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1.0 CORPORATE OVERVIEW (RFP 2.4.1)

1.1 Organization Overview (RFP 2.4.1)

Shenandoah Fleet Maintenance and Management, LLC is enthusiastic about presenting this proposal in response to the City of Fort Lauderdale for Fleet Maintenance and Management Services. Shenandoah Fleet, an American-owned, service-disabled, veteran-owned small business based in Warrenton, Virginia, operates nationwide and has been in business since 2007. We currently manage and maintain more than 5,000 vehicles nationwide for customers including Effingham County, Georgia; Federal Emergency Management Agency (FEMA); Commonwealth of Virginia; U.S. Army; National Aeronautics and Space Administration (NASA); and the U.S. Air Force.



As you note from our related experience discussed later in this proposal and from our references, Shenandoah Fleet is specifically qualified to perform this work. Our core business is fleet maintenance and management, and we are experienced with hiring, training, and retaining automotive and equipment technicians.

Before we respond to the specifics required by the RFP, we think it might be helpful for you to know the background of the ownership team – brothers Bill and Dave Jones.

Bill Jones -- Experience. Bill brings to this enterprise more than 35 years of fleet management and related experience including 11 years as an U.S. Army Transportation Corps Officer, Area Fleet Manager with Pepsi-Cola Bottling, Director of Maintenance for North American Van Lines, and Regional Sales Manager for Bandag, Inc.

As an Officer in the U.S. Army, Bill was responsible for operations and maintenance of both tactical and non-tactical equipment at battalion and company levels to include the particularly relevant experience of command of a medium truck company with 90 highway tractors and trailers that traveled the Autobahns in support of European operations.

As Area Fleet Manager for Pepsi-Cola in San Antonio, TX, Bill managed maintenance operations at seven locations throughout Central and South Texas. Responsibilities included maintenance of a 500-vehicle beverage fleet comprising straight trucks, single axle tractors with beverage trailers, and long haul transport tractors and semi-trailers. He was also responsible for maintenance of 120 forklifts, 75 pickup trucks, and other MHE equipment. His duties also included responsibility for fuel operations at all locations, computer input and report generation, and budget preparation and management. From this position, Bill is very knowledgeable of the maintenance and business climate.

Bill was also Director of Offsite Maintenance for North American Van Lines in Ft. Wayne, IN. In this position Bill staffed and managed maintenance operations in Pennsylvania, Georgia, Tennessee, California, and Indiana. His key responsibility was to ensure scheduled maintenance was performed on North American's 3,000 tractors and 12,000 trailers while operating away from Ft. Wayne. Duties included direct supervision of five off-site managers, preventive maintenance scheduling and services, emergency vehicle recovery, and fueling operations.

Dave Jones -- Experience. Dave Jones has spent more than 30 years in the Government services contracting industry with a strong professional focus on business development and operations support. He has been responsible for the proposal and pricing development and the successful contract transition of many contracts that were either exclusively for or included vehicle maintenance services. He worked for companies including Boeing Services International, United Airlines Services Corporation, Johnson Controls World Services, Baker Support Services (a forerunner company of First Support Services, Inc., Burns and Roe Services Corporation, and Fluor/Del-Jen, Inc.

While at Baker Support Services (now known as First Support Services) he created a business unit that focused on vehicle maintenance services for the Federal Government, city and county governments, and commercial clients.

The list below includes contracts for which Dave was directly responsible, the company Dave was working for at the time, and the number of vehicles/pieces of equipment that were maintained:

- Los Angeles County Sheriff's Contract, Johnson Controls, 3,200 vehicles
- Robins Air Force Base, Baker Support Services, 1,200 vehicles plus ground support equipment maintenance including extensive vehicle operations
- Wright-Patterson Air Force Base, joint venture between Baker Support Services and Serco, 400 vehicles, including extensive vehicle operations
- Augusta/Richmond County, GA Consolidated Government, Baker Support Services, 2,500 vehicles
- City of Moultrie, GA, Baker Support Services, 385 vehicles
- Weld County, CO, Baker Support Services, 485 vehicles.
- City of Little Rock, AR Water and Wastewater Authorities, Baker Support Services, 426 vehicles
- Naval Support Activity Diego Garcia Base Operations Contract, Baker Support Services, approximately 900 vehicles and 1,000 pieces of GSE. This contract includes extensive vehicle operation including scheduled bus service
- Qwest Communications Minneapolis, MN Area Fleet, Baker Support Services, 1,800 vehicles
- Qwest Communications Fort Collins, CO Fleet, Baker Support Services, 246 units

On all of these contracts, he was responsible for the cost estimate, transition, and most of the ongoing operations.

1.2 Contact and Identification Information (RFP 2.4.1)

Firm Name: Shenandoah Fleet Maintenance and Management, LLC

Physical Address: 70 Main Street, Suite 42, Warrenton, VA 20186

Mailing Address: PO Box 3121, Warrenton, VA 20186

Phone: (540) 347-7407

Fax Number: (703) 656-4795

Federal Tax ID: 20-8162398

Florida Registration/Qualification ID: M14000003479

Contact for Proposal: Dave Jones, Vice President/Member, PO Box 3121, Warrenton, VA 20186

Email: dave@shen-fleet.com

Phone: (540) 347-7407 x103

1.3 Annual Reports (RFP 2.4.1)

Shenandoah Fleet is a privately held company and does not produce annual reports.

1.4 Financial Statements (RFP 2.4.1)

Financial statements are included as Attachment 1 to this proposal.

2.0 GARAGE AND EQUIPMENT (RFP 3)

2.1 License to Use City Garage Facility and Equipment (SOS 3.1)

Shenandoah Fleet plans to use the City's current facility located at 220 SW 14th Avenue in Fort Lauderdale for \$1 per year. The facilities will be returned to the City, upon contract completion, in the same condition as provided to us, with the exception of normal wear and tear. We understand that the facility will be used only on this contract.

Shenandoah Fleet management and technical personnel conduct a wall-to-wall inventory and inspection of all building systems, equipment, tools, computer equipment, and furniture within 10 days after contract award and annually two weeks before the annual meeting. We perform this inventory jointly with representatives of the City. The result of this inventory is a Pre-Existing Inventory Report describing all deficiencies observed.

Since we are experienced in working on Federal Government contracts with strict property management regulations, Shenandoah Fleet implements a comprehensive plan to safeguard City property that is in our possession. This includes a hand receipt system in which our project manager signs for all property we use and, in turn, requires each person regularly using the property to sign for it as the custodian. Equipment used by more than one employee, and when practical, is maintained in a tool crib under the purview of our parts staff. This equipment is signed out to a technician when needed and checked back in upon its return.

We understand it is our responsibility to return all City-provided equipment and facilities in the condition they were received, less normal wear and tear, and that we are liable for any stolen, missing, or damaged assets.

While we understand that most equipment is provided by the City, based on the answers to questions, we provide:

- Computers and printers
- Copiers and other office equipment
- Diagnostic equipment for both heavy and light vehicles and equipment

Our technicians provide hand tools and tools of the trade.

We understand it is our responsibility to adhere to all laws and regulations, especially those concerning hazardous material handling and disposal. We implement our hazardous material control and training program as described in Chapter 3 of this proposal. We alert the City immediately of any real or perceived violations.

2.2 Garage Utilities (SOS 3.2)

We understand that the City provides water, and electricity for our use. Shenandoah Fleet implements an energy conservation plan to ensure we use these resources judiciously. We also understand that we can use the City phone system but are responsible for paying for the service and equipment. We provide internet access.

2.3 Garage and Equipment Maintenance and Repairs (SOS 3.3)

We understand that the City is responsible for the maintenance and repair of facilities and associated systems provided for our use. Shenandoah Fleet also understands that if a repair is necessitated by our negligence, we are responsible for reimbursing the City for the cost of repair.

Shenandoah Fleet understands that we are responsible for maintaining and performing any necessary preventive maintenance on the service equipment provided by the City. We also are aware that the maintenance needs of the facility or equipment does not exempt us from meeting our obligations under

this contract. We also are aware that we are responsible for interior housekeeping and supplies to include janitorial services. We have staffed a janitor to provide this service.

2.4 Garage Facility Equipment Changes (SOS 3.4)

While we are aware that the City can add equipment, tools, or furniture to the garage facilities, we understand that ultimately we are responsible for providing any tools, equipment, and furniture we need beyond what is initially provided by the City. Any equipment added by the City becomes part of the inventory mentioned previously.

We understand that we are responsible for the security of all City property assigned to us unless it is damaged by an Act of God.

We ensure that security is maintained over the maintenance facility, all documents and communications with the City, and all vehicles in our control or on the premises of the maintenance shop. We provide the City with duplicate keys for any locks that are changed during our period of performance (in accordance with specification requirements.) We manage all aspects of this operation and take all preventive measures to ensure the safety of our workforce and the facilities we work in, and we ensure compliance to all environmental regulations.

As part of our documentation process, we prepare a procedure for securing the shop each day. This procedure contains a checklist for the designated person responsible for closing and securing the shop to make sure all doors are locked, all equipment needing to be powered down is powered down, and special internal areas such as parts rooms are secure.

We understand that it is probable we will maintain undercover police vehicles on this contract. Our management staff stresses the security aspects of working on these vehicles, including nondisclosure or prohibiting idle discussion of the existence of these vehicles, prohibiting tampering with the vehicles or special equipment, and ensuring that our employees have the proper character and integrity to abide by these rules.

3.0 APPROACH (RFP 2.4.2)

3.1 Understanding of and Approach to Objectives (RFP 2.4.2)

Shenandoah Fleet’s effective management of a local government’s vehicle and equipment fleet maintenance goes well beyond simply fixing vehicles when they break. It involves proactively “managing” the fleet by:

- Establishing a preventive maintenance (PM) program that reduces unscheduled repairs and in which PMs are performed when City departments do not need the vehicle
- Maintaining parts so unscheduled repairs can be accomplished quickly and vehicles can be rapidly returned to service
- Being prepared to support emergencies that our customer departments may face
- Collecting and analyzing information to judge effectiveness of the overall maintenance program and providing the benchmark and direction for continuous improvement
- Applying new technology to improve vehicle availability and reduce maintenance costs
- Developing and implementing a customer focus to the fleet maintenance operation
- Providing the highest level of service to protect the City’s investment in its assets at the most reasonable cost.

While our entire proposal demonstrates our understanding of specific requirements to maintain the City of Fort Lauderdale fleet, in this section we address our solutions to typical problems in a city fleet, our understanding of doing business in this environment, and our overall goals of this project.

3.1.1 Typical Problems in a City Fleet

Figure 3-1 shows our understanding of fleet management by presenting common problems experienced by many towns, cities, counties, and other local government fleet operations throughout the country as well as an overview of our solutions to correct these deficiencies. Our detailed approaches to solving these problems are explained in our response to the Scope of Services (SOS).

Issue	Typical Problems	The Shenandoah Fleet Solution
Vehicle Availability	<ul style="list-style-type: none"> • Lack of parts to complete repairs promptly • Nonresponsive vendors • Backlog of vehicles awaiting service 	<ul style="list-style-type: none"> • Plan PM and have parts in inventory when vehicle is due for service. • Contract with parts suppliers who deliver twice daily and respond promptly to special requests • Use our automated parts inventory system to provide data on all aspects of parts management • Monitor vendor services to ensure only responsive vendors are used • Operate extended hours (night shift and Saturdays) so we can perform scheduled maintenance when City users do not need the vehicle
PM Scheduling and Completion	<ul style="list-style-type: none"> • Failure to follow PM schedules • Lack of user support in prompt delivery of vehicles for PMs 	<ul style="list-style-type: none"> • Use our automated maintenance management system to schedule PMs well in advance of the due date • Give vehicle operators advance notice of scheduled services so operators can incorporate maintenance into work schedules • Perform PMs on night shift when vehicles are not in use • Monitor ratio of PM completions versus PMs scheduled and work to improve scheduled PM performance

Issue	Typical Problems	The Shenandoah Fleet Solution
Unscheduled Repairs	<ul style="list-style-type: none"> • Improper/inaccurate diagnosis • Excessive time for quick-fix items • Unresponsive service provided by outside vendors 	<ul style="list-style-type: none"> • Coordinate closely with users to prevent them from missing PM due dates • Inspect all vehicles coming into shop to determine root cause of problem • Establish cooperative programs with vehicle manufacturers to train personnel to use latest tools and equipment for diagnosis • Closely monitor quick-fix technician repair times • Monitor all subcontract services via our fleet maintenance management system to ensure timely service • Have manager inspect all outside services holding subcontractors to same standards as in-house work
Parts Management	<ul style="list-style-type: none"> • Avoid excessive inventory • Maintain quality of replacement parts 	<ul style="list-style-type: none"> • Partner with CARQUEST and use its parts distribution network to manage the part operation. • Maintain/review parts usage information via fleet maintenance management system and CARQUEST system to maintain efficient inventory • Purchase replacement parts that meet the requirements of the RFP and original vehicles • Track replacement parts warranties to ensure the quality of parts is adequate and prevent costs incurred due to premature failure
Quality of Work	<ul style="list-style-type: none"> • Technician productivity • Untrained technicians • Inattention to detail • Excessive rework 	<ul style="list-style-type: none"> • Use our Shenandoah Fleet management system to get an accurate record of each technician's daily workload • Use real-time input to our Shenandoah Fleet management system to provide constant visibility of workload and production • Implement ASE certifications for technicians/EVT certification for those working on fire apparatus and ambulances • Inspect all vehicles before returning to the user
Road Calls and Emergency Response	<ul style="list-style-type: none"> • Not responsive to after-hours road calls – perform calls without proper tools and equipment to perform required service • Inflexible to quickly support emergencies 	<ul style="list-style-type: none"> • Require project manager to be on call outside normal work hours, carry a cell phone, and be reachable any time of day • Establish arrangements with a towing contractor to respond 24-hours per day, working jointly with the City • Have on-call designee maintain a recall list if additional maintenance personnel are required
Maintenance Data	<ul style="list-style-type: none"> • Inaccurate or out-of-date information • Customers "in-the-dark" concerning maintenance activity • No information to assist City to plan capital assets replacement/utilization 	<ul style="list-style-type: none"> • Eliminate data entry errors with a structured reporting system based on a series of lookup tables • Retain all maintenance data within the Shenandoah Fleet management system to create a central database of all historical maintenance data • Work with the City to develop the most meaningful reports and dashboards for their purposes • Partner with the City to make maximum use of our Shenandoah Fleet management system

Figure 3-1: Shenandoah Fleet Proposes a Proven and Proactive Maintenance Approach

These problems, as identified in the previous figure, result in a maintenance activity that costs much more than it should and is not responsive to the customers' needs. Typically, an ineffective maintenance operation results in:

- Larger than necessary fleet size is required to compensate for a low vehicle-in-commission rate.
- Fleet customers must adapt their operations to fit the schedule of the maintenance organization.
- Parts and subcontract costs are abnormally high because repairs are performed without a complete understanding of the problem.
- Maintenance program is focused on fixing breakdowns as opposed to proactive preventive maintenance.
- Preventive maintenance scheduling is lax or nonexistent.
- Parts and subcontract services vendors are selected on "relationships" instead of value and quality.
- Repairs returned for rework are excessive.
- Shop safety and environmental performance are less than desirable.
- Maintenance organization and customers are normally "at odds" as opposed to working together.
- City budgeting officials have no visibility of life-cycle costs, repair versus replacement status, and vehicle/equipment utilization.

