>Component: 017</td> <td>Complaint: UNIT PREP</td> <td>Comments:</td> </tr> <tr> <td colspan="2">Comp. Desc: Tires, Tubes, Lines & Valves</td> <td>Non-target</td> </tr> <tr> <td colspan="2">Cause:</td> <td>Modified</td> </tr> <tr> <td colspan="2">Correction:</td> <td>Per customer request Jay Holt (Supervisor Dept 210-Dept 260)</td> </tr> <tr> <td colspan="3">Job Code:</td> </tr> </table>			Section: 1	Priority: 0	Rep Reason: MODIFICATION	Component: 017	Complaint: UNIT PREP	Comments:	Comp. Desc: Tires, Tubes, Lines & Valves		Non-target	Cause:		Modified	Correction:		Per customer request Jay Holt (Supervisor Dept 210-Dept 260)	Job Code:		
Section: 1	Priority: 0	Rep Reason: MODIFICATION																		
Component: 017	Complaint: UNIT PREP	Comments:																		
Comp. Desc: Tires, Tubes, Lines & Valves		Non-target																		
Cause:		Modified																		
Correction:		Per customer request Jay Holt (Supervisor Dept 210-Dept 260)																		
Job Code:																				
Services	<u>Description</u>	<u>Charge</u>	<u>Total</u>																	
	Dismount/Mount /Balance tires	165.00	165.00																	
		Total Parts Issued:	0.00																	
		Total Labor Hours:	0.00																	
		Total Part Charges: \$	0.00																	
		Total Labor Charges:	0.00																	
		Total Service Charges:	165.00																	
		Repair Total: \$	165.00																	
		Taxes:	0.00																	
		Fees:	0.00																	
		Discount:	0.00																	
		Invoice Total: \$	165.00																	
		Amt Paid:	0.00																	
		Balance Due: \$	165.00																	

8.0 Contract Personnel

8.1 Selection of Personnel

At Vector Fleet Management, we pride ourselves on attracting and retaining the highest qualified applicant for each position within our organization. How does VFM attract, hire and retain qualified technicians? VFM provides a map for their success which offers them opportunity for growth, monetary incentives for continuous achievement and has in place the kind of support system that technicians need to be successful. Our standards are high. We recruit from technical schools that have earned a reputation for graduating students equipped with the fundamentals of diagnostics, electronics and mechanical assembly repairs. From this pool of applicants, VFM maintenance managers screen and evaluate each candidate while our Human Resource professionals carefully check references and gather additional information during a personal interview. Only the most qualified are recruited for the Vector Fleet team.



It is VFM's policy to offer qualified applicants employment at their level of proficiency. Hiring technicians at the right level is important for job satisfaction and key to staffing a shop at peak efficiency with the right mix of technicians. We invest heavily in our technician's careers from day one, and work to ensure that there are opportunities for advancement within VFM regardless of where they begin.

To attract top-level candidates, VFM offers competitive wages and a comprehensive array of benefits which are detailed in the following section of our proposal.

8.2 Contractors Project Manager

VFM's Project Manager will have proven managerial experience managing and maintaining municipal fleets and/or fleets of similar composition.

8.3 Training and Continuing Education

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 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 City's fleet.

VFM's training programs are among the most rigorous in the industry. 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 fleet maintenance management information system collects quality information on every job performed at a Vector Fleet 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 elements 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 and EVT 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 system 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.

VFM has forged close relationships with many OEMs such as Freightliner, Komatsu, Michelin, NAPA/IBS and Cummins. As part of that relationship, the OEMs provide trainers to deliver troubleshooting, maintenance and repair instruction on their products to VFM's technicians. This training prepares our technicians to do routine maintenance and repairs on their equipment in addition to performing warranty work. It also provides our technicians the opportunity to speak to the experts and benefit from their inside knowledge



VFM embraces both the Automotive Service Excellence (ASE), the Emergency Vehicle Technician (EVT) training and certification programs.

Each level's curriculum employs all three learning scenarios in addition to the hands-on instruction and supervised on-the-job training. Our training program is targeted, individualized, effective and thorough.

For all of our technicians it's the learning and teamwork that takes place every day in the shop with the support of coworkers, and mentoring by supervisors, lead technicians and maintenance managers that is the real VFM advantage. This is the point at which customer service and technical expertise converge to achieve VFM's dedication to excellence.



8.4 Annual Evaluations

Customer service reps and technicians receive performance appraisals annually from their immediate supervisors. These reviews are based on personal observation of their work throughout the year and supported by the fleet maintenance management information system reports that track the timeliness and quality of a technician's work.

Satisfactory performance is more than technical competence. VFM requires technicians to work effectively with customers and to contribute to the performance of the maintenance team as a whole. As a VFM team member, we expect our associates to be dependable, take the initiative in solving problems and to communicate effectively with other team members. Satisfactory performance, along with ASE/EVT technical certification, is a requirement for advancement in the maintenance department.

8.5 Changes in Personnel

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

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

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

City may also require that VFM remove from the job, at no additional cost to city, 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 City site.

8.6 Uniforms

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.



Appendix 2-1 Certifications Monthly Technician Audit Job Descriptions



CERTIFICATIONS

Examples of ASE/EVT and other Certifications



Examples of ASE/EVT and other Certifications (cont'd):



Certifications (cont'd):



Monthly Technician Audit

Monthly PM Technician AUDIT				
TECHNICIAN NAME: Craig				
COMMENT: Craig did a good job on the PM. Forgot to date filters				
FACILITY: Charlotte				
AUDIT TYPE (LOF or COMP): comp				
SRO#: 123456				
CUSTOMER NAME: ABC Supply				
AUDITOR NAME: Bill Worrell				
TECH SIGN:				
AUDITOR SIGN:				
Notes: Bold items count double. Highlighted items are done on Comprehensive PM only.				
TASKS	WEIGHT	SCORE	EXPLANATION	PASS/FAIL
CHECK ALL LIGHTS	1	1	INSURE THAT ALL LIGHTS ARE OPERATIONAL	P
CHECK THAT STEERING WHEEL AND INTERIOR IS FREE FROM GREASE AND OIL	1	1	NO HANDPRINTS, GREASE OR OIL SPOTS SHOULD BE ON STEERING WHEEL OR INTERIOR	P
CHECK THAT HOOD AND DOORS HAVE NO HAND PRINTS	2	2	NO HANDPRINTS, GREASE OR OIL SPOTS SHOULD BE ON OUTSIDE OF HOOD	P
INSPECT BATTERY BOXES, COVERS, MOUNTINGS, CHECK CABLE ENDS THAT THEY ARE CLEAN	1	1	INSURE THAT BATTERY BOX COVER IS ON, CABLES AND POSTS HAVE BEEN CLEANED	P
CHECK AND RECORD AT LEAST 50% OF TIRES FOR AIR PRESSURE	1	1	ALL TIRE PRESSURES CHECKED SHOULD BE WITHIN 3 PSI OF CUSTOMER SPEC OR SIDEWALL RECOMMENDATION	P
CUSTOMER'S SPECS OR SIDE WALL RECOMMENDATION _____ PSI.				
ACTUAL SPECS FOUND				
RF _____ PSI RFD _____ PSI, RRO _____ PSI				
RFI _____ PSI, RRI _____ PSI				
LF _____ PSI LFI _____ PSI, LRI _____ PSI				
LFO _____ PSI, LRO _____ PSI				
CHECK FRONT HUB OIL LEVEL	1	1	OR LEVELS SHOULD BE AT FULL LEVEL	P
CHECK FOR NEW OIL FILTERS, NO LEAKS, FILTERS DATED	2	0	NEW FILTERS SHOULD BE IN PLACE AND DATED WITH A SERVICE NUMBER	F
CHECK FOR NEW FUEL FILTER, NO LEAKS, FILTER DATED	2	2	SHOULD BE AS ABOVE	P
CHECK OIL LEVEL, CHECK OIL FILL CAP SECURED	2	2	OR LEVELS MUST BE AT FULL LEVEL ON TOP SIDE, OR FILL CAP IN PLACE AND SECURE	P
CHECK BRAKE LININGS	2	2	CHECK BRAKE LININGS, THEY MUST BE ACCURATELY MEASURED AND NOTATED ON PM SHEET	P
INSURE THAT ALL GREASE FITTINGS WERE GREASED	2	2	GREASE FITTINGS & RELATED COMPONENTS MUST SHOW EVIDENCE OF GREASE, FITTINGS THAT WOULD NOT TAKE GREASE MUST BE ADJUSTED	P
CHECK OIL PAN DRAIN PLUG TO ENSURE THAT IT IS TIGHT	2	2	OR PAN DRAIN PLUG MUST BE SECURE	P
CHECK UNDERNEATH VEHICLE FOR UNUSUAL LEAKS OF ANY KIND	1	1	NO LEAKS RELATED TO THE PM SERVICE SHOULD BE OBSERVED, OTHER LEAKS (BRAKES, ETC) SHOULD BE NOTATED ON PM SHEET	P
CHECK THAT TRANSMISSION FLUID IS AT CORRECT LEVEL	1	1	FLUID LEVELS SHOULD BE CORRECT AND THERE SHOULD BE EVIDENCE OF TECH CHECKING THE COMPONENT	P
CHECK THAT REAR END FLUID IS AT CORRECT LEVEL	1	1	FLUID LEVELS SHOULD BE CORRECT AND THERE SHOULD BE EVIDENCE OF TECH CHECKING THE COMPONENT	P
CHECK CLEANLINESS OF WORK AREA	2	2	EVIDENCE OF OUR SERVICE SHOULD BE LEFT AT SITE, TOSS/UP GREASE OR OIL	P
PAPER WORK TIME VS ROAD SKIPS ACCURACY & EFFICIENCY/PRODUCTIVITY LEVEL	1	1	CPS TIMES AT SITE SHOULD MATCH TIME ON SITE THAT SRO STARTS. SENDDOWN TIME SHOULD MATCH UP WITH SRO TIME	P
CHECK FOR DOT DUE, WAS IT NOTATED ON PM SHEET, PM STICKER IN PLACE	1	1	DOT DUE DATES SHOULD BE REFLECTED ON PM SHEET IF IT WAS NOT DONE, PM STICKER REFLECTING OUR SERVICE MUST BE IN PLACE	P
CHECK ALL PAPER WORK, COMPLETE	1	1	NO WORKSHEET MUST BE COMPLETE WITH CORRECT CODES AND TIME IN, THE OUT PM SHEET MUST BE COMPLETED WITH COMMENTS	P
LOF PM AUDIT	N/A	N/A		
COMPREHENSIVE OR MED/DUTY PM	27	25	93%	

Section 3. – Transition Plan

Achieving a successful transition presents more challenges than any other aspect of forging a successful public-private partnership. Vector Fleet Management, LLC (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 public/private partnership transitions.

Service Transition Process

The objective of our detailed Transition Plan is to ensure that VFM will be able to assume responsibility for the City fleet management and maintenance within sixty to ninety (60 to 90) days of contract execution, or notice to proceed. This Transition Plan represents our approach to maintaining a high level of service quality to the City while addressing the important issues that accompany a change in service delivery. Our Transition Plan includes the following key considerations:

- Assembling and deploying a dedicated and experienced Start-up Team
- Establishing communication with key City personnel
- Facility and shop equipment inspection/pre-existing deficiency report
- Employee hiring, orientation, and training
- Fleet management information system assessments and training
- Vehicle maintenance and preventive maintenance transition
- Parts inventory and vendor/subcontract management 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 in Appendix 3-1 at the end of this section.

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 Aubrey Felton Director of Government Operations.

Craig Moran will begin to coordinate our transition efforts and will oversee all the tasks outlined in Appendix 3-1. 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, as warranted.

Start-up Team Composition
Coconut Creek
Transition Mgr./VP Operations – Craig Moran
Director of Operations(Gov't)– Aubrey Felton
Operations: Special Projects – Joe Smith
H.R. Coordinator – Lisa Bell
Contract Liaison - Sales – Alice Hicks
FMIS Leader – Kathy Sherrin
Safety Manager – Charles Bryson
Heavy Equipment Specialist – Steve Hill

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.