3.1.2 Understanding the City Fleet Environment

Managing a vehicle and equipment fleet that supports the operation of a city government is a challenging task. Nearly all services the government provides involve vehicles, particularly emergency services such as sheriff and fire. Budget constraints, government organization, and vehicle equipment use all contribute to the complexity of the maintenance and management task. Some relatively unique aspects of managing and maintaining a city fleet are:

- **Scattered Fleet.** The vehicle and equipment fleet usually is subdivided under the control of different departments (fire, police, public works, etc.) and scattered geographically throughout the jurisdiction. Many vehicles are operated 24 hours per day without a single operator assuming "ownership" of the vehicles; therefore, mileage and condition are not reported to the fleet maintenance manager. Other vehicles are assigned for "take home" such as some police cruisers and are only brought to the maintenance facility when the user experiences a problem. A scattered fleet results in difficulty in scheduling preventive maintenance and maintaining an even workflow in vehicle maintenance shops.
- **Nonstandard Fleet.** City fleets comprise vehicles and equipment of numerous manufacturers, makes, and models provided by the low bidder to specifications often developed by user departments without consideration for maintainability of the vehicle/equipment or the life cycle cost. Without vehicle standards, complexity and cost of maintenance multiply to include needs for additional stocking of parts, additional training for mechanics, and additional specialized tools and equipment.
- **Extended Replacement Cycles.** Due to budgetary constraints, many city fleets include aging high mileage units that are retained and maintained in service far in excess of their economic life. Often, these vehicles are retained even when a cost analysis clearly demonstrates the vehicle should be replaced. This extended use of vehicles is frequently caused by a "color of money" issue where funds for capital purchases are not available, resulting in higher operating expenses.
- **Multiple Operators.** Most vehicles and pieces of equipment are used by multiple operators with no person taking ownership. As a result, no one performs normal operator maintenance on the equipment; no one is concerned if the vehicle is kept clean or damaged; and no one reports mileage so timely preventive maintenance can be scheduled.

- **Control of Procurement Standards.** In many city operations, there is little, if any, coordination among the fleet maintenance organization, user departments who develop new vehicle specifications and requirements, and the purchasing office that actually orders the vehicles/equipment. With the fleet maintenance manager “out of the loop,” configuration control of vehicles is nonexistent. Furthermore, no planning takes place to anticipate spare parts required to support the unit or mechanic training required to support maintenance of the vehicle and equipment. Many times, the fleet maintenance department does not know of a new type of vehicle until it arrives for maintenance the first time.
- **Priority Conflicts.** In many local government fleet operations, assigning of priorities is not based on need but on which user department screams the loudest or has the ear of the top administrator.
- **Emergencies.** Most emergencies that occur within a city, such as natural disasters, civil disturbances, or a major accident, require the use of vehicles and equipment beyond their normal use. The fleet maintenance organization must plan to support such contingencies and be able to ramp up to increase maintenance services at a moment’s notice.



Shenandoah Fleet is an active corporate member of the American Public Works Association (APWA). This relationship allows us to stay current with the latest technology and other improvements in local government fleet management and maintenance. Our vehicle classification and reporting hierarchy is based on APWA standards.

3.1.3 Shenandoah Fleet’s Objectives and Solutions

Our objectives are to provide the City of Fort Lauderdale with high quality, responsive, and cost-effective services by:

- Continually improving cost effectiveness of the fleet
- Complying totally with Federal, state, and local laws and regulations
- Improving fleet availability
- Obtaining ASE Blue Seal Certification for the shop
- Hiring and maintaining capable and certified technicians including Emergency Vehicle Technicians for fire apparatus
- Appointing a project manager with demonstrated fleet management/leadership ability
- Using our Shenandoah Fleet management system to ensure it provides information to effectively manage the maintenance operation and provide the City information it needs to make informed and cost-effective decisions regarding the fleet
- Building a partnership between City of Fort Lauderdale personnel and Shenandoah Fleet

3.2 Services Provided (SOS 4 and RFP 2.4.2)

Before addressing the specific paragraphs of the Scope of Services we present our maintenance flow as work progresses through the shop. Our quality driven approach includes a pre-service inspection and a post-service inspection to ensure necessary services are performed and performed correctly. The following paragraphs summarize this step-by-step process.

When the vehicle is first brought to the shop by the user, our service writer interviews the user to determine what symptoms or problems exist. Additionally, we perform a safety and visual inspection to ensure nothing is wrong with the vehicle that the user has not detected. During this inspection, our inspector looks for body damage, cracked glass, bald tires, or ripped upholstery, among other items. Once all defects are identified, our service writer opens a shop repair order on the computer terminal located in the technical inspection area. While creating the repair order, our technician also checks to see if there are any other maintenance actions due for the vehicle and includes them on the order. If required

repairs are minor, the vehicle is sent to our Quickline for immediate service. Otherwise, the vehicle is assigned to a technician and placed in the repair queue.

Also during this process, our technician puts parts on order, if necessary, and starts coordinating with other entities of the City, as appropriate, regarding any observations of accident damage, obvious user abuse, or repairs that exceed the ceiling identified in the RFP.

Awaiting Service

Immediately after the technical inspection, the vehicle is either brought to a bay where repairs or service are begun immediately or it is placed in a repair queue with the applicable delay code regarding the delay of work. These delay codes include:

- Awaiting available technician
- Awaiting available bay
- Awaiting parts
- Awaiting Shenandoah Fleet management action
- Awaiting decision by City management
- Accident

Performing the Service

Under the watchful eye of our shop manager, our assigned technician performs all services detailed on the shop repair order. Our technician amends the work order as required to reflect additional defects uncovered during the work or problems that are more complicated than originally indicated on the work order. As part of the repair process, our technician draws parts from our shop parts room and orders any non-stocked items and uses the same delay codes. For example, if a technician cannot proceed until parts are received, the repair order is placed in the “Awaiting Parts” delay. Through our information system, our manager is able to monitor on a real-time basis all activity at our shop as well as delay bottlenecks and turnaround deadlines.

Once all assigned tasks on a vehicle are complete and our technician performing the service/repairs has inspected his/her work, our technician presents the vehicle to our service writer/quality inspector for a final inspection. If our service writer/quality inspector is not immediately available, the work order is placed on a status of “awaiting QC.”

Final Inspection

Our service writer/quality inspector inspects each vehicle before it is released from the shop. When all work has been performed satisfactorily, our inspector signs off on the work order, releasing the vehicle from the shop and places a “comment card” inside the vehicle so the vehicle user can provide feedback on our performance. The user is then notified the vehicle is available.

Work Order Closeout

Once our shop is finished with the vehicles, the work order and all related documents are sent to our maintenance controller for final accounting and work order closeout.

3.2.1 Preventive Maintenance Program (SOS 4.1)

Shenandoah Fleet believes an aggressive, proactive preventive maintenance (PM) program is the cornerstone to an efficient and economical fleet maintenance program. A comprehensive PM program focuses fleet maintenance resources in a planned, systematic work process, minimizing unplanned events. The following paragraphs outline our approach to preventive maintenance.

Overview of our PM Program

Our basic PM approach is outlined in Figure 3-2 and features a three-tiered PM service schedule following the rotation specified in Exhibit B of the RFP depending on the class of equipment. The basic program is altered for specific vehicles to ensure we maintain each vehicle to manufacturer's specifications and to take into account unique maintenance requirements in coordination with the City.

Using our fleet management system, we constantly evaluate the effectiveness of our PM program and recommend/enact changes based on the results in coordination with the City.

Shenandoah Fleet Advantage

Our Fleet Maintenance Management System allows us to track systematic failures and adjust PM procedures to proactively address the issue before failure. For example, on our FEMA Vehicle Maintenance Contract we noticed that water pumps on the generators of the mobile command posts were failing at around 7,000 hours. We changed our PM procedure to change these units at the 6,000 hour PM to avoid the breakdown.

Under the direction of our maintenance scheduler/analyst, we perform a formal review annual during the first month of the fiscal year. These recommendations could either include extending or decreasing PM intervals or include other tasks in the PM procedure checklist. All PMs are scheduled using the Shenandoah Fleet maintenance management system which also tracks our compliance.

An integral part of our PM program is to identify problems with the vehicle or piece of equipment during our PM checks and correct these deficiencies at that time.

This approach provides greater service to our City vehicle users because we catch the problem before it disables the vehicle. It also allows us to perform the repair in a planned manner instead of being reactive to a breakdown, which is more efficient for us. The frequency of preventive maintenance action conforms to requirements of RFP Exhibit C (Figure 3-3).

Scheduling PMs

Using our Shenandoah Fleet maintenance management system, our staff reviews weekly PMs due for the month and prepares a schedule to give the City at least two weeks' notice, adjusting for changes in vehicle use. Working with our City contact, we attempt to schedule all PMs to minimize interference with the vehicle user's work schedule. We provide expedited PMs for any user who wants to bring in his/her vehicle and wait for service with the goal of being completed in 90 minutes for a PM A. We track units that are overdue for PM or have not been delivered by the user who coordinated with the department's vehicle coordinator. If, after two attempts, a user fails to bring in a vehicle for a scheduled PM, or a vehicle has not been serviced within 30 days of due date, we notify the City's department manager for assistance in gaining cooperation from the user. We notify users when their vehicle is ready to return to service. If the vehicle is still not brought in, we work with the City to disable the fueling ability of the vehicle to ensure no significant damage occurs to the vehicle for lack of maintenance.

Field Service PMs

Our technicians perform preventive maintenance services in the field for pieces of equipment that are difficult to transfer over the road such as large cranes, rollers, loaders and tractors. These services are performed using the City-provided field service truck and include the same level of service as if performed in our shop. For the PM C, however, we prefer to perform this in our shop and schedule it in conjunction with a time that the equipment may be in the shop vicinity.

Tasks/PM Schedule	PM Schedule A	PM Schedule B	PM Schedule C
Safety Inspection	<ul style="list-style-type: none"> ✓ Tire's tread depth to a minimum of 3/32 in. and properly inflated (5/32 in. for emergency and essential use vehicles) ✓ Lights, exterior/turn signals, interior, and gauge warning lights ✓ Horn ✓ Exterior mirrors ✓ Windshield wipers/washers ✓ Fluid levels ✓ Seat belts ✓ Battery charging system (including cleaning terminals and checking cables) ✓ Heating/air conditioning system ✓ Exhaust system (including hangers and clamps) ✓ Steering/suspensions ✓ Frame, cross members, and body joints ✓ Drive shafts/U-joints 	<ul style="list-style-type: none"> ✓ Tire's tread depth to a minimum of 3/32 in. and properly inflated (5/32 in. for emergency and essential use vehicles) ✓ Lights, exterior/turn signals, interior, and gauge warning lights ✓ Horn ✓ Exterior mirrors ✓ Windshield wipers/washers ✓ Fluid levels ✓ Seat belts ✓ Battery charging system (including cleaning terminals and checking cables) ✓ Heating/air conditioning system ✓ Exhaust system (including hangers and clamps) ✓ Steering/suspensions ✓ Frame, cross members, and body joints ✓ Drive shafts/U-joints 	<ul style="list-style-type: none"> ✓ Tire's tread depth to a minimum of 3/32 in. and properly inflated (5/32 in. for emergency and essential use vehicles) ✓ Lights, exterior/turn signals, interior, and gauge warning lights ✓ Horn ✓ Exterior mirrors ✓ Windshield wipers/washers ✓ Fluid levels ✓ Seat belts ✓ Battery charging system (including cleaning terminals and checking cables) ✓ Heating/air conditioning system ✓ Exhaust system (including hangers and clamps) ✓ Steering/suspensions ✓ Frame, cross members, and body joints ✓ Drive shafts/U-joints
Critical Component Inspection	<ul style="list-style-type: none"> ✓ Hoses, belts, clamps, etc. 	<ul style="list-style-type: none"> ✓ Hoses, belts, clamps, etc. 	<ul style="list-style-type: none"> ✓ Hoses, belts, clamps, etc.
Vehicle Appearance Inspection	<ul style="list-style-type: none"> ✓ Body damage, rust, interior condition 	<ul style="list-style-type: none"> ✓ Body damage, rust, interior condition 	<ul style="list-style-type: none"> ✓ Body damage, rust, interior condition
Preventive Maintenance Services	<ul style="list-style-type: none"> ✓ Change engine oil and replace oil filter ✓ Lubricate (including chassis, doors, hood, trunk, locks) ✓ Inspect brakes (record percentage of remaining life, replace if needed) ✓ Perform emissions controls service ✓ Remove, inspect air filter (replace as needed) ✓ Tune up engine as required ✓ Road test 	<ul style="list-style-type: none"> ✓ Change engine oil and replace oil filter ✓ Lubricate (including chassis, doors, hood, trunk, locks) ✓ Inspect brakes (record percentage of remaining life, replace if needed) ✓ Perform emissions controls service/test emissions ✓ Service front wheel bearings ✓ Remove, inspect air filter (replace as needed) 	<ul style="list-style-type: none"> ✓ Change engine oil and replace oil filter ✓ Lubricate (including chassis, doors, hood, trunk, locks) ✓ Inspect brakes (record percentage of remaining life, replace if needed) ✓ Perform emissions controls service/test emissions ✓ Remove, inspect air filter (replace as needed) ✓ Service front wheel bearings

		<ul style="list-style-type: none"> ✓ Replace fuel filter ✓ Scope engine ✓ Rotate, balance tires ✓ Tune up engine as required ✓ Road test 	<ul style="list-style-type: none"> ✓ Scope engine ✓ Major tune up (replace points, condenser, spark plugs, if necessary) ✓ Change/service automatic transmission fluid (IAW manufacturer's recommended change interval) ✓ Rotate and balance tires ✓ Replace PCV ✓ Replace fuel filters, and transmission filter screen ✓ Lubricate transmission and carburetor linkage ✓ Perform oil analysis (heavy equipment) ✓ Road test
Preventive Maintenance Checks	<ul style="list-style-type: none"> ✓ Starter/charging system ✓ Air/gas filter ✓ Fuel cap ✓ PCV ✓ Transmission ✓ Clutch ✓ Shock absorbers ✓ Radiator ✓ Ball joints ✓ Idler arm ✓ Tie rods ✓ Specialized equipment 	<ul style="list-style-type: none"> ✓ Starter/charging system ✓ Air/gas filter ✓ Fuel cap ✓ PCV ✓ Transmission ✓ Clutch ✓ Shock absorbers ✓ Radiator ✓ Ball joints ✓ Idler arm ✓ Tie rods ✓ Specialized equipment 	<ul style="list-style-type: none"> ✓ Starter/charging system ✓ Air/gas filter ✓ Fuel cap ✓ Transmission ✓ Clutch ✓ Shock absorbers ✓ Radiator ✓ Ball joints ✓ Idler arm ✓ Tie rods ✓ Emissions ✓ Parking brake ✓ Air conditioning coolant level ✓ Battery condition and cranking power ✓ Specialized equipment
As Required	<ul style="list-style-type: none"> ✓ Perform repairs ✓ Replace air filter ✓ Align front tires ✓ Balance tires ✓ Adjust headlights ✓ Flush/replace radiator coolant ✓ Replace thermostat ✓ Drain, refill, and adjust transmission 	<ul style="list-style-type: none"> ✓ Perform repairs ✓ Align front tires ✓ Adjust headlights ✓ Flush/replace radiator coolant ✓ Replace thermostat ✓ Drain, refill, and adjust transmission ✓ Repack front wheel bearings 	<ul style="list-style-type: none"> ✓ Perform repairs ✓ Align front tires ✓ Adjust headlights ✓ Flush/replace radiator coolant ✓ Replace thermostat

Figure 3-2: Shenandoah Fleet Believes in a Proactive Preventive Maintenance Program

Vehicle type	Schedule
Compact Sedan (Class 00)	Every 180 Days
Police Marked Patrol Units (Class 02)	Every 120 Days
Police Marked K9 Units (Class 14)	Every 90 Days
Fire/Rescue Department Ambulances	Every 90 Days
Fire/Rescue Department Pumpers/Aerial Ladders	Every 120 Days
Light and Heavy Duty Trucks	Every 180 Days
Trash Trucks and Front-End Loaders	Every 90 Days
Sweepers	Every 60 Days
All Other Vehicles and Equipment	Every 90 Days

Figure 3-3: Our PM Frequency Conforms to RFP Exhibit B Requirements

PMs on Fire Apparatus

Shenandoah Fleet understands the criticality of properly inspecting, servicing, and maintaining the fire apparatus and specialty equipment installed on these units. While we generally service these units in our shop, as necessary to meet the operational needs of the Fire Department, we perform PMs and repairs in the field.

As part of our overall preventive maintenance and inspection program, we schedule all inspections and services required for fire apparatus as recommended in NAPA 1911, Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus. Most of these inspections are performed on a sublet basis (see below) to qualified emergency vehicle inspection companies that have proper equipment. Our emergency vehicle technicians perform tests on generators and power extraction tools. During the first year, we evaluate whether it makes sense for us to acquire necessary equipment to perform pump tests and possibly some of the other inspections.

We maintain a full complement of emergency vehicle technicians (we propose twelve) to meet the needs of maintaining the fire apparatus and ambulance fleet.