Establishing Communication with Key City Personnel

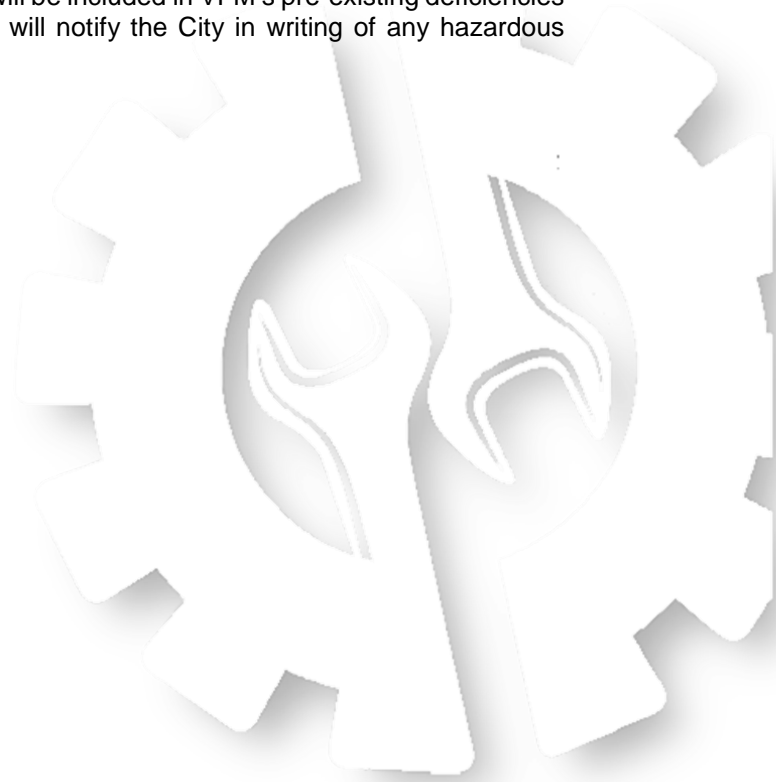
The VFM transition team will meet with City Department personnel who will be especially key to our joint transition success, including the Contract Manager along with Department liaisons from the Police Department, Fire Department, Public Works and Utilities. VFM wants to collaborate with the various 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 the City maintenance facility 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.

Facility Inspection and Asset Management Transition

VFM and the City will schedule a joint inspection of the facilities, prior to the start date. Although we don't anticipate any deficiencies, the purpose of this joint inspection will be to identify any pre-existing deficiencies in the facilities that may exist. VFM will issue a Pre-Existing Deficiencies Report to the City, 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 City facilities to identify any improvements necessary for compliance with all City, State, Federal and VFM's safety standards. The safety audit will be presented to our Public Works Director and the City, 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 City in writing of any hazardous conditions identified during this assessment.



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.

All VFM personnel throughout the country participate in the Drug-Free Work Place, a program that has been implemented at the City. 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.

Fleet Maintenance Management System (FMIS) Transition

One of the main priorities during this transition period will be the assessment and use of FASTER and the proper training of our technicians at the City contract. We will utilize trainers from other locations to instruct local personnel on the functions, capabilities and features of the FMIS. Training will include, but not limited to, data entry, generating reports, scheduling services, inventory management, warranty administration, etc.

Vehicle Maintenance and Repair Transition

Tasks that are preparatory to the delivery of maintenance services include:

- Establish priorities for repair
- Review status of repair and performance of PMs

VFM will meet with City representatives to review and assess the schedule of preventive maintenance that is currently in place prior to VFM's assumption of fleet management and maintenance. Our Start-up Team will review the status of maintenance and repairs with the City fleet maintenance representatives.

Our Director of Operations will be responsible for developing the Preventative Maintenance Schedule in accordance with manufacturers recommended intervals for the City fleet, including seasonal equipment, if not supplied by the manufacturer. The Preventive Maintenance Schedule will also reflect the Department's current status in performing preventive maintenance.

Parts Inventory and Vendor/Subcontractor Transition

VFM and the City will conduct a joint inventory of all parts and supplies. The City and VFM will mutually agree and sign off on the quantity and amount of all serviceable and non-obsolete inventories.

Contract Start-up/Six (6) Month Fleet Assessment Period

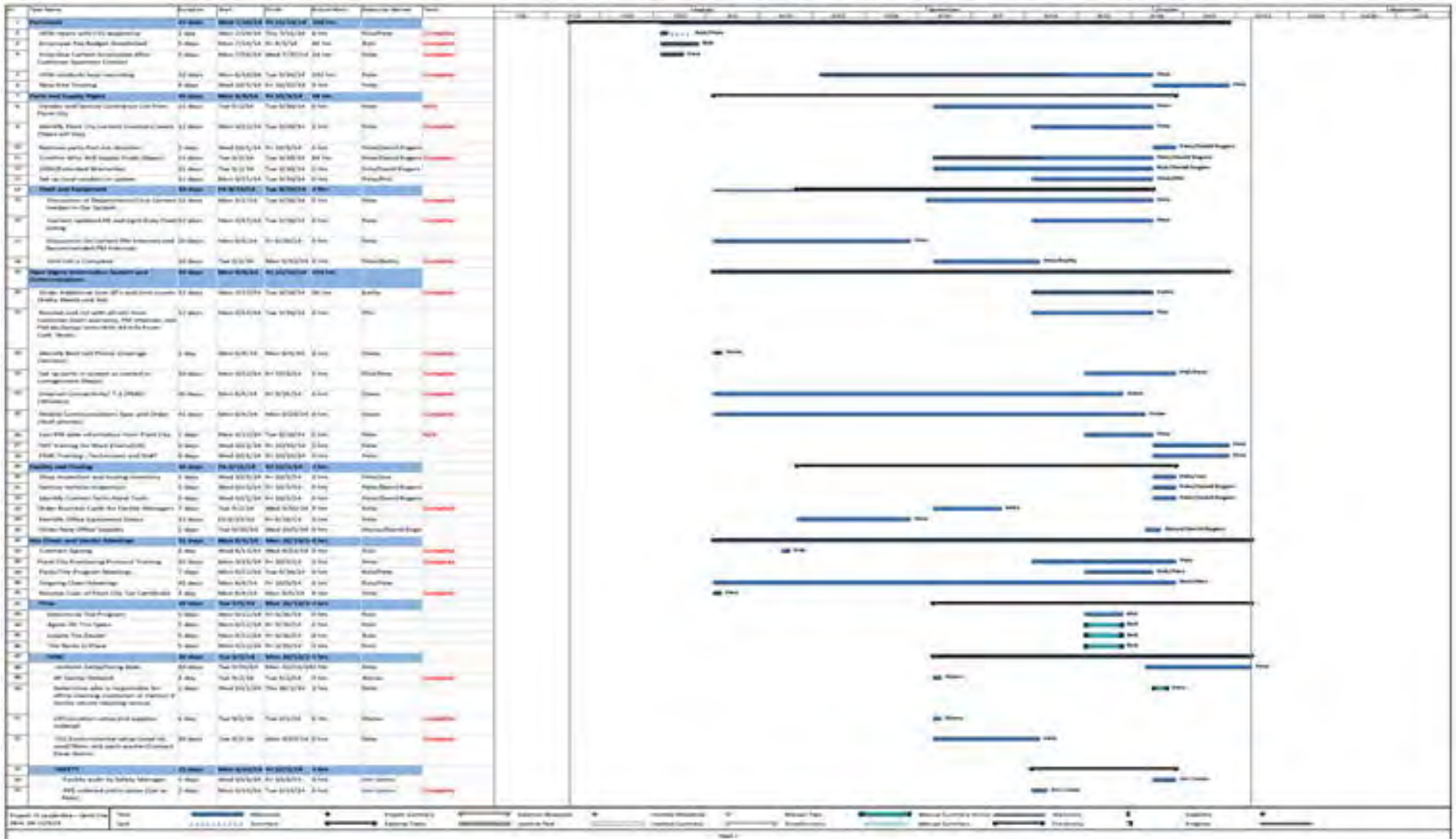
Following the completion of the successful transition, VFM will commence contract responsibilities for the City fleet. The first six (6) months of the contract period will include a complete City fleet assessment. At the completion of the fleet assessment period, VFM will meet with the City to review all transition activities and identify all findings associated with the assessment.

Appendix 3-1

Transition Overview



Below is an example of a typical **Transition Plan (Gantt chart)** that VFM uses for transitioning into new facilities.



Section 4 – Organization and Staffing

Overview

Our intention in this area of our reply is to highlight our approach to professionally manage the City fleet in an effective and efficient manner. We will do so via explanations of our staffing plan and details concerning our technician certification and training curriculum.

4.1 Staffing Plan

At Vector Fleet Management, LLC (VFM), we pride ourselves on attracting and retaining the highest qualified applicant for each position within our organization. How does VFM attract, hire and retain qualified technicians? VFM provides a Career Path for their success which offers them opportunity for growth, monetary incentives for continuous achievement and has in place the kind of support system that technicians need to be successful. Our standards are high. For instance, we recruit from technical schools that have earned a reputation for graduating students equipped with the fundamentals of diagnostics, electronics and mechanical assembly repairs. From this pool of applicants, VFM maintenance managers screen and evaluate each candidate while our Human Resource professionals carefully check references and gather additional information during a personal interview. Only the most qualified are recruited for the VFM team.

Teamwork is at the core of every VFM contract.



It is VFM's policy to offer qualified applicants employment at their level of proficiency. Hiring technicians at the right level is important for job satisfaction and key to staffing a shop at peak efficiency with the right mix of technicians. We invest heavily in our technician's careers from day one, and work to ensure that there are opportunities for advancement within VFM regardless of where they begin.

To attract top-level candidates, VFM offers competitive wages and a comprehensive array of benefits which are detailed in the following section of our proposal.

VFM would like to state that it is our intent to offer employment to existing staff, who are qualified and meet VFM's Drug, DVR and back ground check requirements.

4.2 Employee Benefits

VFM will assume full responsibility for the administration of employee and dependent benefits programs for our project personnel as part of the Target Cost. We will have sole responsibility for determining and providing benefits for our associates under this contract. VFM's compensation package is competitive with the local area labor market and is sufficient to attract and retain qualified employees in every proposed skill category. The employee has many choices of coverage /features to meet his/her individual and family needs.

We will offer the fleet maintenance employees hired by VFM a benefit package that is consistent with industry standards and includes:

- Medical Insurance Coverage
- Prescription coverage
- Dental coverage
- Basic and supplemental life insurance
- Short-term disability
- Long-term disability
- 401(k) with company match
- Sick leave
- Holidays
- Paid leave for jury duty, bereavement, and military reserve duty (4 weeks active duty)
- Unpaid leave – educational, family medical, active military, personal
- Tuition assistance
- Misc. company-provided benefits such as will preparation, service awards, employee discounts, and referral bonuses

Our employees will not claim any City right of benefits as a condition of their employment in the performance of this contract.

4.3 Staffing Qualifications

Because our initial recruiting will be focused on qualified candidates who are currently employed by the City, we have included staff member job descriptions in Appendix 4-1 at the end of this section of our proposal to illustrate the level of employee skills and qualifications we anticipate for this contract.

4.4 Training and Continuing Education

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 City fleet.

VFM's training programs are among the most rigorous in the industry. 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 and EVT 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.



VFM has forged close relationships with many OEMs such as Freightliner, Komatsu, Michelin, Carquest/Advance, Harley-Davidson and Cummins. As part of that relationship, the OEMs provide trainers to deliver troubleshooting, maintenance and repair instruction on their products to VFM's technicians. This training prepares our technicians to do routine maintenance and repairs on their equipment in addition to performing warranty work. It also provides our technicians the opportunity to speak to the experts and benefit from their inside knowledge.

For all of our technicians it's the learning and teamwork that takes place every day in the shop with the support of coworkers, and mentoring by supervisors, lead technicians and maintenance managers that is the real VFM advantage. This is the point at which customer service and technical expertise converge to achieve VFM's dedication to excellence.

4.5 VFM Technician Certification Program

VFM's certification program is mandatory, attracting motivated technicians looking to advance their careers and gain professional recognition of their ability. ASE & EVT Certification is a mark of excellence that attests that the holder is fully capable of performing the required tasks.

VFM embraces both the Automotive Service Excellence (ASE) and the Emergency Vehicle Technician (EVT) training and certification programs.

Each level's curriculum employs all three learning scenarios in addition to the hands-on instruction and supervised on-the-job training. Our training program is targeted, individualized, effective and thorough.



When a technician successfully completes a training curriculum, meets the performance objectives and time-in-service requirements for each certification level, he/she becomes eligible for promotion to the next tech level. In addition to a monetary bonus, VFM awards technicians a certificate of achievement and provides a patch to be worn on their uniform.

Examples of VFM technicians and their ASE/EVT certifications are found in Appendix 4-2.

4.6 Annual Evaluations

Customer service reps and technicians receive performance appraisals annually from their immediate supervisors. These reviews are based on personal observation of their work throughout the year and supported by the fleet maintenance management information system reports that track the timeliness and quality of a technician's work.