PMs at Contract Start

During the first nine months of the contract, we perform the highest level PMs each vehicle and ensure these vehicles meet local, state, DOT, and other applicable standards and make repairs as needed to bring the equipment up to these standards.

3.2.2 Vehicle Dielectric, Structural, and X-Ray Safety Inspections (SOS 4.2)

As mentioned above, we perform all required vehicle dielectric, structural, and x-ray tests on cranes, manlifts, and fire apparatus as required by NFPA and OSHA regulations. Generally speaking, because of the equipment required, these are performed by a third party vendor, principally American Test Center; however, some tests may be performed by our own, fully trained staff to include fire apparatus pump inspections, load tests for cranes and material handling equipment (we do this at several of our U.S. military contracts), and related inspections.

All reporting follows guidelines of NAPA 1911 or other governing regulations, including all discrepancies and the related action plan to repair, and is available to the City. Copies of these inspections are maintained in the vehicles' maintenance jacket.

3.2.3 Repairs (SOS 4.3)

The objective of our aggressive, proactive PM program (discussed above) is to keep unscheduled repairs to a minimum. When repairs are required, we make repairs promptly so the vehicle can return to service. In the following paragraphs, we discuss our plan for making unscheduled repairs.

We strive to determine potential problems on a vehicle at the time of preventive maintenance and make repairs at that time to significantly reduce vehicle downtime and to avoid having the vehicle break down in the field, causing inconvenience and reduced productivity for the vehicle user. When a vehicle user brings a vehicle into our shop for an unscheduled repair, we make every effort to return the vehicle to service as quickly as possible in compliance with the performance standards in Attachment J of the RFP. We accomplish this by:

- Providing a Quick Fix to get vehicles with minor repairs on the road within one hour
- Correctly diagnosing the problem to expedite repairs and avoiding excessive time and parts costs by simply “changing parts” until the problem is corrected
- Using OEM-equivalent parts or better to prevent recurrence
- Road testing each vehicle to ensure the problem is solved before releasing it to the customer
- Inspecting each vehicle to ensure no other problems exist

We document all work by a work order generated by our Shenandoah Fleet maintenance management system. A completed work order is provided with the vehicle when it is returned for service as well as a comment card to provide feedback from the vehicle user regarding the quality and timeliness of our service. Each of these comment cards is collected and analyzed by our project manager who personally follows up on any unsatisfactory evaluations.

All vehicles worked on undergo a safety inspection as described previously.

When performing the initial inspection of a vehicle or piece of equipment entering the shop, our service writer/quality inspector estimates the repair cost for any vehicle mileage range specified in the RFP. If the estimate exceeds \$750 for light duty vehicles (under 10,000 lbs GVW), \$1,700 for heavy vehicles, or is greater than fair market value of the vehicle or piece of equipment, the project manager is notified and a repair versus replace analysis is performed. In doing this analysis, we consider the repair estimate, the replacement cycle, equipment condition, life cycle cost, and the replacement guidelines included in the RFP. If our conclusion is that it is more cost-effective to replace, we provide all documentation to the City. We understand the City has the final determination, since other factors besides maintainability and condition of the equipment affect replacement decisions (especially funds availability).

3.2.4 Deferred Maintenance and Extending Vehicle Lives (SOS 4.4)

Our maintenance control staff through our project manager provides a report each month of major components that are overhauled or replaced with City authorization. We understand that this one applies to components that are required due to deferred maintenance or user abuse. This includes components such as complete brake systems, engines, transmissions, differentials, final drivers, transfer cases, hydraulic systems, and frames.

In addition, we report monthly on any component overhauls or replacements that have been authorized by the City after the vehicle has exceeded in normal replacement cycle per parameters in Attachment P of the RFP.

3.2.5 Road Calls and Towing (SOS 4.5)

During normal shop operating hours (Monday through Friday, 7 am to midnight and 8 am to 4:30 pm on Saturdays), one of our technicians responds to any road call within the 30-minute call requirement if it is not obvious towing is required. We use the City-provided service truck for this purpose. We use the City’s towing contractor to provide the towing, and it meets performance requirements. During our non-operating hours, the towing subcontractor provides both the towing and road service and meets the 60-minute requirement. The exception to this is for fire apparatus in which we have one of our technicians respond to any call involving fire apparatus. We understand any road calls or towing are target services.

3.2.6 Quick Fix (SOS 4.6)

We provide a Quickline for minor repairs taking less than one hour to fix. Since these repairs have a vehicle user waiting, we give Quickline repairs priority over most other repairs, and we give police patrol and other emergency vehicles priority for this type of repair. All quick-fix repairs are recorded on a work order and entered into our Shenandoah Fleet maintenance management system. Vehicles and users entering our shop compound for a Quick Fix are greeted by our customer service representative, the work order is opened, and the vehicle is directed to the Quickline for immediate attention.

3.2.7 Warranty and Recall Work (SOS 4.7)

Our maintenance control staff administers all warranties and recalls. For vehicle level warranty repairs and recalls, we make every attempt to obtain authorization from various vehicle manufacturers to perform in-house warranty work on the City vehicles. We seek assistance from the City on gaining this permission as we have learned from

past experience that the City that purchase the vehicles tend to have more standing with manufacturers than ourselves. Where we do not have authorization, we send warranty work to a local authorized dealer.

Our personnel make maximum use of the manufacturer's warranty and recall on vehicles and parts. We prepare a list of vehicles and services that are covered under warranty and enter these items into our fleet maintenance management system. When a vehicle comes in for service or repair, we verify the vehicle or piece of equipment is not under warranty. Likewise, if a part is being replaced, we verify the part is or is not covered under a warranty. Our maintenance control or parts personnel then follow the applicable procedure to file the warranty claim. Work performed under warranty by our staff is not billed to the City. Furthermore we understand any cost associated with a deductible or work performed that turns out not to be a warranty repair by a vendor is part of our cost.

Shenandoah Fleet Advantage

Our Fleet Maintenance Management System tracks parts warranties and alerts us when we are replacing a part still under warranty to we can recover the costs.

Our maintenance controller maintains a comprehensive library of service manuals, service bulletins, lubrication charts, and other information needed to service the fleet's vehicles. In addition to information received from OEMs, we subscribe to the ALLDATA service to ensure we have up-to-date documentation and the latest service bulletins on all equipment. We included the cost of this system in our proposal.

3.2.8 Road Testing (SOS 4.8)

Our technicians perform road tests when a safety system (brakes, steering, etc.) is worked on, when significant engine repairs are performed, and when necessary for our technician to confirm a problem has been resolved in coordination with our shop supervisor. Road tests are also performed as necessary to properly diagnosis a vehicle's problem. We perform a road test as part of a PM B and C. Additionally, our quality control inspectors perform test drives periodically as part of our QC program. All personnel performing road tests are ASE certified and appropriately licensed for the vehicle being operated.

3.2.9 Assessment of Confiscated Vehicles (SOS 4.9)

Our service writers supported by our technicians assess confiscated vehicles under consideration for use by the City and provide a detailed estimate to bring the subject vehicle up to safe and appropriate operating condition. Once approved, we understand this initial work is considered non-target; however,

once the vehicle is accepted into the fleet, on-going maintenance and repair are part of the target budget. Our staff also assists in preparing confiscated vehicles not selected for use for disposal.

3.2.10 New Vehicle Preparation and Vehicle Disposal (SOS 4.10)

Our technicians prepare new vehicles entering the fleet for service. Vehicle preparation includes:

- Conducting safety inspections
- Cleaning the vehicles
- Installing special equipment to include fire extinguishers, first aid kits, CANceivers, decals and lettering, security screens, rear seat inserts, gun locks, and trunk organizers
- Coordinating radio installation and special equipment that is not our responsibility
- Entering vehicle information into our fleet maintenance management system
- Numbering and distributing key sets

We use this opportunity to establish the preventive maintenance schedule, analyze spare parts requirements, and determine if any specialized training is required for our employees to maintain this vehicle. We assist the City with titles, asset tags, and registration of vehicles and equipment. Our quality control inspectors also inspect and ensure all new vehicles and vehicles that have had outsourced work properly operate.

We process vehicles for sale and disposal. This service includes:

- Removing special equipment
- Removing lettering and decals
- Making minor repairs to enhance resale value
- Arranging parking
- Completing all necessary documentation
- Providing all keys to the City

For totaled vehicles, we drain all fluids; remove and recycle batteries, tires, and Freon.

All vehicle preparation tasks, like all work performed on this contract, are coordinated with the City.

3.2.11 Accident and Vandalism Repairs (SOS 4.11)

We report all accidents to the appropriate City's risk manager other representatives as required in the RFP and coordinate the appropriate reports with the using agency. This includes all damage noticed during our incoming inspection when a vehicle arrives at our shop for service. Upon direction from the City, we process the vehicle for repair of accident damage including getting at least three quotes (one quote can be from us) for repairs, transport of the vehicle to and from the repair location, quality control, and processing/payment of invoices. We understand the actual repairs are considered non-target. All accident repairs are tracked within our fleet maintenance management system.

3.2.12 Welding and Fabrication (SOS 4.12)

Our technicians perform welding and fabrication services as required to repair the vehicles and equipment on this contract. This includes normal repairs associated with maintaining heavy equipment such as those examples provided in Section 4.12 of the RFP. This work is part of the target services.

3.2.13 Investigations and Audits (SOS 4.13)

We support all investigations related to the automotive fleet (accidents, fire, or other technical issues) as requested by the City as part of our fixed price responsibilities. This includes performing root cause analysis. In these cases, our on-site staff receives assistance as necessary from corporate resources in performing this analysis.

3.2.14 Motor Pool (Loaners) and Fleet Sharing Vehicles (SOS 4.14)

Our maintenance scheduler manages the motor pool assisted by the fuel/lot control clerk and our customer service staff. We use our fleet maintenance management system to allow City personnel to reserve vehicles. Our junior technicians are responsible for checking vehicles and cleaning when necessary.

We use the Motor Pool Module (Figure 3-4) of our Fleet Maintenance Management System to support the operation and management of the motor pool. This system allows online reservations, reservation approval, recording vehicle pickup and return, and allows for a charge back if desired.

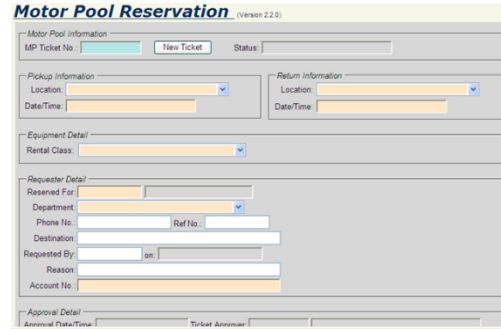


Figure 3-4: Our Fleet Management System Supports Motor Pool Operation

3.2.15 User Abuse Repairs (SOS 4.15)

During the incoming shop inspection, our service writer or responsible technician immediately informs our maintenance manager if use abuse is suspected. If our maintenance manager confirms this finding, it is immediately reported to the City with appropriate documentation. At this point we proceed as directed to include completing the repairs while the investigation is underway. Our staff supports this investigation as required to perform root cause analysis. We understand the administration of such repairs is part of the target price and repair of confirmed abuse in non-target and charged to the using department.

3.2.16 Emergency Service (SOS 4.16)

There is no time fleet maintenance technicians are more valuable than when the community faces crises such as bad weather, natural disasters, civil unrest, or a major accident. We understand that for City departments to do their job during such contingencies, we have to do ours even if it means providing support around the clock. We are experienced in providing emergency 24/7 services at all of our other contracts, including our FEMA contracts where responsiveness in emergencies is of paramount importance.

We comply with the requirements of the City’s Continuity of Operations plan and have required staffing in-place within an hour of notification. We establish an emergency callback system, and our project manager, maintenance manager, and parts manager each carry a cell phone. We provide the City with this callback list, which is updated as necessary. If needed, we call for additional support from our other contracts to meet the requirements of an emergency.

During an emergency, we operate our shop at whatever schedule it takes to meet the demands of our user organizations. As stated above, this is not new to us. As a major contractor for FEMA, we respond quickly to support emergency and other contingencies. Our plan to provide for standard overtime issues and small events such as small weather events and fires in which technicians would have to work minimal overtime in addition to normal shifts includes:

- Using overtime for our existing staff by either working extended work hours and/or working weekends until the work causing the surge is met
- Temporarily transferring personnel from one of our other contracts to support the surge requirement
- Bringing in temporary employees from the local area if we determine there is more than a week or so of surge effort

During the first few months of the contract, we recruit and pre-clear potential temporary and part-time employees who are able to support our operation when needed. These personnel are recruited from retired

technicians who only want to work occasionally or working technicians willing to work for us as a second job to meet contingencies.

Shenandoah Fleet's plan is presented below for the provision of technician services during expanded hours of operation in the event of certain emergencies, such as weather events, etc., in which the City's fleet maintenance facilities possibly need to be in full 24/7 operation.

Staffing During Emergencies

We understand the biggest surge requirements occur during major weather events such as a blizzard. In such times, we adjust our staffing hours as necessary to provide 24-hour coverage of our shop to meet the needs of the City. We do this to the maximum extent by adjusting work hours to minimize overtime that would be required. All contingency and surge requirements are closely monitored by our Warrenton corporate staff.

Our plan addresses how we would split our technician workforce into shifts for the 24/7 contingency. In this situation we divide up our staff into two teams, each working 12-hour shifts headed by either a manager or our senior technician. We supplement this staff as necessary in coordination with City management from our part-time resources. We continue this staffing approach until the contingency is mitigated and the City directs us to go back to the normal schedule.

A significant feature of our staffing approach is using part-time and/or temporary personnel to allow us to quickly flex up or down due to changing requirements for emergencies, short-notice adjustments, and a change in operational tempo. Our project manager is responsible for scheduling and shifting resources to meet the needs of the City in times of emergencies. The options our management team has to supplement staffing to meet changing requirements and contingencies are:

- Increased hours of part-time workers
- Flexible work schedules
- Temporary reassignment of personnel
- Overtime
- Prescreened temporary hires
- Additional full-time employees
- Temporary transfer from other sites

Our proposed staffing level is based on requirements in the RFP. Shenandoah Fleet understands the work requirements are not static and there are times when the need for additional personnel are required based on operational tempo or a contingency situation. The following are options our management team has to supplement personnel resources:

- ***Flexible Work Schedules.*** In cases where the requirement calls for extended hours, our project manager adjusts staff and work schedules to support work tasks without absorbing additional costs or adding additional resources.
- ***Cross-Utilization Training Program.*** Through our cross-utilization training program, our project manager has the option of requesting temporary reassignment of personnel from another project.
- ***Overtime.*** For increased personnel requirements of a short duration, we authorize overtime to meet the need. Overtime is used to meet short term contingencies that cannot be accomplished by flex work schedules or temporarily reassigning personnel.
- ***Prescreened Temporary Hires.*** A critical mission for our HR staff is to identify personnel who can be prescreened by our operations staff, preleased, and assigned by various skill categories. These personnel form a pool of temporary staff that can be called upon in short notice to meet surge demands.

- **Temporary Transfer from Other Sites.** In emergency situations, we temporarily transfer employees from other operating locations as necessary. These employees remain until the situation is resolved or until local resources can assume the work.

Our specific plan for responding to both short-term and long-term emergencies is depicted in Figure 3-5.

Short-Term Emergencies (30-Days or Less)	Long-Term Emergencies (Greater Than 30 Days)
Staffing <ul style="list-style-type: none"> • Split shift for more coverage • Utilize overtime • Use part-time temporary employees • Assign employees temporarily from another Shenandoah Fleet site <p>Communications: Provide additional cell phones if needed to all staff with data capability and air cards for computers.</p>	Staffing <ul style="list-style-type: none"> • Split shift for more coverage • Utilize overtime • Use part-time temporary employees • Bring additional full-time temporary or permanent employees aboard • Assign employees temporarily from another Shenandoah Fleet site <p>Communications: Provide additional cell phones if needed to all staff with data capability and air cards for computers.</p>
<p>Equipment Rental : Provide any equipment necessary. If possible provide from another Shenandoah Fleet site.</p> <p>Parts Availability: Procure from outside the area and if necessary truck in from Atlanta or another Shenandoah Fleet site. Leverage our national suppliers.</p> <p>Facility Utilization: Rent additional or replacement facilities if necessary. In the meantime, set up in any location possible including a parking lot if necessary.</p>	<p>Equipment Rental : Provide any equipment necessary. If possible provide from another Shenandoah Fleet site.</p> <p>Parts Availability: Procure from outside the area and if necessary truck in from Atlanta or another Shenandoah Fleet site. Leverage our national suppliers.</p> <p>Facility Utilization: Rent additional or replacement facilities if necessary. In the meantime, set up in any location possible including a parking lot if necessary.</p>

Figure 3-5: We Have a Plan for Short-Term and Long-Term Emergencies

Please note Shenandoah Fleet does not have a represented workforce; therefore, there is minimal chance for any labor disruptions.