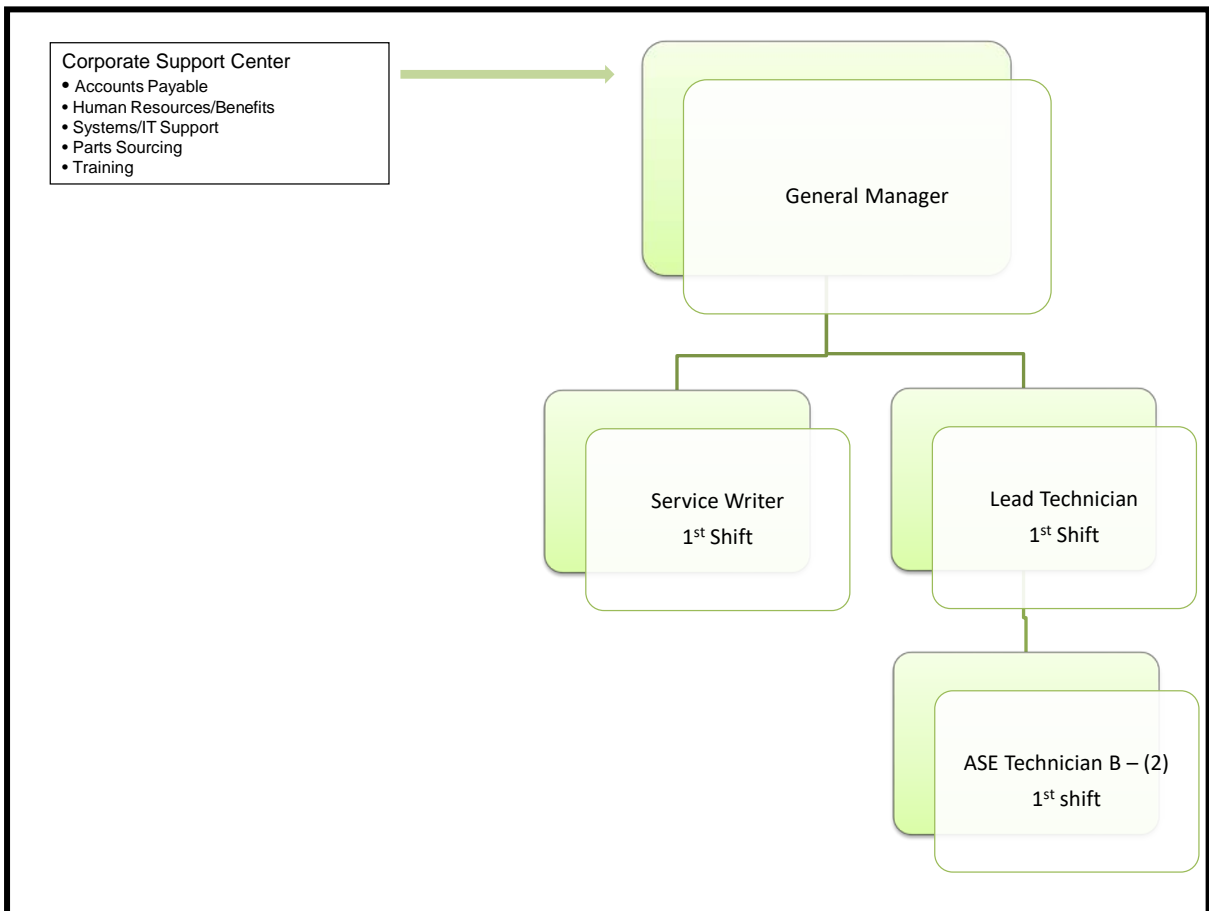
Satisfactory performance is more than technical competence. VFM requires technicians to work effectively with customers and to contribute to the performance of the maintenance team as a whole. As a VFM team member, we expect our associates to be dependable, take the initiative in solving problems and to communicate effectively with other team members. Satisfactory performance, along with ASE/EVT technical certification, is a requirement for advancement in the maintenance department.

4.7 Coconut Creek Staffing Plan [THG1]

VFM understands the scope of services required by the City and the commitment necessary to meet your fleet maintenance needs. Therefore we have proposed a fully dedicated, highly qualified, trained on-site staff to deliver these services. We have calculated our staffing requirements based on the number of vehicles, hours of operation, the time required to perform the services we propose, and the supervisory and support personnel needed to run an efficient operation. The table included in this section, lists the job classifications and the number of personnel who will be employed at the City. This deployment will have the support of our other operations and our corporate location if periodic additional support is required.

POSITION	# of Empl
SALARIED POSITIONS	
Site (General) Manager -	1.00
HOURLY POSITIONS	
Service Writer	1.00
Lead Technician - 1st shift	1.00
Diesel Truck/Bus Technician A - 1st shift	1.00
ASE Technician B - 1st shift	2.00
TOTAL	6.00

Please below our proposed organizational structure:



4.8 Site (General) Manager

VFM's Site Manager will have proven managerial experience managing and maintaining fleets of similar composition. Our nominee for Site Manager will be presented to the City for approval.

We understand the City reserves the right to request the dismissal of any VFM employee whose performance or actions are obviously detrimental to the program.

4.9 Quality Assurance Program

A major concern in the contracting out of service delivery is the assurance of performance on the part of the contractor. Vector Fleet 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 City. The Site Manager will be responsible for scheduling inspections of samples of completed and in-progress service work, documentation, and reports.

4.10 Formal Quality Control Program

The Formal Quality Control Program proposed for the City is a two-part program incorporating User Feedback and Worksite Ethic.

User Feedback

User feedback is an important indicator of the quality of service. We will solicit feedback from City personnel and vehicle and equipment users in four ways:

- **Weekly Meetings with Contracting Officer:** Our Site Manager will report regularly to the City Contracting Officer. As stated, these reports include daily, monthly, and annual reporting. We propose that the our Service Manager and the Contracting Officer meet regularly to discuss the reports we submit, to identify issues of interest to the City, and to highlight areas where we can be more responsive to your needs.
- **User Meetings:** We propose that each of the City's departments for which we maintain vehicles and equipment designate a departmental liaison. The individual will serve as the single departmental point of contact with VFM. In addition to being the individual who will receive notifications of Preventive Maintenance inspections and warranty work, this individual can furnish information on issues and concerns of the department's vehicle and equipment users. We will schedule meetings with the City in accordance with the City requirements. We also recommend that the Contracting Officer appoint one of the liaisons as a chairperson for these meetings.
- **Feedback Cards:** We also propose to begin furnishing a Feedback Card after the completion of each maintenance activity. The Feedback Card will afford each vehicle user the opportunity to provide feedback to VFM on the quality of our service delivery. Each unsatisfactory critique card will be responded to by the Site Manager.

- **Customer Response Cards:** VFM sends bounce-back cards to designated contract representatives and heads of department user groups at all our contract locations. The purpose of these cards is to afford our customers an opportunity to provide positive/negative feedback and/or suggestions about our service performance. We examine every response closely and take appropriate measures to ensure that we continue to provide the highest degree of quality service.

4.11 Worksite Ethic

One of the hallmarks of our service delivery is empowering every employee with responsibility for the quality of his/her efforts. Our Quality Control effort will be used to evaluate the quality of our service at two levels: Technicians, and Site Manager.

The Quality Control effort will address the evaluation of work performed, materials used, procedures, systems applications, tools and equipment, records and documentation, personnel skills, and personnel training, supervision, and management.

The Quality Control effort will be an active, ongoing system with built-in feedback mechanisms, independent checks, and corporate involvement. The effort will focus on the quality of services within specific time frames and the overall efficiency of our service delivery. We will utilize the following quality control methods:

First-Level Inspection (Technicians): The approach we will take to ensure that quality services are provided is predicated on our practice of considering the mechanic to be the first level at which the quality of the service/work performed is determined. All employees, therefore, will be expected to inspect their own work continuously for completeness and acceptability based upon established standards, VFM procedures, and by direction and work inspection from the Service Manager. Technicians will be required to report any deviations and/or problems with any work to the Service Manager.

Second-Level Inspection (Site Manager): The Site Manager will be responsible for the quality of all work and services performed in all areas as stated below:

- Approve/Disapprove all tasks performed and call for rework if the original efforts are deemed unsatisfactory.
- Inspecting critical defects
- Inspection of all work for which judgment and experience indicate that a defect will be likely to result in hazardous or unsafe conditions, or will likely to prevent performance of the function of a major team.
- Site Manager will be responsible for inspecting all work to confirm the quality of service is being delivered. This check is in addition to the road test of vehicles.
- Responsible for scheduling and remedying all defects discovered, retraining, motivating and disciplining workers.
- Revising work procedures, materials, and systems to reduce recurrence of defective service.

Appendix 4-1 Job Descriptions



VECTOR FLEET MANAGEMENT			
Procedure:		Site/General Manager – Job Description	
Procedure No.:	20101	Revision:	A
		Date:	18 Feb 11

Report To:	Vice President of Operations	FLSA Status:	Exempt
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SUMMARY

Manages daily operations and administration of the facility. Also responsible for maintaining Customer Relations and serves as a direct liaison to Corporate on all issues.

Directs, reports, and improves the daily operations of the facility. This is a position that requires the individual to oversee multiple tasks and focus efforts in the areas where problems and/or opportunities exist.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Operations

- Manage productivity (i.e. labor, job quality, field operations)
- Manage purchasing (supplies, filters, parts)
- Resolve customer complaints for field operations
- Arrange and perform training for new and current employees
- Recruit employees and maintain employee relations
- Conduct audits
- Conduct quality meetings

Administration

- Oversee scheduling efforts for productivity maximization
- Review work completed in the field on a daily basis
- Review daily numbers to ensure accuracy and identify productivity issues
- Review receivables on a weekly basis and initiate collections
- Resolve customer complaints concerning administrative errors
- Works closely with Account Manager to meet revenue goals

Customer Relations

- Conduct customer quality meetings
- Account maximizations and increases
- Plans, develops and implements facility policies and goals.
- Coordinates department activities such as operations, planning, sales, and maintenance to effect operational efficiency and economy.
- Directs and coordinates promotion of services performed to develop new markets, increase share of market and obtain competitive position in industry.
- Analyzes department budget requests to identify areas in which reductions can be made, and allocates operating budget.
- Confers with administrative personnel and reviews activity, operating, and sales reports to determine changes in programs or operations required.
- Directs preparation of directives to facility administrator outlining program, or operations changes to be implemented.
- Promotes the company in industry, manufacturing or trade associations.
- Other duties may be assigned.

SUPERVISORY RESPONSIBILITIES

Directly supervises any number employees including Supervisors, Technicians, Lead Technician, Sales Representative, Office Administrator, Customer Service Manager, and Office Coordinator. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

QUALIFICATIONS

To successfully perform this job, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE

A minimum of 5 years management experience in the fleet/fleet maintenance environment; knowledge of DOT regulations and OSHA requirements. Good organizational and people skills.

LANGUAGE SKILLS

Must possess the ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or boards of directors.

MATHEMATICAL SKILLS

Must be able to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

REASONING ABILITY

Must possess the ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

CERTIFICATES, LICENSES, REGISTRATIONS

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to talk and hear. The employee frequently is required to stand; walk; sit; use hands to finger, handle, or feel; reach with hands and arms; climb or balance; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to moving mechanical parts; high, precarious places; fumes or airborne particles; outside weather conditions; and vibration. The noise level in the work environment is usually moderate.

VECTOR FLEET MANAGEMENT			
Procedure:		Service Manager(Ops) – Job Description	
Procedure No.:	20103	Revision:	A
		Date:	18 Feb 11
Report To:		General Manager	
		FLSA Status:	Exempt

SUMMARY

The Supervisor manages daily operations and administration of the facility. Responsibilities include maintaining customer relations and serves as a direct liaison to the General Manager on all issues.

ESSENTIAL DUTIES AND RESPONSIBILITIES

OPERATIONS

- Opens repair orders for incoming jobs and set labor time expectations for Technicians.
- Manages productivity of labor, job quality and field operations.
- Purchasing responsibilities; supplies, filters, parts, etc.
- Resolves customer complaints.
- Arranges and performs training for new employees and continuing training for existing employees.
- Assists in recruiting of technicians.
- Assists with onsite work audits.

ADMINISTRATION

- Responsible for scheduling of work and technician assignments.
- Reviews completed work on daily basis to insure all parts, labor is recorded and time standards are met.
- Assists with facility budgeting process.

SUPERVISORY RESPONSIBILITIES

Directly supervises Technicians and responsible for quality of work and Technician productivity. Also acts on behalf of the General Manager in his/her absence.

QUALIFICATIONS

To successfully perform this job, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE

Two year certificate from a college or technical school and two years management experience; or three to six years related experience and/or training.

LANGUAGE SKILLS

Must be able to read and interpret documents, operating and maintenance instructions and procedure manuals. Ability to communicate clearly with internal and external customers.

MATHEMATICAL SKILLS

Must possess the skills to calculate figures involving discounts, interest, proportions, commissions, percentages, area, circumference and volume. Ability to apply basic algebra and geometry.

REASONING ABILITY

Must be able to solve practical problems and deal with a variety of concrete variables in situations where only limited standardizations exists. Ability to interpret a variety of instructions furnished in written, oral, diagram or schedule form.

CERTIFICATES, LICENSES, REGISTRATIONS

Valid driver's license.