3.2.17 Waste Management (SOS 4.17)

Shenandoah Fleet is responsible for disposal of all trash and other waste generated by our operations, as we are at every other site where we perform vehicle maintenance. During the transition we finalize agreements with licensed hazardous waste disposal companies to handle transportation and proper disposal of these wastes. We have a corporate agreement with Safety-Kleen which we also use on this contract unless the contract the City has is more advantageous.

We are experienced in complying with all environmental standards as required by Federal, state, and local jurisdictions as we perform our PM and repair services on highly regulated Federal Government sites. We implement this same program for the City. This program promotes recycling and minimizing the use of hazardous materials where other alternatives exist. Integral to our hazardous waste and environment management program is the maintenance of records of all actions regarding hazardous chemicals and waste, including origin, transportation, distribution, and disposal, as well as display of proper material safety data sheets (MSDS) as required by our comprehensive safety management plan. We also have a spill management plan at each of our locations.

We have a very active program to use bio-friendly products as required on our Federal Government contracts. We implement this program on this City of Fort Lauderdale contract.

Shenandoah Fleet requires each employee to attend an Environmental Training Course to reduce the risk of injury and illness cause by hazardous chemicals and to ensure all such substances are handled properly.

We train our employees who work with handling hazardous materials as follows:

Lesson One, The Hazardous Communication Standard: Introduces the standards issued by OSHA, presents the hazardous communication standard, and describes each of the actions required.

Lesson Two, Chemical Forms and Exposure Hazards: Describes the forms chemical materials can take and how to identify potential sources of exposure to chemicals in the workplace.

Lesson Three, Types of Physical and Health Hazards: Describes the specific types of chemical hazards present in a fleet maintenance operation and helps the employees understand the risks associated with each type.

Lesson Four, Controlling Chemical Hazards: Introduces how chemical hazards can be controlled; describes engineering/mechanical controls, personal protective equipment, and procedural controls; discusses detection of uncontrolled chemical hazards.

Lesson Five, Introduction to MSDS and MSDS Physical Hazard Information: Addresses how to read and use the sections of the MSDS that identify chemical materials, physical hazards, ways of controlling physical hazards, and correct procedures to follow in a fire, spill, or leak.

Lesson Six, MSDS Health Hazard Information: Shows how to use information on the MSDS that describes health hazards and protective equipment required to guard exposure; discusses special precautions given on the MSDS such as correct procedures for safely handling and storing material.

Lesson Seven, Using Labels and the Hazardous Chemical Inventory: Presents the hazard communication standard that requires every workplace to use warning labels and maintain a hazardous chemical inventory; identifies the information that these resources contain and shows the employee how to use these documents to protect themselves from chemical hazards.

3.2.18 Fuel Station Management (SOS 4.18)

Our fuel/lot control specialist manages the fuel station management and provides support. He/she:

- Inspects each fueling station daily
- Coordinates repairs of the system and provides the City the status of repairs
- Maintains integrity of CANceivers and/or fuel keys
- Provides reports on fuel usage
- Manages interface between the fuel system and our fleet maintenance management system
- Provides fueling assistance
- Verifies fuel deliveries and fuel additives
- Monitors the level of the water level in the fuel and notifies the City and the maintenance provider if the water level exceeds two inches
- Monitors fuel inventory levels daily to detect leakage and to reorder when necessary
- Provides other fueling related support as needed and when needed including after hours

Additionally our fuel/lot control specialist coordinates on-site fueling using the City-supplied fuel trucks. At least three of our technicians are trained in fueling operations.

3.2.19 Car Wash Station Management (SOS 4.19)

Our fuel/vehicle lot control specialist is responsible for car wash station management including a daily inspection to ensure proper operation, coordinating repairs and resupply, and periodic pressure washing and cleaning of the facility performed by our janitor.

3.2.20 Additional (Targeted) Operating Budget Services (SOS 4.20)

Our staff provides the additional target budget services listed in RFP paragraph 4.20 to include:

- **Maintain Confiscated Automobiles:** Our technicians perform maintenance on confiscated vehicles per paragraph 4.9 of the RFP

- **Dispose of Vehicle and Parts:** When directed we dispose the remains of vehicles not handled through the auction process to include vehicles we have been given permission to cannibalize.
- **Perform Seasonal Maintenance:** We establish a seasonal maintenance program for equipment that fits this definition to include ball field rakes, and hurricane response equipment. This equipment receives a PM C during the off season (December of each year.) This seasonal maintenance program is set up in our fleet maintenance management system.
- **Assist in Operator Training**
- **Top-off Fluids on Police Patrol Vehicles:** As required a junior technician provides on-site fluid top-off and checks using the City-supplied service vehicle.
- **Participate in Test Program:** Our staff actively participates in test programs sponsored by equipment or parts manufacturers approved by Fleet Services. Our parts partner, CARQUEST, actively seeks these tests that might have a beneficial impact on the City's fleet operation.
- **Provide Locksmith Services:** We provide locksmith services as required. Based on answers to the questions we are not required to provide computer chip/programmable keys and fobs.
- **Test Alternative Fuel Vehicle and Fuel Consumption and Emissions Products:** We participate in tests as directed by the City.
- **Inspect and Provide Fire Extinguishers/First Aid Kits:** For all services other than quick fixes, we inspect fire extinguishers and first aid kits and replace/replenish as required. We understand in the answers to questions that extinguishers and first aid supplies are provided by the City.
- **Implement an Oil Analysis Program:** On all of our fleet contracts, we have implemented an oil analysis program for this contract in accordance with the specifications provided for in RFP Paragraph 4.20k. See Figure 3-6.
- **Repair Interiors:** Our body shop personnel repair vehicle interior damage to include worn or ripped seats, cracked dashboards, and worn door panels.

3.2.21 Additional (Non-Targeted) Operating Budget Services (SOS 4.21)

We perform additional work as properly authorized by the City in writing. This additional work can include non-fleet fabrication work, out-of-scope repairs, capital purchases and purchases of equipment, accident repairs, response to emergency situations, or obtaining special outside services. We prepare a non-target proposal for any special work outside the normal scope of this contract in response to the request. Unless otherwise specified, our proposal is for a fixed price to perform the work desired. Once accepted and a modification is made to the contract, we initiate the work desired.

Any additional work is properly documented and included as an additional expense on the monthly invoice at the pre-negotiated amount. We invoice non-target repair charges at the pre-negotiated rates based on flat manual rate schedule. We prefer to use the ALLDATA rate since we plan to subscribe to this service, but we consider other schedules that are appropriate and use manufacturer's factory time if available. In all cases, we agree on the time before executing the work and negotiate any special unforeseen circumstances such as rusted fasteners as we encounter the condition.

3.2.22 Outside Repairs (SOS 4.22)

Our objective is for our in-house staff to perform most repairs. There are, however, certain repairs and services that are not economically feasible for our staff to perform or where we do not have the equipment to safely perform these services. These services include:

- Painting
- Glass replacement
- Alternator and generator rebuilding
- Front end alignments
- Major engine overhaul

Page 1 of 1

LARRYT OIL ANALYSIS SERVICES
LARRY TURNER
4608 DUNKIRK DR
CHESTER, VA 23831

Analysts, Inc.

STATUS WAS
ABNORMAL ON 29-Mar-10

ISO 17025 ACCREDITED TESTING LAB
Cert # 2386.01, Test Laboratory
2450 HASSELL RD, HOFFMAN ESTS., IL 60195
(PH) (800) 222-0071 (FX) (847) 884-8098

UNIT I.D.: V505
COMPONENT: ENGINE
COMP. REF. NO.: 9652398
P.O./REF NO.:

WORKSITE	UNIT MANUFACTURER MCI	OIL TYPE SHELL ROTELLA 15W40
COMPONENT TYPE DIESEL ENGINE	COMPONENT MANUFACTURER AND MODEL DETROIT DIESEL 8V92	COMPONENT SERIAL NUMBER
MAINTENANCE RECOMMENDATIONS FOR LAB NO. 2643 Reported On: 06-APR-10 From: SHENANDOAH FLEET MAINT. & MANAGE, PETESBURG, VA		

ANALYSIS INDICATES ABNORMAL CONDITIONS! VISCOSITY IS LOW for the reported oil type/grade. COOLANT additives are present. Glycol test negative. Bearing or bushing wear. MONITOR the coolant system for loss and/or unusual required additions. CHECK for proper start-up and operating oil pressures. CHANGE the OIL and FILTER(s) if not already performed. RESAMPLE at 1/2 normal interval.

EVAL ID: 1302	SPECTROCHEMICAL ANALYSIS IN PARTS PER MILLION BY WEIGHT																				SAMPLE DRAWN	
	LAB NO.	Iron	Chromium	Nickel	Aluminum	Lead	Copper	Zn	Silver	Titanium	Silicon	Boron	Sulfur	Phosphorus	Magnesium	Fluorine	Zinc	Calcium	Barium	Magnesium		Antimony
2643	40	3	1	3	16	48	60	4.2	<1	56	11	169	<10	<5	1075	1285	1258	<10	725	<30	<1	23-Mar-10

SAMPLE INFORMATION								PHYSICAL TEST RESULTS							
LAB NO.	MHR Unit	MHR Oil	FLTR Add	OIL CHG	FUEL %VOL	FUEL SOOT	ABS OXID	ABS NITR	WTR %VOL	GLY TEST	VIS 100°C	CS	SAE GRADE		
2643	301561				1.1	0.0	9	4	<10	NEG	11.9		30		

UNDERLINED FIGURES INDICATE SIGNIFICANT VALUES. MAINTENANCE THAT MAY BE REQUIRED IS INDICATED ABOVE UNDER MAINTENANCE RECOMMENDATIONS AND SHOULD BE PERFORMED BY A QUALIFIED MECHANIC. PLEASE ADVISE US OF ANY MAINTENANCE PERFORMED ON THIS UNIT.
ACCURACY OF RECOMMENDATIONS IS DEPENDENT ON REPRESENTATIVE SAMPLE AND COMPLETE, CORRECT DATA ON BOTH THE UNIT AND SAMPLE. THIS REPORT IS NOT AN ENDORSMENT OR RECOMMENDATION OF ANY PRODUCT OR SYSTEM. ORIGINAL REPORTS MAINTAINED IN ANALYSTS, INC. DATA FILES.
FOR LEGEND AND EXPLANATION OF PHYSICAL PROPERTIES TESTS PLEASE SEE: <http://www.analystsonline.com/legend.jsp>
NOTE: 'U' after SAMPLE DRAWN indicates date was NOT provided, displayed date is process date.
NR= TEST NOT PERFORMED
COPYRIGHT © 1990 ANALYSTS, INC. FORM NO. 6065-A 09/00

Figure 3-6: Shenandoah Fleet Proposes an Oil Analysis Program

Shenandoah Fleet's Maintenance Management Program

Shenandoah Fleet will bring to the City of Fort Lauderdale a comprehensive fleet maintenance management program, which offers the following features:

- Complete vehicle equipment life-cycle management, including budgeting, acquisition, capital improvement, campaigns, and disposal management
- Robust work order functionality
- Shop scheduling module
- Complete warranty and claims tracking
- Flexible preventive maintenance scheduling
- Purchasing and parts inventory management
- Availability and pull-out management
- Technician certification and training management
- License and permit management
- Accident repair tracking with subrogation claims management
- Comprehensive rental and chargeback billing system
- Innovative web technology
- Mobile wireless handheld technology
- Barcode-enabled system
- Best practice workflows, including real-time labor capture
- Touch screen-enabled for ease of use
- Key performance indicator (KPI) dashboards
- 200+ "Out-of-the-Box" standard reports with customizable setups, including:
 - Sorts
 - Groupings
 - Selection criteria generated in a variety of exportable formats
 - Graphical representations
 - Drill-down capabilities

We continually evaluate the work we subcontract to ensure our practice remains the most economical and efficient. We routinely pre-qualify vendors for services required to ensure they have required insurance and business licenses, and we select the vendor for a particular job based on a price quote, considering past performance of the vendor. We inspect all subcontracted services upon return to our shop to ensure repairs are consistent with our standards. Shenandoah Fleet coordinates all aspects of the subcontract services including handling all paperwork, scheduling the service, and transporting the vehicle. We understand outside repairs for services that fall under the fixed price portion of this contract are totally our responsibility.

3.2.23 Hours of Service (SOS 4.23)

This proposal includes the staffing and related cost to operate the City's maintenance facility from Monday through Friday from 7:00 am to Midnight and on Saturday from 8:00 am to 4:30 pm. All services are provided during these hours with the exception of body repairs which are limited to weekday day shift. We staff all shifts with qualified EVT fire apparatus technicians. We do not work City holidays unless directed. We are prepared to staff on a 24-hour/7-day a week basis for emergencies as presented in proposal paragraph 3.2.16.

We keep technicians on-call to include fire apparatus technicians.

3.2.24 Fleet Management and Information System (FMIS) (SOS 4.24)

Shenandoah Fleet has invested more than \$300,000 in a fleet maintenance management system which we believe brings significant capability. (See blue sidebar above.)

We are able to provide this comprehensive and robust system at a fraction of the cost of what the City would have to pay to acquire it. We provide City management read-only access to the system.

Our state-of-the-art maintenance management system allows us to:

- Manage and control maintenance reporting
- Manage parts inventories
- Schedule maintenance
- Track performance

Work orders are used to authorize work and record maintenance and repairs with labor, parts, and commercial charges. The maintenance program standard jobs are associated with maintenance class groups for like vehicles (we use the APWA classification structure as our baseline but can adapted to the

City's class if desired), and job intervals are forecasted according to established maintenance program guidelines.

The system has the capability to record fuel usage and mileage from the fueling system for use in preventive maintenance scheduling.

The Shenandoah Fleet maintenance management system is a web-based system accessible on the internet, utilizing Internet Explorer. This secured accessibility allows for sharing information directly with the City. All that is required by the City is web access, the web address (URL), and an assigned login ID and password (Figure 3-7). User orientation and training in

use of this system would require a minimal amount of time and is provided by Shenandoah Fleet. This multi-user system operates on Shenandoah Fleet servers in our headquarters in Warrenton, VA where we have a systems administrator dedicated to managing and supporting the operation. We also have a dedicated systems administrator on the contract to provide on-going support and training.

The system has the capability and is implemented in such a way to collect all costs to include labor, parts, and commercial services for each vehicle. We have a variety of codes built into the system using the American Trucking Association's Vehicle Maintenance Reporting Standard and modified to meet the needs of our customers and internal management.

The Shenandoah Fleet maintenance management system has the capability to manage all activities via automated work orders. We are very experienced in managing work orders at all of our current contracts. We capture and record, at a minimum, the following work order-related information:

- Unique work order number
- Costs categorized as target costs or non-target costs
- Valid unit ID number and license number
- Odometer (or hour) reading
- Maintenance type code (to reflect scheduled, nonscheduled, road call, or PM)
- Outside vendor identification code (if outside services)
- PM code (A,B,C)
- Opened date/time
- Closed date/time
- Work cause code (for normal wear, PM, abuse, etc.)
- Work description (minimum of 50 characters)
- Technician name or other identifier
- Labor hours breakdown
- Parts(s) number(s) quantity and cost
- Department/cost center identifier

An important part of this system is its ability to

Shenandoah Fleet Advantage

Our Fleet Maintenance Management System is licensed based on the number of vehicles and equipment (assets) in the database, not on the number of users. This allows us to provide anyone in the City who needs access to our system to have it without additional costs.