PHYSICAL DEMANDS

While performing this job, the employee is routinely required to reach with hands and arms, stoop, kneel, crouch and crawl. Occasionally required to climb and lift or move up to 50 lbs. Specific vision abilities include close vision, peripheral vision, depth perception and ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to moving mechanical parts and moderate noise.



VECTOR FLEET MANAGEMENT		
Procedure: Sr. FLEET TECH (CLASS A) JOB DESCRIPTION		
Procedure No.:	20104	Revision: A
		Date: Jan 2018

GENERAL

Job Title: Sr. FLEET TECH Class A
 Reports To: Service Manager / Supervisor
 FLSA Status: Nonexempt
 Revised Date: January 1, 2018

SUMMARY

Repairs and maintains customer vehicles and mechanical equipment such as engines, motors, pneumatic tools, conveyor systems, and other equipment by performing the following duties.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Perform PMI's on tractors, trailers, autos, off-road and other equipment.
 Perform all types of engine, brake, drive train, electrical, and A/C repairs.
 Test drive all types of vehicles.
 Train and assist other technicians in all of the above areas.

SUPERVISORY RESPONSIBILITIES

Directly supervises other technicians while on the job. Capable of carrying out supervisory responsibilities in accordance with the Company's policies and applicable laws. Responsibilities include training technicians; and addressing customer complaints and assistance in resolving problems.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

EDUCATION and/or EXPERIENCE

Two year certificate from college or technical school, with a minimum of three years related experience and/or training; or equivalent combination of education and experience, or eight years on the job experience and training that includes a minimum of five years repair experience.

LANGUAGE SKILLS

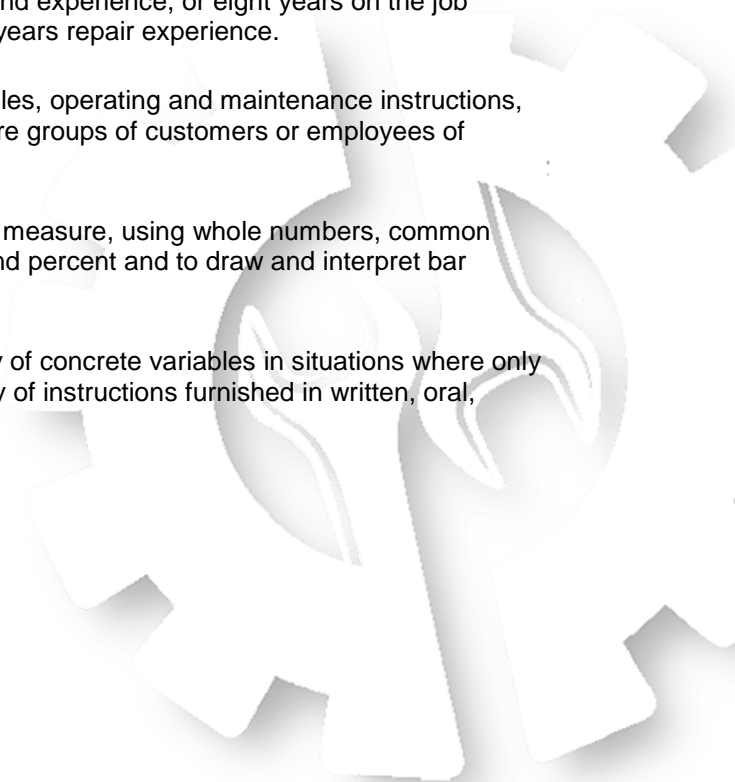
Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to speak effectively before groups of customers or employees of organization.

MATHEMATICAL SKILLS

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.



CERTIFICATES, LICENSES, REGISTRATIONS

CDL Class B and ASE Certification in 3 systems and/or EVT certification. If ASE or EVT certifications have not been obtained at the time of hire or promotion, they must be obtained within 12 months of hire date or date of promotion; failure to do so may result in reclassification.

PHYSICAL DEMANDS

The employee frequently is required to reach with hands and arms and stoop, kneel, crouch, or crawl. The employee is occasionally required to stand, walk, sit, climb or balance, talk or hear, and taste or smell. The employee must frequently lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

While performing the duties of this job, the employee is regularly exposed to inclement weather and loud noise.



VECTOR FLEET MANAGEMENT		
Procedure: Sr. FLEET EVT TECH (CLASS A) JOB DESCRIPTION		
Procedure No.:	20104	Revision: A
		Date: Jan 2018

GENERAL

Job Title: Sr. EVT FLEET TECH Class A
 Reports To: Service Manager / Supervisor
 FLSA Status: Nonexempt
 Revised Date: January 1, 2018

SUMMARY

Repairs and maintains customer vehicles and mechanical equipment such as engines, motors, pneumatic tools, pumps, and other systems associated with **Emergency Vehicle Repair**.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Perform PMI's on various EMERGENCY VEHICLES (Fire, EMT, and Police).
 Perform all types of engine, brake, drive train, electrical, and A/C repairs.
 Test drive all types of vehicles.
 Train and assist other technicians in all of the above areas.

SUPERVISORY RESPONSIBILITIES

Directly supervises other technicians while on the job. Capable of carrying out supervisory responsibilities in accordance with the Company's policies and applicable laws. Responsibilities include training technicians; and addressing customer complaints and assistance in resolving problems.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

EDUCATION and/or EXPERIENCE

Two year certificate from college or technical school, with a minimum of three years related experience and/or training; or equivalent combination of education and experience, or eight years on the job experience and training that includes a minimum of five years repair experience.

LANGUAGE SKILLS

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to speak effectively before groups of customers or employees of organization.

MATHEMATICAL SKILLS

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

CERTIFICATES, LICENSES, REGISTRATIONS

CDL Class B and ASE Certification in 3 systems and/or EVT certification. If ASE or EVT certifications have not been obtained at the time of hire or promotion, they must be obtained within 12 months of hire date or date of promotion; failure to do so may result in reclassification.

PHYSICAL DEMANDS

The employee frequently is required to reach with hands and arms and stoop, kneel, crouch, or crawl. The employee is occasionally required to stand, walk, sit, climb or balance, talk or hear, and taste or smell. The employee must frequently lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

While performing the duties of this job, the employee is regularly exposed to inclement weather and loud noise.

VECTOR FLEET MANAGEMENT		
Procedure: FLEET TECH (CLASS B) JOB DESCRIPTION		
Procedure No.: 20105	Revision: A	Date: Jan 2018

GENERAL

Job Title: FLEET TECH (Class B)
 Reports To: Service Manager / Supervisor
 FLSA Status: Nonexempt
 Revised Date: January 1, 2018

SUMMARY

Repairs and maintains customer vehicles and mechanical equipment such as engines, motors, pneumatic tools, conveyor systems, and other equipment by performing the following duties.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Perform PMI's on tractors, trailers, autos, off-road and other equipment.
 Perform all types of engine, brake, drive train, electrical, and A/C repairs.
 Test drive vehicles under 26,000 GVW.
 Assist other technicians when needed.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill and/or ability required.

EDUCATION and/or EXPERIENCE

One year certificate from college or technical school, with a minimum of two years related experience and/or training; or equivalent combination of education and experience, **or five years on the job experience and training that includes a minimum of three years repair experience.**

LANGUAGE SKILLS

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to speak effectively before groups of customers or employees of organization.

MATHEMATICAL SKILLS

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

CERTIFICATES, LICENSES, REGISTRATIONS

Valid driver's license.
 ASE Certification in 2 systems and/or EVT Certification at the time of hire or promotion or **must** obtain certification(s) within 12 months of hire date or promotion. Failure to do so may result in reclassification.

PHYSICAL DEMANDS

The employee frequently is required to reach with hands and arms, stoop, kneel, crouch or crawl. Occasionally required to stand, walk, sit, climb or balance, talk or hear, and taste or smell. Must be able to frequently lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

The employee is regularly exposed to inclement weather and loud noise.



VECTOR FLEET MANAGEMENT		
Procedure: Facility Office Administrator – Job Description		
Procedure No.: 20100	Revision: A	Date: Jan 2018

Report To: Project Manager	FLSA Status: Non-Exempt
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SUMMARY

The Office Administrator maintains an efficiently functioning office by answering telephones, entering service orders, maintaining the filing system, and handling correspondence. The Administrator also maintains the Accounts Receivable System by invoicing customers in a timely manner and working in collections.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Performs daily electronic customer order entry and transmits these to the Corporate Accounting Department.
- Performs monthly reconciliation of customer accounts.
- Contacts past due accounts for resolution.
- Performs routine secretarial/clerical duties in support of management and staff including: answering telephone, preparation of correspondence and various reports, mail distribution.
- Assists with weekly payroll submission to Corporate.
- Performs other duties as required by the General Manager, Account Manager and/or Operations Manager.

QUALIFICATIONS

To successfully perform this job, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE

High School Graduate or GED; basic computer skills in a Windows environment.

LANGUAGE SKILLS

Must possess the oral and written skills necessary to communicate clearly too internal and external customers.

MATHEMATICAL SKILLS

Must possess math skills with the ability to add, subtract, multiply, divide; recognize and correct errors.

REASONING ABILITY

Must possess the ability to discern priorities.

CERTIFICATES, LICENSES, REGISTRATIONS

None required.

PHYSICAL DEMANDS

Must be able to perform work at computer for long periods of time; freely move about the workplace.

WORK ENVIRONMENT

Office with quiet to moderate noise level.

Appendix 4-2: Examples of VFM Technician Experience & ASE/EVT Certifications



CERTIFICATIONS

Examples of ASE/EVT and other Certifications



Examples of ASE/EVT and other Certifications (cont'd):



Monthly Technician Audit

Monthly PM Technician AUDIT				
TECHNICIAN NAME	Craig	COMMENT:	Craig did a good job on the PM. Forgot to date filters	
FACILITY	Charlotte			
AUDIT TYPE (LOF or COMP)	comp			
SRO#	123456	Tech Sign		
CUSTOMER NAME	ABC Supply	Auditor Sign		
AUDITOR NAME	Bill Worrell			
Bold items count double. Highlighted items are done on Comprehensive PM only.				
TASKS	WEIGHT	SCORE	EXPLANATION	PASS/FAIL
CHECK ALL LIGHTS	1	1	INSURE THAT ALL LIGHTS ARE OPERATIONAL	p
CHECK THAT STEERING WHEEL AND INTERIOR IS FREE FROM GREASE AND OIL	1	1	NO HANDPRINTS, GREASE OR OIL SPOTS SHOULD BE ON STEERING WHEEL OR INTERIOR	p
CHECK THAT HOOD AND DOORS HAVE NO HAND PRINTS	2	2	NO HANDPRINTS, GREASE OR OIL SPOTS SHOULD BE ON OUTSIDE OF UNIT	p
INSPECT BATTERY BOXES, COVERS, MOUNTINGS, CHECK CABLE ENDS THAT THEY ARE CLEAN	1	1	INSURE THAT BATTERY BOX COVER IS ON, CABLES AND POSTS HAVE BEEN CLEANED	p
CHECK AND RECORD AT LEAST 50% OF TIRES FOR AIR PRESSURE	1	1	ALL TIRE PRESSURES CHECKED SHOULD BE WITHIN 5 PSI OF CUSTOMER SPEC OR SIDEWALL RECOMMENDATION	p
CUSTOMER'S SPECS OR SIDEWALL RECOMMENDATION _____ PSI				
ACTUAL SPECS FOUND				
RF _____ PSI RFO _____ PSI RRO _____ PSI				
RFI _____ PSI RRI _____ PSI				
LF _____ PSI LFI _____ PSI LRI _____ PSI				
LFO _____ PSI LRO _____ PSI				
CHECK FRONT HUB OIL LEVEL	1	1	OIL LEVEL SHOULD BE AT FULL LINE	p
CHECK FOR NEW OIL FILTERS, NO LEAKS, FILTERS DATED	2	0	NEW FILTERS SHOULD BE IN PLACE AND DATED WITH A SHARPIE MARKER	f
CHECK FOR NEW FUEL FILTER, NO LEAKS, FILTER DATED	2	2	SAME AS ABOVE	p
CHECK OIL LEVEL, CHECK OIL FILL CAP SECURED	2	2	OIL LEVEL MUST BE AT FULL LEVEL ON DIPSTICK, OIL FILL CAP IN PLACE AND SECURE	p
CHECK BRAKE LININGS	2	2	CHECK BRAKE LININGS, THEY MUST BE ACCURATELY MEASURED AND NOTATED ON PM SHEET	p
INSURE THAT ALL GREASE FITTINGS WERE GREASED	2	2	GREASE FITTINGS & RELATED COMPONENTS MUST SHOW EVIDENCE OF GREASE, FITTINGS THAT WOULD NOT TAKE GREASE MUST	p
CHECK OIL PAN DRAIN PLUG TO ENSURE THAT IT IS TIGHT	2	2	OIL PAN DRAIN PLUG MUST BE SECURE	p
CHECK UNDERNEATH VEHICLE FOR UNUSUAL LEAKS OF ANY KIND	1	1	NO LEAKS RELATED TO THE PM SERVICE SHOULD BE EVIDENT, OTHER LEAKS (REAR MAIN, ETC) SHOULD BE NOTATED ON PM SHEET	p
CHECK THAT TRANSMISSION FLUID IS AT CORRECT LEVEL	1	1	FLUID LEVEL SHOULD BE CORRECT AND THERE SHOULD BE EVIDENCE OF TECH CHECKING THE COMPONENT	p
CHECK THAT REAR-END FLUID IS AT CORRECT LEVEL	1	1	FLUID LEVEL SHOULD BE CORRECT AND THERE SHOULD BE EVIDENCE OF TECH CHECKING THE COMPONENT	p
CHECK CLEANLINESS OF WORK AREA	2	2	NO EVIDENCE OF OUR SERVICE SHOULD BE LEFT AT SITE; TRASH, GREASE OR OIL	p
PAPER WORK TIMES VS ROADS/GPS ACCURACY & EFFICIENCY/PRODUCTIVITY LEVEL	1	1	GPS TIMES AT SITE SHOULD MATCH TIME ON SITE THAT SRO STATES. STANDARD PM TIMES SHOULD MATCH UP WITH SRO TIME	p
CHECK FOR DOT DUE WAS IT NOTATED ON PM SHEET, PM STICKER IN PLACE	1	1	D.O.T. DUE DATE SHOULD BE REFLECTED ON PM SHEET IF IT WAS NOT DONE, PM STICKER REFLECTING OUR SERVICE MUST BE IN	p
CHECK ALL PAPER WORK, COMPLETE	1	1	SRO WORKSHEET MUST BE COMPLETE WITH CORRECT CODES AND TIME IN, TIME OUT, PM SHEET MUST BE COMPLETED WITH COM	p
LOF PM AUDIT	N/A	N/A		
COMPREHENSIVE OR MED/DUTY PM	27	25	93%	

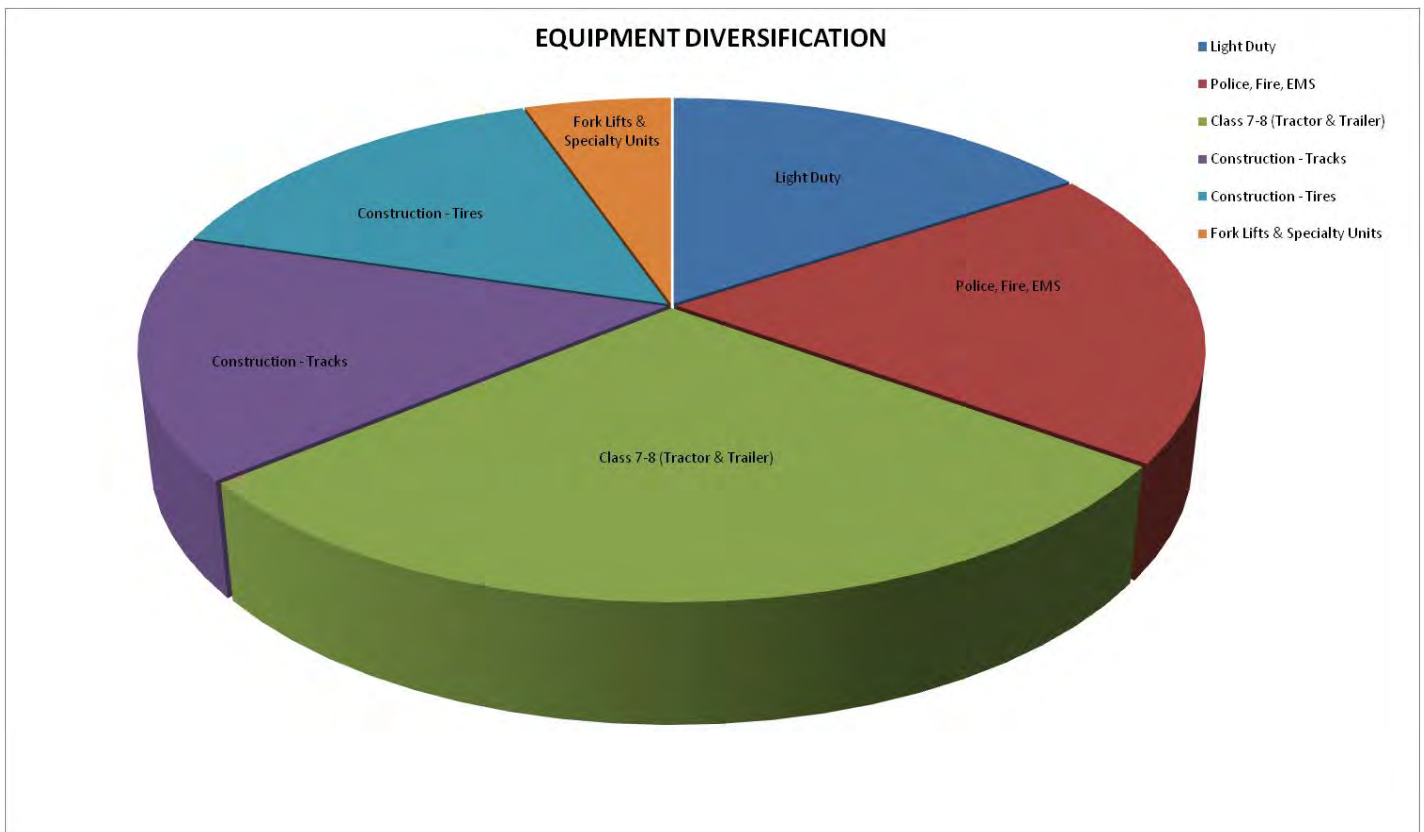
Section 5 – Qualifications and Experience

VFM'S Related Experience

Unlike other government fleet maintenance providers, VFM owns and operates fleet assets just like the City of Coconut Creek. We have gained extensive knowledge about the lifecycles of fleet assets based on a wealth of vehicle historical maintenance data. By utilizing best practices in conjunction with our in-depth understanding of fleet assets, we are able to track performance to maximize our customer's vehicles and equipment investment. This translates into improved asset utilization and reduced operating costs for our customers.

Diverse Fleet Maintenance Experience

When it comes to delivering fleet maintenance to diverse fleets, VFM is a proven leader. The diverse fleets that we maintain are comprised of the following types of vehicles and equipment:



Fleet Maintenance Experience – cont'd

The chart below provides an accurate summary of the fleet experience which VFM possesses and can bring to bear in support of the City fleet:

Vector Fleet Management, LLC														
	Big Spring, TX	Newberry County, SC	Midland County, TX	Ector County, TX	Paint City, FL	Broward Fire Dept, FL	Phosphate Mine, FL	Aggregate Mine, VA	OEM Services AZ, TN, IA	Phosphate Mine, NC	Limestone Quarry, FL	FoodService Mine, FL	Broward Sheriff, FL	
Vehicle Maintenance & Repair Experience														
Boat/Tug Maintenance														
Bulldozer Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Bus Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Crane Maintenance														
Dump Truck Repair	●	●	●	●	●	●	●	●	●	●	●	●	●	●
EMS Unit Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Fire Truck Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Truck Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Law Enforcement Vehicle Maint.	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Medium Truck/Van Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Rear Load Packer Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Roll Off Truck Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Sedan Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Side Load Packer Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Small Vehicle/Cart Repair	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Solid Waste Removal Equipment	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Sweeper Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Tandem-Brush Truck Maint.		●	●	●	●	●	●	●	●	●	●	●	●	●
Ready Mix														
Farm Tractor Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Refrigerated Trailer/Trailer Repair														
Fleet Maintenance & Management Experience														
Accident Repairs	●	●	●	●	●	●	●	●	●	●	●	●	●	●
DOT/State Inspections	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Emergency Repairs	●	●	●	●	●	●	●	●	●	●	●	●	●	●
FMIS Cost Analysis System	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Alternative Fuels														
Inventory and Parts Control	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Outside Repairs Management	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Preventive Maintenance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Program Management	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Quality Control Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Safety Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Upholstery and Glass Repair	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Vehicle Preparation/Disposal	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Vehicle Quality Inspections	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Warranty Repairs & Tracking	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Seasonal Equipment Experience

The transition to a different season always brings the unexpected, such as hurricanes, damaging storms, floods, tornados, etc. VFM realizes these situations can occur at any time therefore we will be prepared to ensure that the City has the seasonal equipment available to meet its demands. For more than 15 years, we have been preparing specialized equipment, such as snow fighting, leaf collection, grounds keeping, and beach combing units, so our customers are ready for their seasonal demands. We are accustomed to supporting our customers who often must perform seasonal services for their constituents in highly visible and highly demanding circumstances. We perform fleet management and maintenance services for 2,450+ units of seasonal equipment.

Alternative Fuel Vehicle Experience

VFM has worked with our customers to adapt maintenance requirements for vehicles powered by alternative fuels and to assist them with the introduction of hybrid vehicles into their fleets. Among the hybrid fleets we manage and maintain are – half electric/half diesel fueled vehicles and vehicles fueled by ethanol and biodiesel products.



Emergency Support Experience

VFM will mobilize the maintenance facility and provide repair and maintenance services for the duration of emergency situations. We will provide appropriate staffing levels to ensure continuous vehicle operational levels as determined by the City 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 emergency situations that occur outside of normal hours of operation are not included in

our Target Costs. Approved costs incurred will be billed to the City at our proposed Hourly Rate.

VFM will work with the City to develop a specific Emergency plan that will go into effect in the event of an emergency situation. 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 grave 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 City unprotected in an emergency. We have built our business on being good citizens in the communities that we serve and reliable partners to the customers we serve.

Example:

Broward County Fire & Rescue (BFR) is our largest government contract related to maintenance of fire apparatus. Immediately, VFM re-established confidence with BFR personnel to deliver high quality, technically proficient services for the fire and rescue fleet.

We have staffed all positions with experienced and certified EVT and ASE technicians, which has led to advanced levels of productivity and removed a backlog of work which remained from the previous provider.

VFM takes enormous pride in maintaining the readiness of the BFR fleet and illustrated this commitment recently as we staffed technicians on a 24/7 basis during Hurricane Irma. Our certified technicians responded to maintenance needs during the storm on a mobile basis through the use of a VFM supplied mobile service unit.



Affiliations

VFM maintains and participates with membership in the following:

- American public Works Association
- Association of Equipment Management Professionals
- ASE (Institute for Automotive Service Excellence)
- National Safety Council



Asset Management Experience

Unlike other municipal fleet maintenance providers, VFM owns and operates fleet assets just like the City. We own more than 115 pieces of fleet assets. We have gained extensive knowledge about the lifecycles of fleet assets based on a wealth of vehicle historical maintenance data. By utilizing best practices in conjunction with our in-depth understanding of fleet assets, we are able to track performance to maximize our customer's vehicles and equipment investment. This translates into better asset utilization and reduced operating costs for our customers.

References

We realize that the strongest testimony about the services we deliver can only come from our customers. Therefore, we have provided the City with an extract from our list of our clients, so that you may talk directly to those that we serve every day.

We believe our experience places us in a unique position:

- VFM has large, diverse fleet maintenance experience
- VFM has managed multiple fleet maintenance locations governed by a single contract
- VFM has a proven cost savings track record
- VFM has extensive competencies in working with Target Cost contracts
- VFM has understanding of the need for transparency and communication
- VFM is a wholly owned and operated American company

This Information contained on the following pages is Strictly Confidential and Provided Solely for the Use of the City of Coconut Creek to Evaluate VFM's Proposal.

Similar Companies

#1: City of Plant City, FL

Contracting Organization	Plant City, Florida
Contact Name	Mark Emery
Contact Address	2414 Police Center Dr., Plant City, FL 33563
Contact Phone	813-707-2284
Contact E-Mail	memery@plantcitygov.com
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	850 units + Vehicles for Police, Fire & Rescue, Roads & Bridges, Parks & Rec, Solid Waste Services and Other General Services
Period of Performance	Since 2014
Annual Contract Cost	\$1.3Million

Background

- VFM competed for the Target Cost Bid and was selected over incumbent provider, First Vehicle Services.
- VFM has quickly developed and initiated a program to upgrade the fleet to meet and exceed industry standards

Scope of Services

- Provide all fleet maintenance services, towing and road side 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.