Figure 3-7 Our Fleet System Is Accessible by City Employees via the Internet

track and report management information on a real-time basis through the use of “dashboards.” We develop specific dashboards for overall City management and for individual user departments so they can track our work and always know the status of their fleet. See Figure 3-8, which is from our FEMA vehicle maintenance contract. In this figure we show a dashboard that reflects workflow and specifically, open work orders, open jobs, jobs waiting parts, and units waiting customer decision.

During the transition period, we work closely with the City staff to develop a reporting mechanism that

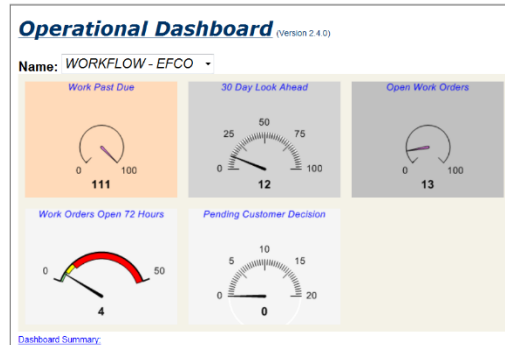


Figure 3-8: We Communicate with Customers via Customized Dashboards

provides the information needed to effectively manage the contract and to provide the data the City needs for other tasks such as budgeting. We understand the reporting specified in the RFP represents the minimum desired.

We realize most reporting information comes from our fleet maintenance management system. We use this system in the course of doing business to ensure the City has access to the most current information.

As part of our philosophy of having an open book with our customers, City management has read only access of our system with the added ability to input service requests. We work with the various internal City customers to develop both dashboards and reports to meet their individual needs.

Reporting

Our fleet maintenance management system has more than 200 standard reports with customizable selection criteria, data sorting, and data grouping in various exportable formats such as .pdf or Microsoft Excel. Reports are grouped according to the functionality they support, for example Inventory, Labor, Workflow, and Asset Management. Reports generally have report filters that allow the capability to narrow down selections to specific information.

Custom Crystal Reports can be developed and added to the fleet maintenance management system menus as an alternate to an existing standard report or as a new report. The system also has an “Ad Hoc” query capability which is generally used in response to a request for specific information.

We work with the City to develop meaningful standard reports. As presented above, we plan to meet most of the reporting requirements through dashboards that allow for real-time monitoring of our performance.

Systems Administration

We are proposing a full-time systems administrator on the contract to assist the City and our personnel to make maximum use of the system and its capabilities. This person’s responsibilities includes training for both City and company personnel, introducing enhancements, maintaining user credentials, and coordinating with the Shenandoah Fleet corporate IT staff.

As mentioned previously, this system operates on the servers located in Shenandoah Fleet’s corporate offices in Warrenton, VA and is backed up nightly. Additionally the server is mirrored by one located in San Antonio, TX that allows us to switch that site should an outage, either hardware or utility, occur in Warrenton.

3.3 Transition Plan (RFP 2.4.3)

3.3.1 Continuity of Services

Based on our experience in starting up new contracts, Shenandoah Fleet recognizes the importance of planning and executing a new contract. A sound transition plan goes a long way toward ensuring a smooth and seamless transition for our customers and new employees.

3.3.2 Actions, Personnel, Time Commitments, and Resources

Figure 3-9 lists responsibilities and availability dates of our key transition team members. This team is complemented by additional qualified corporate personnel in finance, contract administration, environmental operations, safety, human resources, quality, and management information systems.

Each of the personnel (either from corporate headquarters or on site) listed is assigned specific responsibilities during the transition period. They report to the transition team leader and project manager. Shenandoah Fleet’s president, Bill Jones, and vice president, Dave Jones, ensure our project manager has resources, authority, and autonomy to effectively implement successful processes and procedures and to ensure successful performance on this contract for the City of Fort Lauderdale.

Shenandoah Fleet Advantage
Our corporate staff is well versed in starting up contracts and has a history of successful transitions in a variety of situations.

Shenandoah Fleet Corporate and On-Site Transition Team	Transition Responsibilities
President/Operations: Bill Jones	Ensure total corporate support to project; attend post-award and partnering meetings; communicate as needed with City customers.
Vice President: Dave Jones	Ensure total corporate support and access to information and lessons learned from Shenandoah Fleet’s current operations; attend post-award and partnering meetings; set up accounting system; set up computer and communications systems; support hardware and software requirements; develop site-specific contingency plans; assist in developing quality management system; provide quality control orientation and training support.
Senior Controller: Jessica Seale	Evaluate overall project financial controls’ procure and monitor insurance; serve as liaison for financial and legal issues; assist in setting up accounting systems.
Director of HR: Sandy Hauck	Assist in recruiting/interviewing; administer benefits and human resources support; provide human resources counseling and training support geared specifically for new operations.
Fleet Systems Administrator: Lynn Adair	Direct team responsible for gathering the City’s fleet information, formalizing information, and load system into the Shenandoah Fleet Maintenance Management System. Work with Operations Management to define preventive maintenance procedures for each piece of equipment and enter this in the system. Inventory and set up parts room based on our standards and enter initial inventory into the system. Perform system training.

Figure 3-9: Our Team is Ready for an Eight-Week Transition

Experience with Successful Transitions

Shenandoah Fleet realizes the importance of a smooth transition to sustain continuity of services and to communicate with existing staff. This is an uncertain time for incumbent employees, and we have learned what they need most is communication. Our process for coordinating transition from an incumbent team to Shenandoah Fleet is based on solid experience resulting in transitions that are seamless to our customers.

On all of our current contracts, which are described Chapter A, Experience, Qualifications, and Past Performance, we have successfully started up contracts from in-house work forces or from other contractor staffs. Figure 3-10 highlights our transition experience at other contracts.

Current Shenandoah Fleet Contract	Transition Experience Highlights
Virginia State University	Taking over from a previous contractor, we were not satisfied with the skill level of the staff. Therefore, we went through a structured recruiting and evaluation process to allow incumbent staff to interview along with candidates from the local area. We ended up making offers to candidates from outside. This process was fully coordinated with the client. We also reduced a backlog of approximately 70 vehicles to seven by the end of the first month. In addition, we completed, within three days of contract start, repair of one police car, which the incumbent contractor could not properly diagnose and repair.
Laughlin Air Force Base	We hired all six incumbent employees who are covered by a Collective Bargaining Agreement.
Blue Grass Army Depot	We hired all seven incumbent employees who are covered by a Collective Bargaining Agreement.
FEMA Fleet Maintenance	We had two days from official notification to the start of the contract. We hired most of the employees of the previous contractor. At one location the previous contractor had more employees than we needed, so we hired based on qualifications with input from the customer. At several locations, because the previous contractor had vacancies, we hired personnel through advertising and networking. These positions all required Federal Government security clearances. This contract has approximately 30 technicians.
FEMA Temporary Housing	We accomplished a very short turnaround transition in which we put all staffing in place in three days, to include hiring of incumbents, hiring of outside candidates, background security testing, and orientation/training. In addition, we implemented all systems required for HR, payroll, timekeeping, and contract administration, etc. This contract had an initial staffing of 51 individuals.
Effingham County, GA	We accomplished a transition in approximately 20 day which including bringing our fleet maintenance management system online. This included interviewing all incumbent non-management employees and hiring the staff, integrating with our principal part vendor (CARQUEST), establishing other vendor accounts, and establishing our preventive maintenance program.

Figure 3-10: Shenandoah Fleet Has a Record of Very Successful Contract Transitions

3.3.3 Timeline of Events

Shenandoah Fleet’s transition plan/schedule is shown in Figure 3-11. We have built this plan on a 30-day timeframe (four full weeks plus days during pre-week), but can scale to the time available as requested by the City. Shenandoah Fleet has started up 50-person contracts in less than one week. While we do not recommend this approach, it does represent how flexible we can be to meet the needs of our customers. This schedule is updated and tailored as required during the events of the transition.

Transition Support Activities	Pre-Week	Week 1	Week 2	Week 3	Week 4
General Administration					
Notification of contract award	x				
Assemble transition team and review timeline	x				
Assign specific transition responsibilities	x				
Conduct post-award meetings with City (minimum of weekly)	x				
Conduct kick-off meeting with City		x	x	x	x
Introduce current employees to Shenandoah Fleet (noninterference basis)		x			
Mobilize key project support staff on project site		x			

Transition Support Activities	Pre-Week	Week 1	Week 2	Week 3	Week 4
Set up computers, internet, and interview rooms in transition office		x			
Order supplies for transition office		x			
Review, update, and submit transition plan		x			
Obtain certificate of insurance for project		x			
Obtain permits and licenses		x			
Introduce key personnel and establish communications		x			
Develop and maintain CDRL to ensure on-time delivery of deliverables			x		
Develop consolidated tickler list of required recurring inspections/reports			x		
Disseminate contract operational procedures to project manager			x		
Develop annual inspection, testing, and certification schedule				x	
Recruiting/Personnel and Project Staffing					
Conduct transition training	x				
Screen resumes of incumbents		x	x		
Assemble new hire information packets	x	x			
Set up advertisements for new staff hiring	x	x			
Organize recruiting activities and finalize hiring plan	x	x			
Review incumbent personnel		x	x		
Review applications and resumes		x	x		
Schedule new employees for interviews		x	x	x	
Verify credentials and qualifications of employees			x	x	
Submit resumes of key personnel to City				x	
Conduct all-hands meeting for prospective employees				x	
Verify background checks, drug screening, and I-9 forms				x	
Issue offer letters and confirm incumbent employee transition/extension				x	
Collect uniform sizes and order uniforms				x	
Arrange and conduct site-specific training and site orientation				x	x
Collect offer letters				x	
Finalize organization chart					x
Provide employee list to City					x
Determine employee start dates for new (non-incumbent) employees					x
Establish new employee payroll accounts in Shenandoah Fleet system					x
Schedule training and recertification					x
Conduct new employee orientation					x
Obtain ethics statement forms from employees					x
Conduct contract training for supervisors:					x
Safe work practices					x
Environmental compliance					x
Human resources					x
Contract requirements					x
Customer relations					x
Work order documentation					x
QA/QC procedures					x
Develop long-range training schedule					x
Logistics					
Obtain updated equipment list from City	x				
Establish accounts with local vendors	x	x			
Evaluate City contractor's tools and equipment		x			
Discuss with City inventory/pricing of contractor's tools and equipment		x			
Perform inventory of City-furnished equipment		x	x		
Establish critical spare parts list			x		

Transition Support Activities	Pre-Week	Week 1	Week 2	Week 3	Week 4
Order working stock and critical parts			x		
Conduct inventory of technical library				x	
Sign acceptance memo(s) for City-furnished equipment				x	
Submit orders for missing documents				x	
Contractor-Furnished Items					
Procure office equipment, supplies, and smart phones	x				
Demonstrate capabilities of fleet maintenance system with City		x			
Assess condition of equipment and facilities (document with photos)		x			
Formalize work flow procedures and approval system		x			
Finalize work order, requisition, timesheet, and completed work approvals		x			
Obtain quotes and set up delivery of bulk chemicals/other materials		x			
Review current directives, policies, and procedures			x		
Install Hazardous Materials Program			x		
Issue tools, keys, badges, and vehicle decals			x		
Review open work request and job order log for backlogged work			x		
Review vehicle maintenance history files			x		
Write contract-specific SOPs				x	
Prepare condition assessment report				x	
Develop integrated operating plans				x	
Develop key and lock control plan				x	
Set up shift work schedules				x	
Schedule new employee training on SOPs				x	
Develop new equipment warranty tracking				x	
Submit physical security plan				x	
Deliver recurring services schedule				x	
Assume full responsibility for maintenance					x
Develop and submit RFP-required reports					x
Safety					
Perform job task safety analysis in shop areas and field job sites		x			
Issue safety gear				x	
Set up weekly tool box safety schedule				x	
Submit contractor Accident Prevention Plan				x	
Meet with City to discuss administration of Safety Program				x	
Verify inventory of MSDS is up to date				x	
Finalize/disseminate safety plan					x
Set up library of safety training lesson plans					x
Conduct safety reorientation/training for all employees					x
Quality Assurance/Quality Control					
Meet with City quality representative		x			
Schedule initial and follow-up partnering session with City		x			
Conduct partnering training for supervisors, managers, City employees			x		
Designate/train QC personnel and issue letters of authority			x		
Disseminate QC Plan			x		
Submit detailed surveillance guides				x	
Update surveillance guides				x	
Implement approved QC Plan					x
Establish documentation and records retention procedures					x
Train staff in documentation and records retention procedures					x
Review customer service survey forms					x

Transition Support Activities	Pre-Week	Week 1	Week 2	Week 3	Week 4
Finalize QC checklists					X
Implement QC/QA standards for subcontractor work					X
Establish QC inspection files					X
Human Resources					
Set up benefits program for location		X			
Perform background checks based upon applications and I-9 forms		X	X		
Obtain copies of personnel training records, licenses, and certificates		X	X		
Create new employee files				X	
Establish payroll timesheet recording and approval process				X	
Finance					
Establish credit card account(s)	X				
Design invoice format	X				
Establish customer audit procedures		X			
Set up accounting system		X			
Populate project cost accounting system		X			
Develop accounting charge codes and review with project manager		X			
Create budgets for labor and materials, etc.		X			
Fleet Maintenance Management Information System					
Obtain copy of City fleet system files		X			
Define/load City Vehicle/Equipment Master File		X			
Test connectivity with home office systems		X			
Populate Shenandoah Fleet system with names of new employees			X	X	
Establish new login names/passwords for Shenandoah Fleet system			X		
Conduct training for systems operators			X	X	
Program preventive maintenance tasks in fleet system				X	
Set up annual inspections				X	
Generate month-ahead preventive maintenance schedule					X
Environmental Compliance					
Obtain copies of current City directives		X			
Perform initial environmental risk assessment		X			
Format logs and other records			X		
Set up filing system			X		
Inventory emergency spill response kits and order replacement materials			X		
Obtain copies of required licenses and certificates			X		
Register with regional environmental regulatory agency if required				X	
Conduct training on hazardous waste plan				X	
Review site-specific SOPs for pollution prevention				X	
Meeting with City					
Coordinate transition period	X				
Discuss personnel transfers		X			
Discuss work order backlog and data exchange		X			
Discuss schedule to incrementally transfer and accept responsibilities		X			

Figure 3-11: Shenandoah Fleet’s Detailed Transition Timeline Is Based on Our Transition Success

3.4 Service Alternatives and Exceptions (RFP 2.4.4)

While we are not taking any exceptions, we use this section to describe some assumptions and clarifications.

3.5.1 Proposed Alternatives

We have provided pricing for each of the options: trolley maintenance and operation of the central warehouse; however, on each of these we had to make assumptions that include:

- **Central Warehouse:** It is difficult to staff with function definitively without the volume of the commodities to be issued and the amount of inventory (line items) to be managed. We have staffed this to cover the two shifts required plus relief to cover vacations and other absences. We have staffed 2.5 personnel for this function.

3.5.2 Exception to Any RFP Provisions

We understand the contractor is to provide parts to the City with no markup, and Shenandoah Fleet complies with this and does not mark up parts and provides them at cost. However, with our initiative to subcontract the operation of the parts room to CARQUEST, they provide the following cost structure to us:

- **In-System Parts:** Parts in the CARQUEST distribution system is charged at store acquisition price plus 10%. This probably equates to an approximately 25% saving over the price the current contractor is paying for aftermarket parts.
- **Out-of-System Parts:** Parts and supplies not in the CARQUEST system are charged at the CARQUEST acquisition price plus 10%. In acquiring these parts and supplies, we use the buying power of CARQUEST to get the best possible price.

3.5 Organization and Staffing

Shenandoah Fleet’s approach to resourcing this contract includes:

- An on-site project manager who has the local authority to interact with the City and to make decisions regarding any issue covered by the contract
- A staffing plan that includes a night shift to service vehicles while the City employees are not using them
- Fully trained and capable technicians with an emphasis on ASE certifications and Emergency Vehicle Technician certification. Technicians compensation is based on the certifications they maintain
- Ensuring our technicians have the right equipment to perform their assigned duties

3.5.1 Organization Structure and Chart

Figure 3-12 presents our proposed staffing for the base proposal and the two options. The Trolley option is based on maintaining 17 trolleys per addendum 3. The central warehouse is also an estimate since we do not know the workload – it is based on coverage for two shifts with one person plus relief.