Similar Companies cont'd
#2: Sheriff of Broward County, FL

Contracting Organization	Sheriff of Broward County, Florida
Contact Name	Scott Barnett – Fleet Manager
Contact Address	2001 N.W. 31 st Avenue, Lauderdale Lakes, FL
Contact Phone	954-497-1440
Contact E-Mail	Scott_Barnett@sheriff.org
Type & Composition of Fleet & Number of Vehicles/Pieces of Equipment	3,300+ units Vehicles for Sheriff, DLE and Fire Rescue
Period of Performance	Since 2016
Annual Contract Cost	\$5 Million

Background

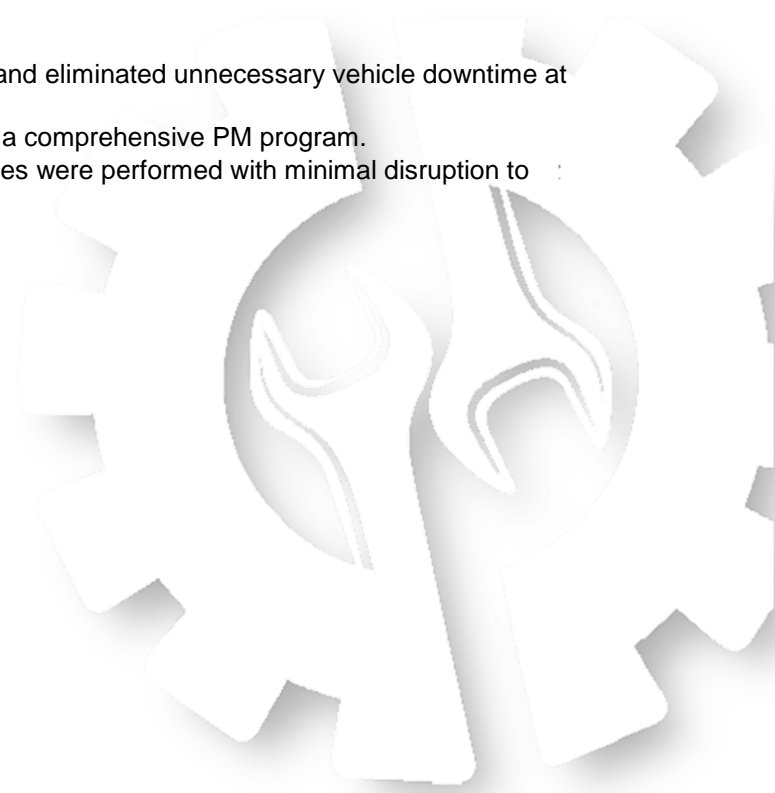
- VFM competed for the Hourly Rate Bid and was selected over the incumbent provider.
- VFM has quickly developed and initiated a program to upgrade the maintenance of the fleet to meet and exceed industry standards.

Scope of Services

- Provide all fleet maintenance services, towing and road side assistance. 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.



Similar Companies cont'd
Reference #3: Newberry County, SC

Contracting Organization	Newberry County, South Carolina
Contact #1 Name	Tommy Long – Director Fire & Rescue
Contact Address	1309 College St., Newberry SC 29108
Contact Phone	803-321-2135
Contact E-Mail	tlong@newberrycounty.net
Contact #2 Name	Major Danny Gilliam – County Sheriff – Fleet Director
Contact Address	1309 College St., Newberry SC 29108
Contact Phone	803-321-2211
Contact E-Mail	dgilliam@newberrycounty.net
Contact #3 Name	Mike Pisano – Director Public Works
Contact Address	1309 College St., Newberry SC 29108
Contact Phone	803-321-2180
Contact E-Mail	mpisano@newberrycounty.net
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	300+ Units Sheriff, EMT, Fire & Rescue, Class 5-8 trucks and trailers. Construction, Grounds keeping equipment, Generators and Small equipment
Period of Performance	Since 2009 (re-bid and awarded in 2015)
Annual Contract Cost	\$600k

Background

- VFM competed for a Target Cost Bid and was selected above First Vehicle Services (who had been the incumbent provider for 13+ years).
- VFM has developed a keen awareness of the needs of Newberry County and developed solutions which have reduced costs and improved vehicle availability.

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 limited costs in an environment of ever expanding life cycles and raw materials escalations (ex: parts, tires)
- Mobile servicing of Fire & Rescue units reduced maintenance costs, improved vehicle availability and dramatically lessened the burden on all volunteer fire department.
- VFM was been awarded multiple extensions for this contract based on our successful past performance.

Similar Companies cont'd
Reference #4: Ector County, TX

Contracting Organization	Ector County, Texas
Contact Name	Kenneth Lind – Purchasing Manager
Contact Address	10110 E. 8 th Street, Odessa TX 79761
Contact Phone	432-498-4020
Contact E-Mail	lindkd@co.ector.tx.us
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	300+ Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services
Period of Performance	Since 2013
Annual Contract Cost	\$900k+

Background

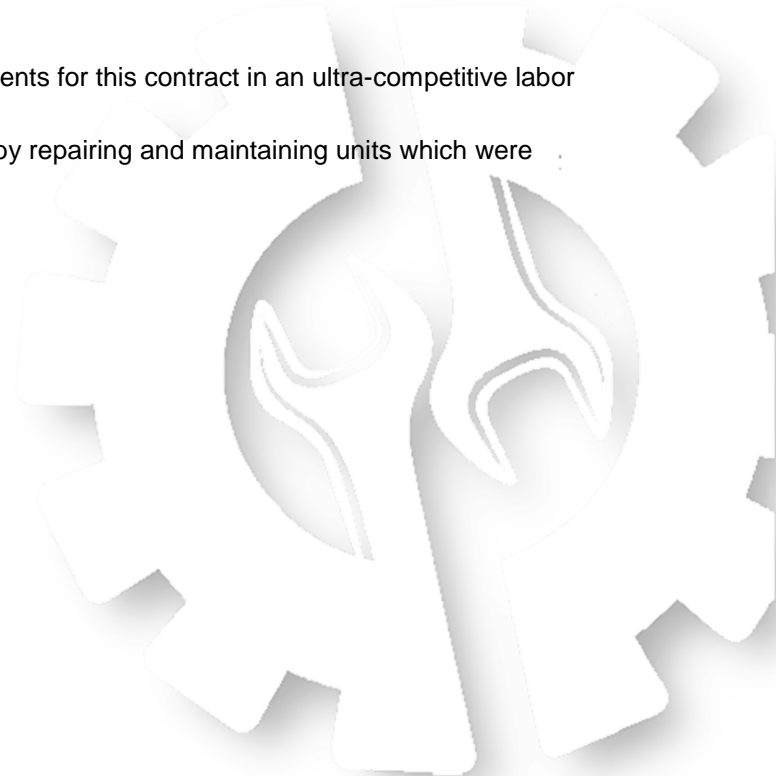
- VFM competed for a Target Cost Bid and was selected above First Vehicle Services and Ameritt Fleet.
- ***VFM successfully managed the transition from in-house to a public/private partnership.***

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 dead-lined for extended periods of time.



Similar Companies cont'd
Reference #5: Midland County, Texas

Contracting Organization	Midland County, Texas
Contact Name	Kristy Engeldahl – Purchasing Manager
Contact Address	500 N. Loraine St., Suite 1103, Midland, TX 79701
Contact Phone	432-688-4872
Contact E-Mail	Pur103@co.midland.tx.us
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	250+ Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services
Period of Performance	Since 2013
Annual Contract Cost	\$570k+

Background

- VFM signed a Target Cost contract for fleet maintenance services.
- VFM successfully managed the transition from an incumbent provider, ensuring continuity of service.

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 dead-lined for extended periods of time.



Similar Companies cont'd
Reference #6: City of Big Spring, TX

Contracting Organization	City of Big Spring, Texas
Contact Name	John Medina
Contact Address	310 Nolan Street, Big Spring, TX 79720
Contact Phone	432-264-2345
Contact E-Mail	jmedina@mybigspring.com
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	254 Units, comprised of law enforcement, fire & rescue, public works, solid waste, land fill and general administrative sedans and light truck vehicles.
Period of Performance	Since 2013
Annual Contract Cost	\$800k+

Background

- VFM competed for the Target Cost Bid and was selected over First Vehicle Services and incumbent G4S Integrated Fleet Services (Centerra).
- 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 road side 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 high fleet maintenance standards or reliability and the safety and unit availability.

Accomplishments

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



Similar Companies cont'd
Reference #7: Mosaic Mines

Contracting Organization	Mosaic Mines, Mulberry Florida
Contact Name	Shane Sollmann – Superintendent Mobile Fleet
Contact Address	5000 Old Hwy 37 South, Mulberry FL 33860
Contact Phone	803-781-4693
Contact E-Mail	Shane.sollmann@mosaicco.com
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	1,700+ Units 600+: Small Equipment 561: Pick-up/Van/SUV 156: Class 8 Trucks/Trailers 117: Heavy Equipment (Dozers, Loaders, Excavators, Haul Trucks) 204: Crane/Lifts/Bucket Trucks
Period of Performance	Since 2005
Annual Contract Cost	\$7M+

Background

- The Mosaic/VFM partnership began in 1998 with technician staffing services for one of Mosaic’s smaller locations.
- The partnership grew to encompass all Fleet Maintenance Staffing and Fueling Services for Mosaic’s entire central Florida phosphate mines, covering a service area of 360,000 acres.

Scope of Services

- VFM provides comprehensive fleet maintenance services, performance measurement and reporting, parts management and overall operations support. VFM also works with Mosaic as a partner in the development of strategic operational and management level improvements for the organization.
- VFM performs all maintenance and repair for 1,700+ units and has implemented an operations plan which provides for 24/7 response to emergency service requests.
- VFM works closely with several fleet stakeholders, namely mine and chemical plant Directors of Operations to ensure production targets are met or exceeded aided by elevated levels of Fleet Availability.
- VFM also provides Fueling & Greasing services for Mosaic’s entire fleet (heavy equipment, diesel jacks, generators, etc.) on a 24/7/365 day/year basis.
- VFM Directs and coordinates maintenance services via 6 repair facilities and on a mobile basis through the use of 26 Mobile Service Units, utilizing 70+ technicians and staff.

Accomplishments

- VFM has proven to be the most cost effective maintenance solution for Mosaic Mines, compared to in-house and equipment dealer based service options.
- Maintenance Reengineering via VFM has driven in excess of \$500k annually from the maintenance budget
- VFM maintains ASE Blue Seal status at the VFM/Mosaic facilities
- VFM is routinely recognized by OEM firms such as Komatsu and Mosaic for our innovative solutions to real-world performance issues in this harsh mining environment. This includes Vector's participation in Komatsu Joi-Ful meetings with factory engineers.
- Through extended service intervals, safeguarded by an aggressive fluids sampling program and combination of redundant inspections in accordance with OEM recommendations, over unit maintenance costs were reduced without jeopardizing personnel safety or impacting unit reliability.
- Coordinated and perform on-site warranty work, as we have GM dealer status and can submit claims directly.
- During numerous Hurricane events in central Florida, VFM maintained fleet readiness and provided support on a 24/7 basis for weeks at a time.
- VFM was awarded an extension for this contract based on our successful past performance.
- VFM achieved and maintains an 'A' rating with IS Network, a stringent and nationally recognized safety ratings firm, required for all large scale mining service providers.

Terminated Contract in the Past Five (5) Years

Vector Fleet has no contract terminations over the past Five (5) years.



Section 6 – Target Cost Proposal

6.1 Pricing Overview

Vector Fleet understands that the City of Coconut Creek is seeking an experienced contractor to provide fleet management and maintenance services for its fleet of approximately 557 vehicles and pieces of equipment under a fixed Target Cost. We propose to establish a partnership with the City to accomplish the following goals:

- Reduce overall fleet maintenance cost
- Improve vehicle and equipment availability
- Increase overall fleet operating efficiency with an effort to reduce capital expenditures for fleet assets
- Improve services offered to the City departments using fleet vehicles and equipment by bringing best practices to the total fleet function

Vector Fleet's overall strategy is to facilitate the City's ability to carry on its commitment to its constituents by providing vital public services to the community.

We are proposing a fleet management and maintenance approach that will ensure an effective and economical operation and address the City's performance requirements. We have also considered the City's operating environment and plan to engage a professional on-site management team to ensure timely response to your fleet requirements and to align our service delivery to your changing needs.

Our Cost Proposal has been prepared after a thorough analysis of the current City fleet operations and is based on the information provided in the RFP and its addenda, as well as our experience with similar fleets. ***We are confident that our proposal demonstrates that Vector Fleet is the best value fleet contractor for the City.***

6.1.1 Contract Term

The term of the Contract shall be for an originating term of Five (5) years with Five (5), One (1) Year extensions, commencing on November 1, 2018 and ending June 30, 2023, provided that funds for subject contract are available and an operating budget is approved by Georgetown City and that the Contractor has established a satisfactory record of performance.

6.1.2 Acceptance Period

Our price proposal will be held firm for 180 days from the solicitation closing date to allow adequate time for evaluation, clarification and negotiations.

6.1.3 Transition and Service Delivery

Vector Fleet proposes to begin full operations under the contract within four (4) weeks of notification (see our Transition Plan in Section II of our proposal) by the City to proceed or Contract execution. We propose to accomplish the service transition at no additional cost to the City.

6.2 Target Cost Proposal

Our Cost proposal has been submitted via the eBid system.

Elements of our cost proposal are defined below:

Personnel Costs

- **Parts/Supplies/Outside Services Costs** (to include sales taxes for parts and supplies)
- **Overhead Costs** - 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
 - Insurance
 - Bonding
 - Postage and office supplies
 - Employee drug testing and background checks
 - Employee recruitment
 - Janitorial Services
- **Administrative Costs and Management Fee** - This cost reflects our corporate overhead expenses for general services such as payroll, accounts payable and receivable, human resources, employee benefits administration, IT support and other corporate services that serve to support this project and our on-site staff. The Management Fee is our fee for managing this project. We have included in our Target Cost all of the Target Services identified in the RFP.

5.2.1 Labor Costs

Payroll

- Wages
- Salaries for technicians, administrative and supervisory personnel directly assigned to this project, including overtime.
- Training incentives for technicians

Payroll Taxes

- FICA
- State payroll and unemployment taxes
- Federal unemployment taxes

Benefits

- Employee medical and dental plans
- Life insurance
- Worker's compensation insurance
- Vacation
- Paid holidays
- Sick leave
- 401k match

6.2.2 Parts/Supplies/Outside Services

Included in this cost center are projected costs for all repair parts and materials (including sales taxes), bulk fluids (excluding fuel), lubricants, tires, batteries, freight charges on parts, unserviceable cores, and warranty credits as well as the cost for outside services used to maintain the fleet. 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.

6.2.3 Cost Incentives

Shared Savings Plan – Annual Reconciliation

In addition to Vector Fleet's cost and fee, we will receive fifty percent (50%) of any aggregate annual savings on the Cost Target for each contract year. Aggregate annual savings are defined as the difference between the twelve-month Cost Target billed, and the Cost Target as stated on the cost Proposal Form at the end of this section of our proposal, or any amendments hereto, when the aggregate amount is less. Aggregate costs that exceed the amount of the Cost Target Cost shall be shared equally (50/50) up to 110% of the annual Cost target billed, amounts above 110% of the Cost Target will be borne totally by Vector Fleet.

6.2.4 Adjustments to the Fixed Price

a. Changes in the Size or Composition of the Fleet

The Fixed Price shall be adjusted to correspond to increases or decreases in the fleet size for each vehicle or equipment classification if such changes are at least five (5%) percent. These adjustments shall be made annually and based upon the beginning fleet size and classification or the last amended fleet adjustment.

b. Annual Adjustments

The Fixed Price, including the Contractor's fee, shall be adjusted for the option years of the Contract prior to the end of the previous contract term. During the Annual Meeting between the City and the Contractor, the Contractor's performance will be reviewed. The meeting shall also include a review of the Contractor's cost of doing business.

Costs for all services purchased under this contract shall remain firm for the initial contract period. Costs for subsequent years and any extension term years shall be subject to an adjustment only if increases occur in the industry. However, unless very unusual and significant changes have occurred in the industry, such increases shall not exceed five percent (5%) per year or, whichever is less, the latest yearly percentage increase in the All Urban Consumers Price Index (CPI-U) (All Items), for the Miami-Ft. Lauderdale, FL area, as published by the Bureau of Labor Statistics, U.S. Department of Labor. The yearly increase or decrease in the CPI shall be the latest index published and available ninety (90) days prior to the end of the contract year then in effect compared to the index for the same month one (1) year prior. Any requested price increase shall be fully documented and submitted to the City at least ninety (90) days prior to the contract anniversary date. Any approved cost adjustments shall become effective upon the anniversary date of the contract. In the event the CPI or industry costs decline, the City shall have the right to receive from the Contractor a reasonable reduction in costs that reflect such cost changes in the industry.

Changes to the Contract shall be documented in a Contract Amendment.

Section 7 – Non-Target Cost Proposal

7.1 Pricing Overview

Non-Target Costs

Non-target parts & labor are reimbursable items. These are items that will be reimbursed monthly by the City to the Contractor at the Contractor's actual incurred cost, plus the Contractors' proposed markup. Reimbursable items include the following cost items:

a. Directed Work

Parts, labor and material cost incurred by the Contractor for non-contract related items as directed and approved by an authorized representative of the City.

b. Abuse/Vandalism Repairs/Acts of God

Parts, labor and material cost incurred by the Contractor for repairs related to accidents, user abuse, vandalism, Acts of God and approved by an authorized representative of the City.

c. Vehicles/Units outside of Life Cycle Guidelines and Other Exclusions

Parts, labor and material cost incurred by the Contractor for repairs related to vehicles/units which are outside of the stated Lifecycle Guidelines and approved by an authorized representative of the City.

The amount associated with the above exclusions will not be included in the computation of the cost of the shared savings incentive, and will not be included in the Target Price, and will be directly reimbursable by the City to the Contractor.

Note: Contractor will not invoice City for any Additional Reimbursable Item (Non-Target) below \$50 in value. These charges will be considered as part of the Target Cost.

Section 8 – Transition Cost Proposal

8.1 Pricing Overview

Transition and Service Delivery

Vector Fleet proposes to begin full operations under the contract within four (4) weeks of notification (see our Transition Plan in Section 3 of our proposal) by the City to proceed or Contract execution.

We propose to accomplish the service transition at no additional cost to the City.



Section 9 – Resources and Availability

Please see Section 4 Organization and Staffing for staffing configuration.

Subcontractor Management Plan

VECTOR FLEET MANAGEMENT			
Procedure:	Subcontractor Management Plan		
Procedure No.:	50013	Revision:	A
		Date:	18 Feb 11

GENERAL

The Subcontractor Management Plan (SMP) describes the process by which VFM selects qualified subcontractors and efficiently manages them. The SMP combines the concerns of requirements of management, project planning, and project oversight for basic management control, along with necessary coordination of quality assurance (QA) and configuration, safety, and applies this control to the subcontractor as appropriate.

POLICY

The obligation of all subcontractors is to comply with VFM's Safety, Health, Environmental Program, applicable statutory safety, health and environmental laws, regulations and rules. Subcontractors have the sole and complete responsibility to provide a safe and healthy working environment for their employees and other persons on the project site who may be exposed to their work.

Management will request and review subcontractor's safety performance such as recordable and lost workday incidence rates, experience modification rate, past history of OSHA/MSHA citations, and safety program.

Minimum Requirement for subcontractors will be:

- a. Provide a written Safety, Health, and Environmental (SH&E) Program which includes procedures covering work to be performed for review and approval by Management.
- b. Provide a written Hazard Communication Program for review and approval by the Safety Department.
- c. Provide Pre-hire procedures to Manager for review and approval. These procedures must include the orientation process and the following must be addressed during the process:
 - Personal protective equipment requirements
 - Fire prevention
 - Emergency procedures
 - Hazard communications
 - Substance abuse prevention
 - Security requirements
 - Housekeeping procedures
 - Equipment safety
 - Specific project requirements

- d. Conduct and document Weekly Safety Meetings. If subcontractor does not have their own, they shall attend Vector Fleet Management Safety Meeting.
- e. Attend all morning meetings at the job sites (pre-job meeting) and tailgate safety meetings.
- f. Promptly report incidents/accidents and or injuries to the Safety Manager. Complete all paperwork associated with such action promptly. A copy of each insurance company first report of injury (E-1) shall be provided to the Safety Manager.
- g. A monthly summary of occupational injuries and illnesses including man-hours shall also be submitted to the Vector Safety Manager.
- h. The subcontractor is responsible for investigating injuries/ incidents, and filing a written report to the Safety Manager, identifying the cause(s) and what corrective actions have been taken to reduce the risk of a reoccurrence.
- i. Subcontractor management must inform their supervisory personnel of the SH&E Program and their responsibility for providing a safe and healthful place to work for their employees.
- j. Report all OSHA/MSHA/EPA or other State and Local inspections and provide a copy of any inspection reports and citations to the Vector Safety Manager.
- k. Periodically, VFM Safety Manager will do safety inspections of the subcontractor. The subcontractor is encouraged to do the walk around with the Safety Manager.
- l. Maintain all equipment and tools in a safe condition.
- m. Cooperate with Management, client, and other contractors/subcontractors in maintaining a safe and healthful workplace.

VFM will monitor the SH&E performance of the subcontractors. VFM Site Managers will notify the subcontractor of noncompliance regarding any established SH&E rules or procedures. A "Safety Violation Notice" Form will be filled out and used as formal documentation and enforcing the Projects SH&E Program. A Post-job safety performance review will be conducted by the Safety Manager of the subcontractor.

If VFM Site Managers notifies any subcontractor of noncompliance regarding the provisions of the Project's SH&E Program or other client or statutory requirements the subcontractor shall take prompt action and make all reasonable efforts to correct the unsafe or hazardous condition(s) or act(s). Satisfactory compliance shall be made within a reasonable, specified time. If a subcontractor refuses to correct unsafe or hazardous conditions or acts, the VFM Site Manager will notify Vector Fleet Management Corporate. VFM Site Manager has the right to stop the action if he/she deems necessary.

Proposed List for Subcontractors (Local Vendors VFM uses in the area):

<u>Name</u>	<u>Address</u>
Palm Truck Centers	2441 S State Rd 7, Fort Lauderdale, FL 33317
Public Safety Solutions	4579 Kawilla Crest, PL Winter Park, FL 32792
Phil Smith Chevrolet	1640 N State Rd7, Lauderhill, FL 33313
Plantation Ford	707 N State Rd 7, Plantation, FL 33317
Qic Pic Locksmiths	P.O. Box 880153, Boca Raton, FL 33488
Rod's Reliable Welding	1842 NW 38 th Ave, FT Lauderdale, FL 33311
RV Shops	225 SW 33 rd St, Ft Lauderdale, FL 33315
Rosenbauer Firefighting Technology	5181 260 th St Wyoming, MN 55092
REV Technical Center	725 SW 46 th Ave, Ocala, FL 34474
Rechtien International Trucks	2565 West State Rd 84, Fort Lauderdale, FL 33312
Shell Oil	150 N Dairy Ashford Rd, Houston, TX 77079
Southern Safety	365 W Taft Vineland Rd Suite 100, Orlando, FL 32824
Safety Products & Lighting	5944 Coral Ridge Dr. PMB 151, Coral Springs, FL 33076
Sawgrass Ford	14501 West Sunrise Blvd. Sunrise, FL 33323
Southern Rescue Tools	1021 Parkview Lane, Largo, FL 33770
Schumacher	2101 South Federal Hwy, Delray Beach, FL 33483
Spectro Oils of Florida	6408 SE 100th Ave, Center Hill, FL 33514
Stalker Radar	855 E Collins Blvd, Richardson, TX 75081
Stewart & Stevenson	2277 NW 14 th Str, Miami, FL 33125
Strobes R Us	2681 Hammondville Rd, Pompano Beach, FL 33069
Ten-8 Fire Equipment	2904 59 th Ave, Dr. East, Bradenton, FL 34203
TLC Truck & Equipment	1440 N Powerline Rd, Pompano Beach, FL 33069
Total Truck Parts	778 NW 57 th Ct, Fort Lauderdale, FL 33309
Tiresoles of Broward	1865 S. Powerline Rd, Deerfield Beach, FL 33442
Tip Top Toppers	1220 SW 12 th Ave. Pompano Beach, FL 33069
TNG Associates, Inc	P.O. Box 590266, Fort Lauderdale, FL 33359
United Auto Radio & A/C, Inc.	922 NE 13 th , Str, Fort Lauderdale, FL 33304
West Way Towing	3681 West Oakland Park Blvd, Fort Lauderdale, FL 33311

Section 10 – References

Please refer to Section 5 – Qualifications and Experience for additional information.
Please find below our References from Section 5:

References

#1: City of Plant City, FL

Contracting Organization	Plant City, Florida
Contact Name	Mark Emery
Contact Address	2414 Police Center Dr., Plant City, FL 33563
Contact Phone	813-707-2284
Contact E-Mail	memery@plantcitygov.com
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	850 units + Vehicles for Police, Fire & Rescue, Roads & Bridges, Parks & Rec, Solid Waste Services and Other General Services
Period of Performance	Since 2014
Annual Contract Cost	\$1.3Million

Background

- VFM competed for the Target Cost Bid and was selected over incumbent provider, First Vehicle Services.
- VFM has quickly developed and initiated a program to upgrade the fleet to meet and exceed industry standards

Scope of Services

- Provide all fleet maintenance services, towing and road side 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.