Position/Group	Base Proposal	Trolley Option	Central Warehouse Option
Project Manager	1.0		
Maintenance Manager	1.0		
Maintenance Supervisor (nights)	1.0		
Emergency Vehicle Technician	12.0		
Senior Technician	8.0	1.0*	
Junior Technician	6.0		
Body Technician	2.0		
Tire Repairer	1.0		
Service Writer/QC	2.0		
System Administrator	1.0		

Maintenance Scheduler	1.0		
Work Order Clerk	1.0		
Fuel/Lot Control Specialist	1.0		
Parts Manager (CARQUEST)	1.0		
Parts Clerk (CARQUEST)	4.0		
Janitor	1.0		
Warehouse Clerk			2.5
TOTALS	45.0	1.0	2.5

Figure 3-12: We Developed Staffing by Option After In-Depth Analysis

The technician staffing was developed as a result of an in-depth analysis of the City vehicles and equipment listed in the RFP. We assigned a maintenance factor to each vehicle/equipment. We then divided this maintenance factor by 100 to determine the number of technicians required. This is a proprietary staffing system Shenandoah Fleet has successfully used on our current contracts and the principals of the company have used for more than 20 years to bid fleet and equipment management contracts with cities, counties, and other government and commercial entities.

Figure 3-13 presents our organizational chart with staffing for the base proposal. The operation is led by a dedicated project manager, Trev Holst, and supported by a maintenance manager who actively supervises the shop floor and a night supervisor who does the same on his/her shifts. The parts operation is staffed by our partner CARQUEST. Our maintenance operation is supported by our shop support staff to include the service writers who are also our quality control inspectors, and our maintenance control personnel.

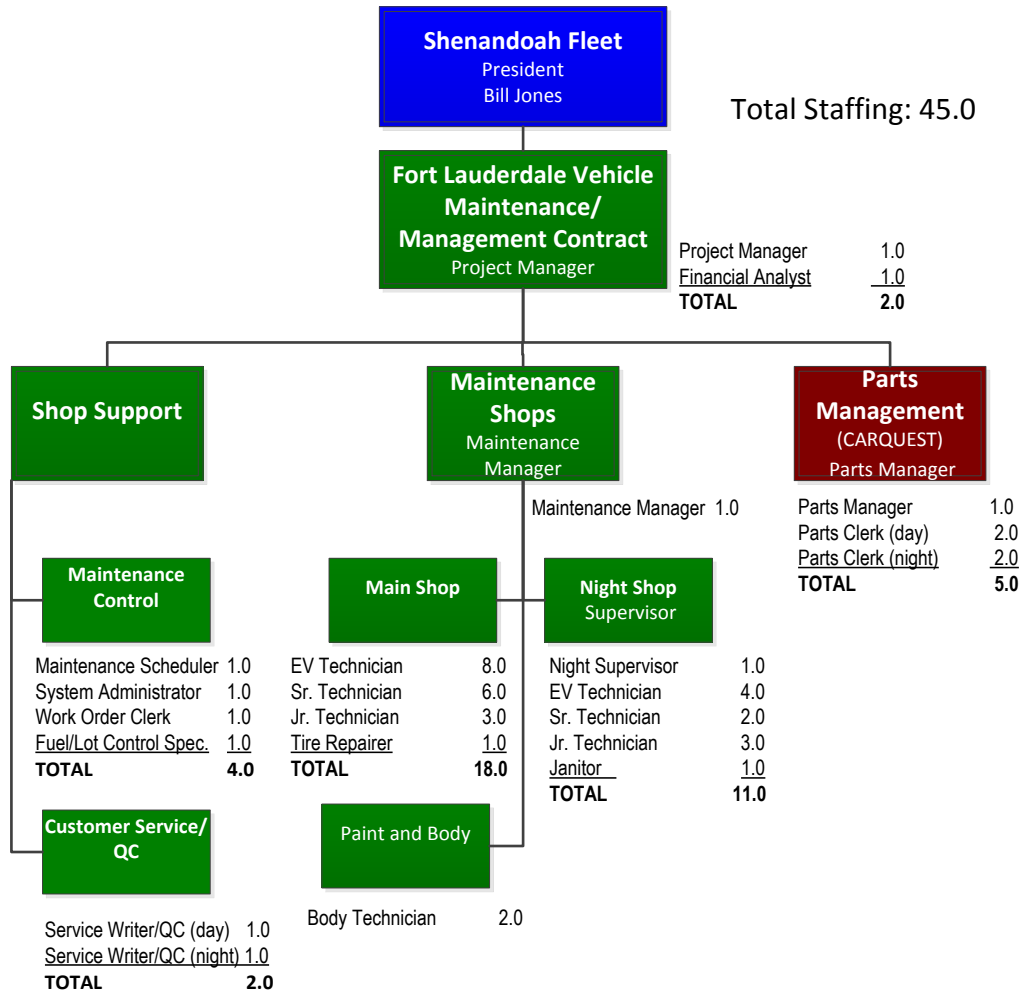


Figure 3-13: Our Organizational and Staffing Is Developed to Provide Superior Service

3.5.2 Position Descriptions

The position descriptions for our proposed staff, including project manager, EVT technicians, junior technician, senior technician, and support staff, are summarized in Figure 3-14.

Position	Responsibilities	Qualifications
Project Manager	<ul style="list-style-type: none"> Acts for Contractor on contract performance, and interfaces regularly with City clients Ensures compliance to the RFP Statement of Work Communicates weekly with City clients on an informal basis or more frequently if needed Surveys City clients in accordance with the quality control program Provides weekly and monthly status reports to the City Oversees administrative activities, including payroll, counseling, issue resolution, and training Works with the City clients to identify staffing requirements and establishes hiring criteria Oversees process improvement and streamlining of work 	<ul style="list-style-type: none"> Two years' experience as a supervisor or lead technician on a fleet management contract or related organization Three years' experience in program management in Government services contracts Excellent leadership/business skills Outstanding verbal/written communication skill/experience Strong organizational skills/strong customer relationship/partnering

Position	Responsibilities	Qualifications
	<ul style="list-style-type: none"> • Oversees recruitment/hiring of employees (in conjunction with Director of HR) • Manages employees in accordance with the RFP Statement of Work • Coordinates employees' work hours/workspace setup, etc. with City client • Issues daily vehicle and driving assignments; ensures vehicle operators follow posted work schedules; and ensures any changes are coordinated in advance with the City • Oversees timekeeping functions and process all timekeeping issues • Tracks employee recognition information and arranges for awards • Resolves performance problems as they arise through communication with the employee, the City client, and the Director of HR • Surveys employees for feedback and incorporates such into improved processes • Develops and presents key performance indicators • Conducts quality assurance surveys with City clients and follows up as required 	<p>skills</p> <ul style="list-style-type: none"> • Team building experience and skills • Experience in focusing on program continuous improvement
<p style="text-align: center;">Maintenance Manager/ Supervisor</p>	<ul style="list-style-type: none"> • Supervises mechanics and other personnel assigned to the shift • Interfaces with customer management • Takes necessary action to ensure shops are performing all services required by contract and within performance parameters assigned • Assists in diagnosing problems and provides other technical direction and job assignments to technicians • Evaluates accident damage, vehicle abuse, and high dollar repairs and makes decisions as appropriate • Recommends hiring, discipline, and evaluates staff based on company policy and higher management direction 	<ul style="list-style-type: none"> • Three to five years' experience as a supervisor, foreman, or lead/senior mechanic in a vehicle/equipment maintenance shop and 5 years' experience as a mechanic • Technical and management training preferred • Master ASE certification preferred • Valid CDL required • Computer literate
<p style="text-align: center;">Fire Apparatus/ Ambulance Technician</p>	<ul style="list-style-type: none"> • Completes inspections and performs preventive and corrective maintenance on all vehicles and equipment assigned to the vehicle maintenance shop with a specialization in fire apparatus, ambulances, and ancillary equipment • Checks condition of equipment determines causes of malfunctions and performs repairs required • Inspects, removes, and replaces components such as engines, fuel, air, electrical, and cooling systems • Performs repairs and servicing of equipment components • Repairs miscellaneous firefighting and EMS loose equipment, generators, pumps, nozzles, gated wyes, hand lights, compressors, hand and hydraulic tools, etc. • Troubleshoots, repairs, and/or replaces fire apparatus pumps in accordance with NFPA testing standards; tests all pumps following repair before returning to service • Completes preventive maintenance by inspecting, servicing, and correcting discrepancies according to maintenance policies, directives, and advisories • Completes work order documents, noting time, parts, and supplies used • Verifies working order of equipment after servicing is complete • Responds to emergency service calls and performs roadside repair • Assists lower level mechanics with diagnosis and technical issues • Performs lead work in shops of two employees or less and can 	<ul style="list-style-type: none"> • Five years' experience in functions such as inspection, repair, modification or troubleshooting of vehicles, mobile equipment, and MHE equipment with at least one year's experience working on fire or ambulances and related apparatus • ASE certification in a minimum of four areas required • Certified in air conditioning • Technical and/or military schooling preferred • Valid commercial operator's license required • EVT certification in at least two areas, or complete within 18 months

Position	Responsibilities	Qualifications
Senior Technician	<ul style="list-style-type: none"> • substitute for a lead in absences • Completes inspections and performs preventive and corrective maintenance on all vehicles and equipment assigned to the vehicle maintenance shop • Checks condition of equipment; determines causes of malfunctions; and performs repairs required • Inspects, removes, and replaces components such as engines, fuel, air, electrical, and cooling systems • Performs repairs and servicing of equipment components • Completes preventive maintenance by inspecting, servicing, and correcting discrepancies according to maintenance policies, directives, and advisories • Completes work order documents, noting time, parts, and supplies used • Verifies working order of equipment after servicing is complete • Responds to emergency service calls and performs roadside repair • Assists lower level mechanics with diagnosis and technical issues • Performs lead work in shops of two employees or less and can substitute for a lead in absences 	<ul style="list-style-type: none"> • Five years' experience in functions such as inspection, repair, modification or troubleshooting of vehicles, mobile equipment, and MHE equipment • ASE certification in a minimum of four areas required • Certified in air conditioning • Technical and/or military schooling preferred • Valid commercial operator's license required
Junior Technician	<ul style="list-style-type: none"> • Performs preventive maintenance and routine repairs to all vehicles and equipment assigned to the vehicle maintenance shop • Completes preventive maintenance by inspecting, servicing, and correcting discrepancies according to maintenance policies, directives and advisories • Performs more complex repairs under the direction of a senior mechanic • Completes work order documents noting time and, parts and supplies used • Verifies working order of equipment after servicing is complete • Responds to emergency service calls and performs roadside repair 	<ul style="list-style-type: none"> • Entry-level mechanic position. • Requires graduation from an accredited technical school, apprentice program, or verified military schooling teaching the mechanic trade, • Valid operator's license required,
Maintenance Scheduler	<ul style="list-style-type: none"> • Schedules preventive maintenance based on prescribed periodicity • Operates the fleet maintenance management system to determine overall status of the fleet and target activities near deadlines for management attention • Receives all electronic and hardcopy work orders for closeout ensuring all steps where completed and all resources expended are documented on the work order • Maintains files on each vehicle containing all work orders and other pertinent information • Maintains current library of manuals, specifications, and other publications for each shop • Assists in project administration 	<ul style="list-style-type: none"> • Two years' clerical experience in a vehicle maintenance setting • Computer literate • High school graduate or equivalent
Systems Administrator	<ul style="list-style-type: none"> • Oversees overall operation of the Shenandoah Fleet Maintenance Management System at the contract level • Coordinates with corporate systems administrator to ensure the system is meeting the contract needs • Operates and backs up on-site servers and systems consistent with policy • Maintains all tables within the system consistent with operational policy • Provides training to both customers and contract employees 	<ul style="list-style-type: none"> • Five years' experience in operating and administering a fleet maintenance management system • Specific experience in FleetFocus preferred • Excellent communications skills • College degree preferred • Valid operator's license

Position	Responsibilities	Qualifications
	<ul style="list-style-type: none"> Establishes and maintains reports and dashboard required by contract, for customers and staff Ensures data transfers between fuel systems and outside parts systems are accomplished as needed Interfaces with corporate IT staff to solve problems 	
Work Order Clerk	<ul style="list-style-type: none"> Oversees the work order process to ensure all data is collected Closes out work orders after performing a completeness and quality review Assists with operation of the motor pool Supports maintenance control staff with scheduling of maintenance Compiles standard reports required by the contract or as directed by the project manager or corporate staff 	<ul style="list-style-type: none"> One year clerical experience Automotive maintenance experience preferred Computer literate
Fuel/Lot Control Clerk	<ul style="list-style-type: none"> Manages the fueling stations Inspects each fuel station daily, restocking supplies as necessary and ensures all systems are operating Coordinates maintenance of fueling station as required Performs dip tanks daily and records both fuel level and water level; takes necessary action if discrepancies exist Performs lot checks daily to ensure all vehicle status is correct Manages parking and staging of vehicles 	<ul style="list-style-type: none"> One year related experience Automotive. Fueling experience preferred Computer literate
Parts Manager (CARQUEST)	<ul style="list-style-type: none"> Directs the parts operation for the contract and manages the inventory Develops the stockage level of the parts room to ensure we meet the needs of the technicians and within contract standards Develops sources and perform price analysis for parts and supplies that need to be acquired outside the CARQUEST system Manages warranty recovery process Oversees the CARQUEST computer operations Manages the parts operation staff 	<ul style="list-style-type: none"> Five years' automotive parts experience in a fleet or retail setting – management experience preferred Computer literate. High school graduate or equivalent Valid operator's license
Parts Clerk (CARQUEST)	<ul style="list-style-type: none"> Plans and schedules vehicle parts room activities, to include analyzing and establishing parts procurement procedures, records, reports, and other data associated with the operation of the parts section Prepares for operation and operates computers associated with the parts procurement and issue operation Coordinates with vendors Maintains control and issues specialized tools to mechanics Tracks parts warranties and makes warranty claims to manufacturers 	<ul style="list-style-type: none"> Two years' automotive parts experience in a fleet or retail setting Computer literate. High school graduate or equivalent Valid operator's license
Janitor	<ul style="list-style-type: none"> Performs cleaning of the contractors space to include rest rooms, offices, shop and warehouse space Disposes of trash and waste Assists in the recycling initiative Washes vehicle as required Cleans the wash rack and resupplies the wash rack supplies Shuttles vehicles as required 	<ul style="list-style-type: none"> Entry level, experience preferred Computer literate Valid operator's license

Figure 3-14: We Provide a Fully-Qualified Staff of Technicians and Support Personnel

3.5.3 Training and Certifications

Shenandoah Fleet is dedicated to ensuring our technicians on all of our fleet maintenance management contracts are fully trained to perform the work on the contract. This includes having technicians that are

ASE certified and that those who work principally on fire apparatus or ambulances are certified emergency vehicle technicians.

To assist in meeting these goals and to reward those technicians who excel, we based our technicians pay on achieving certifications the following table represents the additional pay per hour for achieving these certifications. Figure 3-15 presents the wage structure we plan to offer to attract high quality technicians.