References cont'd

#2: Sheriff of Broward County, FL

Contracting Organization	Sheriff of Broward County, Florida
Contact Name	Scott Barnett – Fleet Manager
Contact Address	2001 N.W. 31 st Avenue, Lauderdale Lakes, FL
Contact Phone	954-497-1440
Contact E-Mail	Scott_Barnett@sheriff.org
Type & Composition of Fleet & Number of Vehicles/Pieces of Equipment	3,300+ units Vehicles for Sheriff, DLE and Fire Rescue
Period of Performance	Since 2016
Annual Contract Cost	\$5 Million

Background

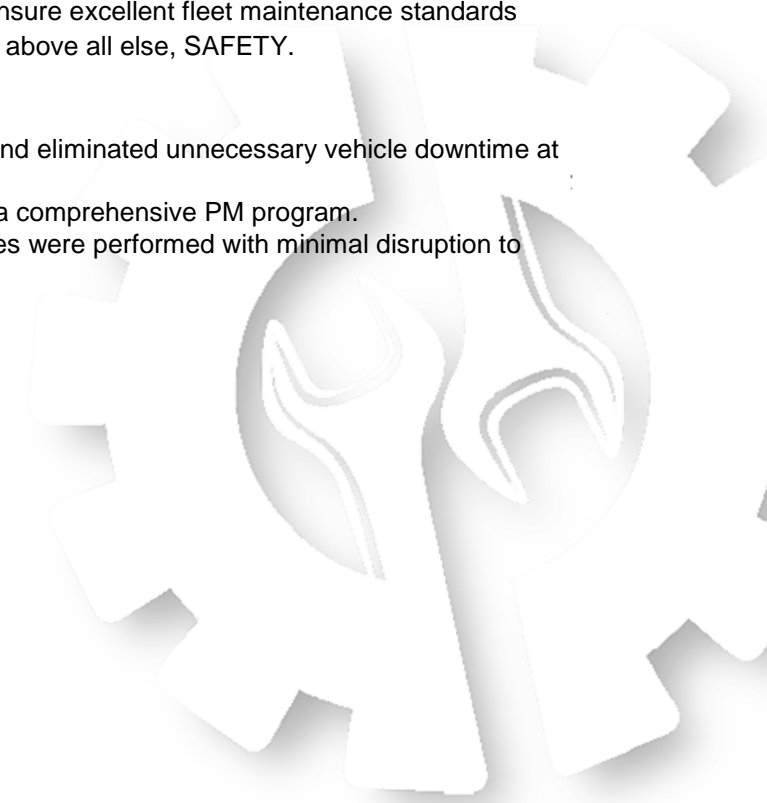
- VFM competed for the Hourly Rate Bid and was selected over the incumbent provider.
- VFM has quickly developed and initiated a program to upgrade the maintenance of the fleet to meet and exceed industry standards.

Scope of Services

- Provide all fleet maintenance services, towing and road side assistance. 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.



References cont'd

Reference #3: Newberry County, SC

Contracting Organization	Newberry County, South Carolina
Contact #1 Name	Tommy Long – Director Fire & Rescue
Contact Address	1309 College St., Newberry SC 29108
Contact Phone	803-321-2135
Contact E-Mail	tlong@newberrycounty.net
Contact #2 Name	Major Danny Gilliam – County Sheriff – Fleet Director
Contact Address	1309 College St., Newberry SC 29108
Contact Phone	803-321-2211
Contact E-Mail	dgilliam@newberrycounty.net
Contact #3 Name	Mike Pisano – Director Public Works
Contact Address	1309 College St., Newberry SC 29108
Contact Phone	803-321-2180
Contact E-Mail	mpisano@newberrycounty.net
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	300+ Units Sheriff, EMT, Fire & Rescue, Class 5-8 trucks and trailers. Construction, Grounds keeping equipment, Generators and Small equipment
Period of Performance	Since 2009 (re-bid and awarded in 2015)
Annual Contract Cost	\$600k

Background

- VFM competed for a Target Cost Bid and was selected above First Vehicle Services (who had been the incumbent provider for 13+ years).
- VFM has developed a keen awareness of the needs of Newberry County and developed solutions which have reduced costs and improved vehicle availability.

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 limited costs in an environment of ever expanding life cycles and raw materials escalations (ex: parts, tires)
- Mobile servicing of Fire & Rescue units reduced maintenance costs, improved vehicle availability and dramatically lessened the burden on all volunteer fire department.
- VFM was been awarded multiple extensions for this contract based on our successful past performance.

References cont'd

Reference #4: Ector County, TX

Contracting Organization	Ector County, Texas
Contact Name	Kenneth Lind – Purchasing Manager
Contact Address	10110 E. 8 th Street, Odessa TX 79761
Contact Phone	432-498-4020
Contact E-Mail	lindkd@co.ector.tx.us
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	300+ Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services
Period of Performance	Since 2013
Annual Contract Cost	\$900k+

Background

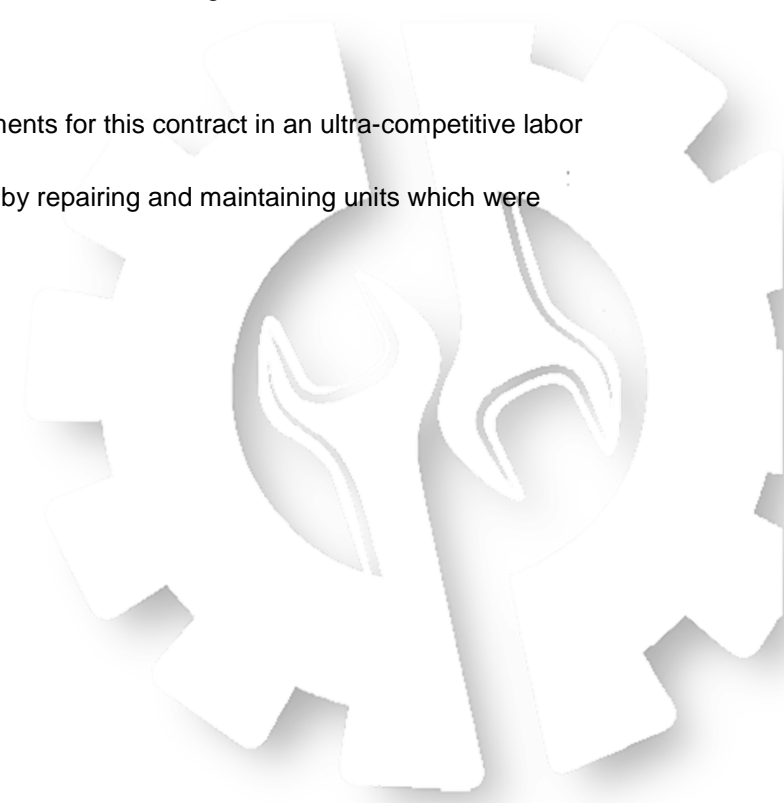
- VFM competed for a Target Cost Bid and was selected above First Vehicle Services and Ameritt Fleet.
- ***VFM successfully managed the transition from in-house to a public/private partnership.***

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 dead-lined for extended periods of time.



References cont'd

Reference #5: Midland County, Texas

Contracting Organization	Midland County, Texas
Contact Name	Kristy Engeldahl – Purchasing Manager
Contact Address	500 N. Loraine St., Suite 1103, Midland, TX 79701
Contact Phone	432-688-4872
Contact E-Mail	Pur103@co.midland.tx.us
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	250+ Vehicles for Sheriff, Roads & Bridges, Parks & Rec and Other General Services
Period of Performance	Since 2013
Annual Contract Cost	\$570k+

Background

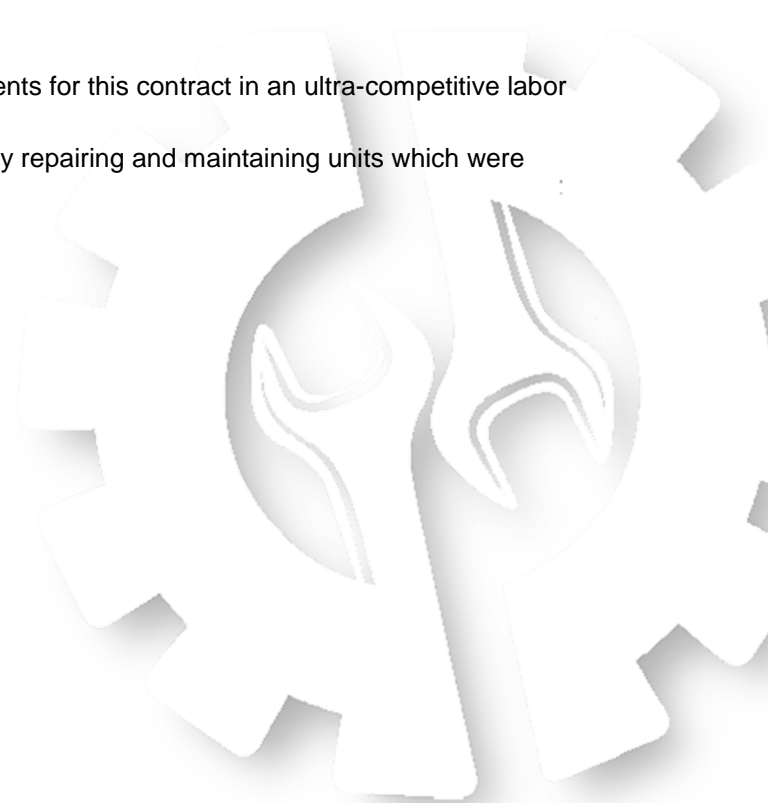
- VFM signed a Target Cost contract for fleet maintenance services.
- VFM successfully managed the transition from an incumbent provider, ensuring continuity of service.

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 dead-lined for extended periods of time.



References cont'd

Reference #6: City of Big Spring, TX

Contracting Organization	City of Big Spring, Texas
Contact Name	John Medina
Contact Address	310 Nolan Street, Big Spring, TX 79720
Contact Phone	432-264-2345
Contact E-Mail	jmedina@mybigspring.com
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	254 Units, comprised of law enforcement, fire & rescue, public works, solid waste, land fill and general administrative sedans and light truck vehicles.
Period of Performance	Since 2013
Annual Contract Cost	\$800k+

Background

- VFM competed for the Target Cost Bid and was selected over First Vehicle Services and incumbent G4S Integrated Fleet Services (Centerra).
- 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 road side 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 high fleet maintenance standards or reliability and the safety and unit availability.

Accomplishments

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



References cont'd

Reference #7: Mosaic Mines

Contracting Organization	Mosaic Mines, Mulberry Florida
Contact Name	Shane Sollmann – Superintendent Mobile Fleet
Contact Address	5000 Old Hwy 37 South, Mulberry FL 33860
Contact Phone	803-781-4693
Contact E-Mail	Shane.sollmann@mosaicco.com
Type and Composition of Fleet and Number of Vehicles/Pieces of Equipment	1,700+ Units 600+: Small Equipment 561: Pick-up/Van/SUV 156: Class 8 Trucks/Trailers 117: Heavy Equipment (Dozers, Loaders, Excavators, Haul Trucks) 204: Crane/Lifts/Bucket Trucks
Period of Performance	Since 2005
Annual Contract Cost	\$7M+

Background

- The Mosaic/VFM partnership began in 1998 with technician staffing services for one of Mosaic’s smaller locations.
- The partnership grew to encompass all Fleet Maintenance Staffing and Fueling Services for Mosaic’s entire central Florida phosphate mines, covering a service area of 360,000 acres.

Scope of Services

- VFM provides comprehensive fleet maintenance services, performance measurement and reporting, parts management and overall operations support. VFM also works with Mosaic as a partner in the development of strategic operational and management level improvements for the organization.
- VFM performs all maintenance and repair for 1,700+ units and has implemented an operations plan which provides for 24/7 response to emergency service requests.
- VFM works closely with several fleet stakeholders, namely mine and chemical plant Directors of Operations to ensure production targets are met or exceeded aided by elevated levels of Fleet Availability.
- VFM also provides Fueling & Greasing services for Mosaic’s entire fleet (heavy equipment, diesel jacks, generators, etc.) on a 24/7/365 day/year basis.
- VFM Directs and coordinates maintenance services via 6 repair facilities and on a mobile basis through the use of 26 Mobile Service Units, utilizing 70+ technicians and staff.

Accomplishments

- VFM has proven to be the most cost effective maintenance solution for Mosaic Mines, compared to in-house and equipment dealer based service options.
- Maintenance Reengineering via VFM has driven in excess of \$500k annually from the maintenance budget
- VFM maintains ASE Blue Seal status at the VFM/Mosaic facilities
- VFM is routinely recognized by OEM firms such as Komatsu and Mosaic for our innovative solutions to real-world performance issues in this harsh mining environment. This includes Vector's participation in Komatsu Joi-Ful meetings with factory engineers.
- Through extended service intervals, safeguarded by an aggressive fluids sampling program and combination of redundant inspections in accordance with OEM recommendations, over unit maintenance costs were reduced without jeopardizing personnel safety or impacting unit reliability.
- Coordinated and perform on-site warranty work, as we have GM dealer status and can submit claims directly.
- During numerous Hurricane events in central Florida, VFM maintained fleet readiness and provided support on a 24/7 basis for weeks at a time.
- VFM was awarded an extension for this contract based on our successful past performance.
- VFM achieved and maintains an 'A' rating with IS Network, a stringent and nationally recognized safety ratings firm, required for all large scale mining service providers.