Automotive Track				
	Certification		Senior Technician/ Fire Technician	Junior Technician
ASE	Base Rate		\$21.00	\$18.50
A1	Engine Repair	\$0.25	\$21.25	\$18.25
A2	Automatic Transmission	\$0.25	\$21.50	\$18.50
A3	Manual Drive Train	\$0.25	\$21.75	\$18.75
A4	Brakes	\$0.25	\$22.00	\$19.00
A5	Suspension/Steering	\$0.25	\$22.25	\$19.25
A6	Electrical/Electronics	\$0.25	\$22.50	\$19.50
A7	Heating/Air Conditioning	\$0.25	\$22.75	\$19.75
A8	Engine Performance	\$0.25	\$23.00	\$20.00
EVT	Ambulance Track			
E-0	Maintenance, Inspection and Testing of Ambulances	\$1.00	\$24.00	N/A
E-1	Design and Performance of Ambulances	\$1.00	\$25.00	N/A
E-2	Ambulance Electrical Systems	\$1.00	\$26.00	N/A
E-3	Ambulance Heating, Air Conditioning & Ventilation	\$1.00	\$27.00	N/A
E-4	Ambulance Cab, Chassis, and Body	\$1.00	\$28.00	N/A
Truck/Heavy Track				
	Certification		Senior Technician	Junior Technician
ASE	Base Rate		\$21.00	\$18.50
T1	Gasoline Engines	\$0.25	\$21.25	\$18.25
T2	Diesel Engines	\$0.25	\$21.50	\$18.50
T3	Drive Train	\$0.25	\$21.75	\$18.75
T4	Brakes	\$0.25	\$22.00	\$19.00
T5	Suspension/Steering	\$0.25	\$22.25	\$19.25
T6	Electrical/Electronics	\$0.25	\$22.50	\$19.50
T7	Heating/Vent/AC	\$0.25	\$22.75	\$19.75
T8	PM Inspections	\$0.25	\$23.00	\$20.00
EVT	Fire Apparatus Track			
F1	Maintenance/Inspection/Testing of Fire Apparatus	\$1.00	\$24.00	N/A
F2	Design/Performance Standards of Fire Apparatus	\$1.00	\$25.00	N/A
F3	Fire Pumps and Accessories	\$1.00	\$26.00	N/A
F4	Fire Apparatus Electrical Systems	\$1.00	\$27.00	N/A
F5	Aerial Fire Apparatus	\$1.00	\$28.00	N/A
F6	Allison Automatic Transmissions	\$1.00	\$29.00	N/A

Figure 3-15: Our Program Rewards Certifications to Attract and Retain the Best Technicians

The first step in our training program is to hire qualified and trained personnel to fill the positions. Although we strive to hire fully trained employees, the technology of the industry is rapidly advancing and continuing training is a requirement. Below we present our continuing education plan followed by a discussion on the certifications and licenses we require our employees to have.

Continuing professional development of our work force is an integral part of our commitment to constantly improving of our performance. Our project manager is constantly reviewing the productivity and efficiency of our work force and as part of that process, identifies training required to bring about improvement. Once each year the appropriate supervisors in concert with the project's training coordinator develop a formal training plan for each employee considering:

- **Certifications:** Our project manager, as part of the project's overall training goals indicates areas in which we want to stress certifications based on overall project needs. Our training plans consider these certification objectives in development employee's annual training plans.
- **Upgrading skills.** Our maintenance management system allows us to review each work order a mechanic works on, how long it takes, and how it relates to future maintenance requirements of the vehicle to include re-repair. By reviewing these records, we can identify areas where additional training would be beneficial to improve mechanic productivity.
- **Training related to new fleet vehicles.** As new vehicles are received into the fleet, our project manager reviews vehicles systems and maintenance requirements and establish a maintenance plan for the new vehicle. Part of this plan is to identify any training necessary for our mechanics. We plan for and include this training in the annual training plan.
- **Training related to new tools and shop equipment.** Not only are the vehicles getting more technically sophisticated, but so are the tools and equipment used to maintain the vehicles. As we acquire new shop equipment, we evaluate the necessity for training of our work force on the proper use of the equipment. Where practical, the vendor provides training of the equipment and is included as part of the equipment acquisition.
- **Training related to changing laws and regulations.** As new governmental regulations change affecting the duties we perform under this contract, such as environmental and emissions regulations, we reexamine the qualifications of our work force as they relates to these changes. Where necessary, we arrange for training so we are fully competent in the new procedures to comply with the regulatory changes.

Integral to our training program is constant training on subjects such as safety and hazardous waste handling as part of our overall risk mitigation initiative.

Safety

Shenandoah Fleet brings to this contract a robust safety and occupational health program that meets OSHA regulations. Our safety program includes:

- Ensuring all personnel have the proper personal safety equipment to include safety shoes and safety glasses
- Requiring our managers and site leads to conduct weekly safety training coordinated by our director of operations
- Conducting monthly formal computer-based safety training
- Performing daily formal safety inspection of the shop and other workplaces
- Performing daily informal inspections
- Conducting corporate safety audits

Figure 3-16 provides our monthly safety training schedule as an example of the thoroughness of our program. We welcome the opportunity to provide our entire safety program for evaluator's review if desired.

All Company Personnel	When Required	Training Source Reference	Training Month
Electrical Safety	Annually	Electrical Training	Jan
Facility Safety Rules and Compliance	Annually	Safety Manual	Feb
Housekeeping and Cleanup Requirements	Annually	Employee Office Safety	Mar
Procedures for Obtaining First Aid	Annually	First Aid	Apr
Procedures for Reporting Unsafe Conditions	Annually	Safety Manual	May
Major hazards Likely Encountered on Job	Annually	Safety Orientation	Jun
Fire hazards and Control	Annually	Fire Safety	Jul
Evacuations	Annually	Safety Manual	Aug
Company Safety Program and Policies	Annually	Safety Manual	Sep
Respiratory/Hearing/PPE	Annually	Hearing Safety and PPE	Oct
Bloodborne Pathogens	Annually	Bloodborne Pathogens	Nov
Slips, Trips, and Falls	Annually	Slips, Trips, and Falls	Dec
Specialized Training by Position			
Administrative			
Office Training	10 working days from hire	Office Safety	
Driver Safety Training	Annual	Street Smart ; Driving Skills	
Custodial			
Driver Safety Training	Annual		
Personal Protective Equipment	Before assignments of mixing or handling chemicals or within 15 days of hire	PPE	
Bloodborne Pathogens	Before assignment of cleaning restrooms	BP: Exposure Prevention	
Electrical Safety Awareness	Within 10 working days of hire	Electrical safety	
Material Handling/Back Safety	Within 10 working days of hire	Back Safety	
Asbestos Awareness	Before assignment to buffing, scrubbing or burnishing asbestos floor tiles or within 30 days of hire	Asbestos Awareness	
Fire Extinguishers	Before assignment	Safety Manual	
Maintenance Technicians			
Driver Safety Training	Annual	Street Smart ; Driving Skills	
Personal Protective Equipment	Before assignment	PPE	
Bloodborne pathogens	Before assignment of unclogging sanitary sewer lines	BP: Exposure Prevention	
Electrical Safety Awareness	Within five working days of hire	Electrical Safety - Part 1	
Electrical Safety - Qualified	Before assignment of working with energized electrical systems or within 10 days of hire	Electrical Safety - Part 2	
Material Handling/Back Safety	Within five working days of hire	Back Safety	
Hearing Conservation	Before assignment of eight hours or more to areas with 85dBA or greater	Hearing Safety	
Confined Space Entry Awareness	Before assignment	Confined Space - Permit Required	
Confined Space Entry Advanced	Before entering a confined space	Confined Space - Emergency Rescue	

Fire Extinguishers	Before assignment	Safety Manual
Respiratory Protection	If respirators are required before use	Respirators : Air purifying
Lockout/Tagout - Authorized	Before Isolation of Any Hazardous Energy	Lock Out/Tag Out
Compressed Gas Cylinders	Before handling or use of any compressed gas	Compressed Gas Cylinders
Welding and Cutting	before use of welding or cutting system	Welding Safety
Chemical Spills	Within 30 working days of hire	Safety Manual
Power and Hand Tools	Within 40 working days of hire	Hand and Power Tools
Ladder Safety	Within 40 working days of hire	Ladder Safety
Asbestos Awareness	Before assignment	Asbestos Awareness
Warehouse Workers		
Driver Safety Training	Annual	Decision Driving
Personal Protective Equipment	Before assignment	PPE
Electrical Safety Awareness	Within five working days of hire	Electrical Safety - Part 1
Material Handling/Back Safety	Before assignment	Back Safety
Hearing Conservation	Before assignment of eight hours or more to areas with greater than 85dBA or greater	Hearing Safety
Fire Extinguishers	Before assignment	Fire Safety
Compressed Gas Cylinders	Before handling or use of any compressed gas	Compressed Gas Cylinders
Chemical Spills	Within 30 working days of hire	Safety Manual
Ladder Safety	Within 40 working days of hire	Ladder Safety
Forklift Use	Before driving a forklift	Forklift Safety

Figure 3-16: Shenandoah Fleet Has a Comprehensive Safety Training Program

3.5.4 Resumes of Key Managerial/Supervisory Positions

Shenandoah Fleet is pleased to present Mr. Trev Holst as our project manager for this contract. Trev has a distinguished resume in managing fleet maintenance and management contracts for the U.S. military, August/Richmond County, GA, FEMA, and Quest Communications. All of these contracts had in excess of 1,200 vehicles. Trev has also been serving as our director of operations over all our fleet management contracts. Due to the importance to us of this contract, we have selected Trev to fill this important role.

Trev Holst, Project Manager	
Professional Summary	
<p>Mr. Holst has over 30 years of experience in the automotive industry. His experience includes extensive project management/planning, scheduling, quality assurance control and standards, project start-up, and turnaround operations. He is a skilled problem solver with experience in change management, teambuilding, mentoring, leadership, contract compliance, budget planning, and administration. 26 years of experience with one company (which transferred ownership five times during that time), and numerous commendations; the 2008 Congressional Medal of Distinction, Congressional Order of Merit, to name just a few.</p>	
Experience	
<p>Project Manager/Director of Operations, FEMA Fleet Contract/Corporate Office Shenandoah Fleet Maintenance and Management, Warrenton, VA 2007 to Present</p>	<ul style="list-style-type: none"> • Responsible for managing a contract organization of more than 28 technicians and support personnel geographically distributed throughout the U.S. to include operations in CA, TX, AL, GA, and MD. • Maintains a vehicle-in-commission rate of 90% by location, by class of equipment • Responsible for upgrading the technical competency of the staff and implementing an ASE certification program • Oversees the contract quality control, safety and asset

	<ul style="list-style-type: none"> programs, including auditing of assets • Hands on user of the FleetFocus system to track performance • Responsible for the hiring, discipline, and training of personnel
<p>Federal Officer Transportation Security Administration, U.S. Department of Homeland Security (DHS), Minneapolis, MN 2008 to 2011</p>	<ul style="list-style-type: none"> • Performed Federal transportation security duties • Served on a subcommittee within the Minnesota Employee Council and advisor to the Federal Security Director of Minnesota on workplace issues • Provided training in Improvised Explosive Devices (IEDs) • Conducted training in x-ray techniques. Research behavior detection techniques and background/culture awareness requirements • Participated in 200 hours of annual training, including diplomatic procedures
<p>Project Manager First Support Services (Formerly Baker Support Services and SKE Services), Dallas, TX 2000 to 2007</p>	<ul style="list-style-type: none"> • Managed a \$12+ million, 1800-vehicle utility fleet for Qwest Communications at 62 sites in Minnesota and two locations in Colorado • Oversaw entire startup of the contract that had no existing facilities, crew, or equipment • Provided fleet management, operations, maintenance, transportation services, materials procurement, employee scheduling, human resources, payroll, financial planning, environmental management, and overall project safety • Saved Qwest Communications \$1.7 million in first year • Enabled the customer, during the 5-year contract, to reduce its fleet size in half due to increased vehicle in-commission rates of not less than 97% at any given time • Continued to save the customer money each year with profits greatly exceeding expectations • Also managed the City of Augusta/Richmond County Fleet Maintenance contract with more than 1,800 vehicles.
<p>Project Manager at Robins Air Force Base Baker Support Services, Dallas TX 1990 to 2000</p>	<ul style="list-style-type: none"> • Managed a \$40+ million contract, responsible for providing 24/7 fleet operations management, maintenance, vehicle dispatching, and transportation of cargo and military personnel, and bus and taxi services • Maintained and provided fleet data analysis services to all levels of the US Air Force/ Government Officials • Served as advisor for the Judge Advocate General's Office, (JAG) with vehicular investigations • Assigned to a special team (2 years) for a former U.S.

	President
Shop Foreman/Vehicle Maintenance Manager/Deputy Project Manager, Tinker AFB Intelcom, Tinker AFB, OK 1984 to 1990	<ul style="list-style-type: none"> • Provided fleet management, vehicle maintenance, data collection, facility management for a \$27+ million contract
MC&A Clerk/MC&A Manager/Deputy Maintenance Manager/Facility Manager/Master Technician, Wright Patterson AFB Talley Support Services, Wright Patterson AFB, OH 1982 to 1984	<ul style="list-style-type: none"> • For a \$20+ million contract, provided the fleet management, scheduling, vehicle maintenance, data collection and analysis
Education and Certifications	
Education	<ul style="list-style-type: none"> • A.S. Electronics, United Electronics Institute, 1973 • Courses in Quality Control, Project Safety, Data Control, Reports and Analysis, and Environmental Management • Federal Transportation Security/Homeland Security Training • Currently learning to speak Spanish, Japanese, and Chinese • Training in Fleet Focus System
Certifications	<ul style="list-style-type: none"> • Hazardous Waste Handling/Management Certification • Training in Project Management, Fleet Management, Equipment and Facilities Management, Pittsburgh PA, Certification

We present the resume of Randy Winkles as a representative resume for the maintenance manager position. While we plan to consider Mr. Winkles, we would rather hire an incumbent manager or qualified individual who has specific knowledge of the City of Fort Lauderdale fleet and customers to provide this institutional knowledge to our management team.

Randy Winkles, Maintenance Manager

Professional Summary

Mr. Randy Winkles has over 20 years of progressive mechanical, technical, and management experience as a Master Mechanic, Service Manager, and Certified Master Technician. Mr. Winkles brings numerous certifications (as listed below). Currently the Maintenance supervisor at Shenandoah Fleet working onsite for FEMA Fleet operations as the primary point of contact. He has the knowledge, expertise and the ability to provide leadership and hands on experience, and training to his direct reports and stakeholders as well. His background features a self-driven style, a strong work ethic, interpersonal communication skills, and a superior customer service approach. He is recognized as a go-to person and is experienced in troubleshooting weak areas, recruiting, training, and inspiring teams.

Experience

Maintenance Supervisor for Federal Emergency Management Agency, FEMA Fleet Contract Shenandoah Fleet Maintenance and Management 2013 to 2014	<ul style="list-style-type: none"> • Acts as the primary on site contact for FEMA • Provides daily work flow management • Identification of, resolution and mitigation of risks and issues • Provides management and oversight of government furnished equipment (GFE), inventory, and distribution • Skilled and educated in Customer Service activities • Performs repairs and preventive maintenance on FEMA automotive and mobile equipment, including trucks, all-terrain vehicles, trailers, refrigeration, generators,
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	forklifts, telehandlers, dozers, graders, and rock trucks
Service Manager Truck Pm Plus Dallas, TX 2011 to 2013	<ul style="list-style-type: none"> Managed Texas facility consisting of a range of vehicles from 400 to 600 Averaged a customer satisfaction rating of 98% Oversaw operations and maintenance of all daily functions; equipment purchases, work flow schedules, personnel, and quality checks prior to release Mentored personnel to increase their job skills and knowledge
Master Mechanic/Supervisor Southwest International Trucks Cedar Hill, TX 2005 to 2011	<ul style="list-style-type: none"> Maintained and performed diagnostic analysis Repaired and maintained International equipment and engines Maintained excellent customer satisfaction rates, zero returns Acted as the primary liaison to customers to address scheduling, work flow, and repair Oversaw ordering of parts and materials Managed company furnished equipment, tracking, control, distribution, and excessing of equipment Planned and prioritized expertise dependent upon personnel job skills and training.
Certified Master Technician Forman Dallas, TX 1996 to 2005	<ul style="list-style-type: none"> Created and processed work orders and invoices Supervised, trained, and assigned work orders to 10 mechanics and helpers Coordinated work flow; time, estimates, cost, delivery, and repair Acted as direct liaison with customers
T-4 Mechanic Ryder Truck Rental/Dr. Pepper 1996 to 1998	<ul style="list-style-type: none"> Specialized as a Gas/Diesel and Lead mechanic Responsible for servicing Ryder and Dr. Pepper fleet at DFW and various locations Trained and cross-trained personnel

Education and Certifications

- International Master Mechanic Certified
- International Mobile Air Conditioning Association Certified (IMACA)
- CFC Certified
- Foundation Performance PM
- MaxxFace 5, 7, DT9 and 10, 11 and 13
- Trip Master NGT (Next Generation Tool)
- Electrical/Electronics, Air Brakes, Hydraulic Brakes
- Performance AC, Basics, Suspension and Steering
- Drive Train, Basic Thermo King, Warranty
- N14 Basic, Tires and Wheels, Workhorse
- Frontline Leadership I-II
- Customer Service Training
- Certified in all international motors and product lines including computer programs
- Class A CDL license

3.5.5 Current Incumbent Employees

It is the policy of Shenandoah Fleet to offer first right of refusal to qualified incumbent employees who meet our qualifications and are recommended by the City or incumbent management. This policy applies to non-exempt positions but we extend it to exempt (management) positions as practical.

3.6 Qualifications and Experience (RFP 2.4.6)

Shenandoah Fleet Maintenance and Management, LLC (Shenandoah Fleet) is a verified, service-disabled, veteran-owned, small business founded in 2007 by two brothers, William B. “Bill” Jones, president and majority owner and David B. “Dave” Jones, vice president and minority owner. The focus of the company is to provide vehicle fleet management, operations, maintenance, and other transportation-related services to the Federal Government, local government, and commercial clients. Both of the owners have more than 30 years’ experience in transportation and related services.



Shenandoah Fleet’s experience and qualifications for this contract includes:

- More than 30 years’ fleet management and service contract management experience from each of the principal owners of the company
- Nearly seven years of Shenandoah Fleet’s direct experience
- Experience of the management team (in addition to the owners) who are involved in managing this contract

In the following proposal sections we present our experience and qualifications.

3.6.1 Experience Performing Comparable Services

On our contracts we maintain a wide variety of equipment from small engine ground equipment to tracked equipment, material handling equipment, fire apparatus, aircraft refuelers, and even locomotives. Of the seven contracts presented below, all have direct applicability to this contract. The bulleted list is presented in chronological order based on award date, while the summaries to follow are in order of interest and relevancy to this City of Fort Lauderdale contract. On all these contract we perform comparable servcies to this contract.

- Our subcontract to operate the transportation motor pool at Virginia State University where we maintain more than 230 vehicles and pieces of equipment to include grounds maintenance equipment, police vehicles, farm equipment, and motor coaches.
- Our subcontract at Laughlin Air Force Base where we maintain the Air Force’s vehicle and heavy equipment fleet. On this contract we maintain 160 units -- primarily heavy equipment to include aircraft refuelers, MHE, and crash/fire apparatus.
- Prime contract with FEMA Logistic Temporary Housing Program where we provide on-site labor to support the maintenance, repair, and dispatch of temporary housing units as well as logistics support to the FEMA Distribution Centers. The primary scope of this contract is to receive, maintain,



and dispatch approximately 1,500 temporary housing units (trailers) at the Selma, AL site.

- Prime contract to maintain the U.S. Army’s vehicles and equipment at Blue Grass Army Depot, Richmond, KY. On this contract we maintain approximately 510 pieces of equipment.
- Prime contract to maintain and repair FEMA’s vehicle fleet at six of its logistics depots around the country. For FEMA we maintain approximately 1,300 units.
- Subcontract to provide vehicle maintenance and NASA’s Goddard Space Flight Center where we maintain approximately 150 units to include truck tractors, special trailers used to move spacecraft, buses, heavy equipment, and general purpose vehicles.
- Prime contract to support FEMA’s Logistic Depot in Cumberland, MD where we maintain approximately 1,000 temporary housing units (trailers.)
- Prime contract to provide fleet management and maintenance services for Effingham County, Georgia including their water and sewer authority (approximately 350 vehicles.) We also use our fleet maintenance management system on this contract.

3.6.2 Experience with City Fleet Vehicles and Equipment

Shenandoah Fleet maintains a variety of vehicles and equipment. Figure 3-17 depicts each of our contract and the number of vehicles and types that we maintain.

	Virginia State University Subcontract	Laughlin AFB Subcontract	Blue Grass Army Depot Vehicle Maintenance	FEMA Selma Support	FEMA Vehicle Maintenance	FEMA Cumberland Support	NASA Goddard Vehicle Maintenance Subcontract	Effingham County, GA Fleet Management
Number of Vehicles	230	150	510	1,500	1,300	1,100	150	350
Fire Apparatus	No	Yes including airfield crash fire	Yes	No	No	No	Yes	Yes
Police Vehicles	Yes	Yes	Yes	No	No	No	No	Yes
Alternatively Fueled Vehicles	Yes	Yes	Yes	No	No	No	Yes	No
Construction/Public Work Equipment	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Buses	Yes	Yes	No	No	No	No	Yes	Yes
In-Commission Rate	95%	92%	98%	97%	97%	98%	95%	92%
Part Management	Yes	Prime does material control	Yes	Minimal	Yes	Minimal for parts, extensive for disaster commodities	Yes	Yes
Corrosion Control/Allied Trades	Minimal, painting subcontracted	Full body shop	Touch up painting, other allied trades	Minimal	Minimal	Minimal	Minimal	Minimal

Figure 3-17: Shenandoah Fleet has Experience in all Types of Vehicles and Equipment

3.6.3 Related Contracts

The following tables presents the details of each of our contracts.

Effingham County, Georgia

Project Title		
Fleet Operations, Maintenance and Management Services for Effingham County, CA		
Description of Project and Offeror's Responsibilities		
<p>Shenandoah Fleet provides Effingham County, GA comprehensive fleet management and maintenance services. The fleet is composed of approximately 350 vehicles and pieces of equipment to include sheriff's' vehicles, fire apparatus, public works equipment, fixed generators, and general use equipment. We utilize our fleet maintenance management system to manage this contract and provide reports and information to the various County departments.</p> <p>Shenandoah Fleet provides all the services required in the fixed price portion of this contract to include:</p> <ul style="list-style-type: none"> • Preventive maintenance • Repairs and overhauls • Major component repairs and overhauls • Transmission repairs • Accident repairs administrations (accident repairs are not included in the fixed price) • Mobile service • Tire service • Welding and fabrication • Glass replacement • Sheet metal repairs 		
Contract Number : 14-60-001		Contract Amount: \$3,704,597 (including all options)
Size and Scope of Fleet: 350 vehicles and pieces of equipment to include sheriff's'		
Government Agency/Organization: Effingham County, GA		
Completed and/or in Progress: In progress		
Start Date: 9/01/2014		
Estimated Completion Date: 6/30/2019		
Client Contact Information		
Name: Fiona Charleton	Tel: 912-754-2159 ext 4572	Email: FCharleton@EffinghamCounty.org

Blue Grass Army Depot

Project Title		
VEHICLE MAINTENANCE SERVICES AT BLUE GRASS ARMY DEPOT		
Description of Project and Offeror's Responsibilities		
<p>Shenandoah Fleet's responsibility is to provide all personnel, equipment, tools, materials, supervision, and other items and services necessary to perform vehicle and equipment PM and repair, as defined in this PWS, at Blue Grass Army Depot, Richmond, KY. The Depot comprises approximately 14,000 acres, 150 miles of road, and more than 1,000 work locations. Any and all types of services covered by this PWS may be performed at any of these locations.</p> <p>One of the unique requirements of this contract is the task of exchanging electric forklift batteries in the field. There are approximately 230 forklifts in the vehicle fleet. Blue Grass Army Depot comprises many hundred ammunition storage bunkers with no electricity. Electric forklifts are stationed at many of these bunkers as needed. Since there are no electrical connections nearby to charge the forklifts, we have one full-time person responsible for exchanging charged batteries for dead ones. We use a Shenandoah Fleet-owned crane truck to lift these batteries that weigh approximately 4,000 pounds.</p> <p>Another unique aspect is the diversity of equipment we maintain. While close to half of the fleet is MHE, we maintain</p>		

equipment from grounds maintenance mowers, to fire apparatus, to locomotives and rail cars.

Shenandoah Fleet is responsible for the comprehensive maintenance and management of the Army's vehicle fleet at Blue Grass Army Depot. We provide a staff of trained technicians and support personnel to include production control and material management personnel. Trade personnel are represented by a collective bargaining agreement.

In addition to personnel, we are responsible for providing all shop equipment, tools, and vehicles necessary to conduct the work. We also provide parts and related supplies. PM parts are part of our fixed price, while repair parts are reimbursable. We maintain an approximately \$50,000 parts inventory to meet our performance requirements.

We successfully phased in this contract in 20 days, being fully operational on day one of the contract.

Our staff is responsible for PM and repairs of this 510-vehicle fleet including approximately 40 mobile generators. We are responsible for coordinating maintenance and repairs with using organizations. As mentioned above, we are also responsible to ensure the electric forklifts throughout the Depot are charged and to change batteries as necessary in the field when there is no electrical connection near.

We have implemented a quality control program to ensure we meet all contract requirements and the services we performed are correct. Some of the performance standards include:

- Complete scheduled PM services for vehicles and equipment in a window from 20 (annual), 10 (semiannual), five (quarterly), and/or two (monthly) days before actual scheduled service due date until the due date as reflected in the computer maintenance system.
- Provide on-site battery service and exchange for MHE located in field operations. Forklifts are used in locations throughout BGAD's 14,000 acres and may be located on ground level or a loading dock. Forklifts are located up to five miles from charging site. The contractor shall respond within 30 minutes of notification, except when given multiple locations at the same time.
- Respond to the equipment location site for emergency repairs within 30 minutes following the notification of a breakdown during this contract's normal duty hours unless notification that more than one piece of equipment requires repair service.
- Repair equipment in five business days from receipt of the equipment for repair. We are responsible for identifying to the COR all work not completed within five business days.
- Maintain equipment at the percent available rate, per type of equipment, as identified in Technical Exhibit #2 part B (ranges from 98% to 90%) each week.

We have never been out of compliance of the performance specifications.

Contract Number : W52P1J-11-P-3022		Contract Amount: \$4,707,209
Size and Scope of Fleet: 510-vehicle fleet including approximately 40 mobile generators and 230 cranes		
Government Agency/Organization: Blue Grass Army Depot		
Completed and/or in Progress: In progress		
Start Date: 10/01/2011		
Estimated Completion Date: 09/30/2016		
Client Contact Information		
Name: Steve Rhodus	Tel: (859) 779-6663	Email: steven.n.rhodus.civ@mail.mil

Virginia State University

Project Title
TRANSPORTATION MOTOR POOL/VEHICLE AND MAINTENANCE SERVICES VIRGINIA STATE UNIVERSITY
Description of Project and Offeror's Responsibility
In November 2009, Shenandoah Fleet was awarded a subcontract to manage the transportation motor pool of Virginia State University in Petersburg, Virginia. This is our longest operating contract. Shenandoah Fleet is a subcontractor to Campus Facility Services (CFS), a joint venture company composed of Burns and Roe Services Corporation of Virginia Beach, VA (the managing partner) and Olympus Building Services of New Hope, PA. The prime contractor, CFS, has the responsibility to maintain the entire campus's facilities and utilities systems with Shenandoah Fleet managing the rolling assets of the University. The fleet consists of approximately 269 pieces of diverse vehicles and equipment from golf carts, to police

cruisers, to motor coaches plus a significant amount of small engine equipment. Taking over from a previous contractor, Shenandoah Fleet management was not satisfied with the current skill level of the staff. We went through a structured recruiting and evaluation process allowing both the incumbent staff to interview along with candidates from the local area. We ended up making offers to candidates from the outside who accepted our offers.

Several objectives we have met on this contract include:

- Significantly improving the quality and skill level of the staff by instituting a restructured recruiting and evaluation process to allow both the incumbent staff to interview along with candidates from the local area
- Significantly reducing the backlog of vehicles requiring service from 70 to seven within the first month by utilizing the more highly-skilled staff we hired
- Significantly increasing the ability to diagnose and repair, again due to the skills of the staff we hired
- ASE certifying our entire staff within the first six months of the contract
- Successfully bringing the maintenance of the University's bus fleet in-house (previously performed by an outside vendor), saving the University significant dollars while improving the buses' availability

During the transition, we recruited extensively to fill positions on the contract even though there were incumbent employees from the outgoing contractor performing the work. We interviewed 18 candidates for two positions on this contract and selected a new staff (neither of the incumbents). This decision has been credited as a key factor in providing significantly upgraded services to the University. Within two months of assuming the contract, Shenandoah was able to reduce the backlog of work orders from more than 80, with an average completion time of 40 days, to less than five with an average completion time of less than one day. In addition, we have assumed the maintenance of the bus fleet, previously performed by an off-site vendor, without increasing the staff. We have been able to maintain a very low out-of-commission rate and backlog throughout the contract period.

Additionally, the fleet we maintain for the University is very diverse from small engine equipment, farm equipment, police cruisers, public works equipment, and a fleet of transit-type buses.

As presented above, during the early phase of the transition period we evaluated the incumbent personnel and made the determination that the existing staff may not represent the skill level the company needs to provide high quality service consistent with our standards. Under President Bill Jones, we advertised and interviewed external candidates along with the incumbent employees to select the most qualified personnel to perform the work on this contract.

Each piece of equipment is maintained under our PM program with maintenance interval and specific checklists on individual requirements of that particular vehicle or piece of equipment. In developing the PM program, we used a combination of OEM recommendations and Shenandoah Fleet experience. We are also responsible for all repairs and breakdown maintenance. We routinely complete repairs within 48 hours of the unit being brought to the maintenance facility. We are responsible for providing all parts and supplies as part of the maintenance effort and auxiliary services such as hazardous waste removal. All actions, both PM and repairs, are recorded in the customer maintenance management system.

Each vehicle that undergoes service goes through a QC inspection before leaving the shop to ensure all work was completed properly and all necessary work has been completed. This inspection includes a safety inspection. We are also responsible for conducting the Commonwealth of Virginia mandated annual safety inspections for all over-the-road vehicles. Our technicians are certified to conduct these inspections.

By contract we are required to maintain a 90% vehicle-in-commission rate. The company's expectation is greater because strive for a 95% availability rate and a turn-around for repairs in 48 hours unless there is a delay for parts acquisition.

Another part of our quality program, in coordination with the prime contractor, is to routinely conduct a customer satisfaction survey with various customers in the campus community – this includes both the official customers (contracting and physical plant management) and the direct customers in the various departments throughout the University.

Contract Number : Shenandoah 001	Contract Amount: \$1,112,756
Size and Scope of Fleet: 269 pieces of diverse vehicles and equipment from golf carts, to police cruisers, to motor coaches plus a significant amount of small engine equipment	
Government Agency/Organization: Subcontractor to Campus Facility Services, a joint venture company composed of Burns and Roe Corporation (managing partner) and Olympus Building Services. Performing work at Virginia State University	
Completed and/or in Progress: Completed	
Start Date: 01/01/2010	
Estimated Completion Date: 12/31/2013 (awarded follow-on subcontract with different prime contractor. This contract is for up to seven additional years.)	

Client Contact Information		
Name: Gilbert Hanzlik	Tel: 804-524-3698	Email: ghanzlik@vsu.edu

Laughlin Air Force Base Subcontract

Project Title	
VEHICLE MAINTENANCE SERVICES SUBCONTRACT AT LAUGHLIN AIR FORCE BASE	
Description of Project and Offeror's Responsibility	
<p>Shenandoah Fleet's contract at Laughlin Air force Base is a subcontract with Akima Facilities Services with the principal mission to provide staffing for Akima's transportation maintenance shop as an integral part of its overall total base facilities maintenance/base operations contract. This subcontract began on December 1, 2010. On this contract we maintain approximately 150 Air Force-owned vehicles to include fire apparatus (airfield crash/fire rescue vehicles), MHE, aircraft refuelers, and security vehicles.</p> <p>Our accomplishments include:</p> <ul style="list-style-type: none"> • Successfully staffing the contract with six technicians to include a master technician, specialized aircraft refueler technician, fire apparatus technician, and a paint and body specialist • Maintaining a vehicle-in-commission rate of greater than the contract-specified • Supporting an Air Force Logistics Audit with the group receiving a very high rating <p>This contract is relevant because we provide a cadre of six technicians to maintain the vehicle fleet at Laughlin Air Force Base. This includes one master technician, one refueling specialist, one fire apparatus specialist, two general technicians, and one paint and body specialist. Laughlin Air Force Base has the mission of being the largest undergraduate pilot training base in the Air Force, and the airfield is in operations 24-hours a day, seven days a week. For the airfield to be in operation the crash/fire apparatus we maintain must be available and in position for the pilots to fly, the refueler must be able to fuel the aircraft. Therefore, the criticality of the vehicle fleet to the mission is similar to this FEMA contract. To meet these demands, we have staff on call at all times.</p> <p>In addition, we maintain a very diverse vehicle fleet to include the fire apparatus and refuelers, but also material handling equipment, police vehicles, other general purpose vehicles, and specialized equipment.</p>	
Contract Number: A11-000075	Contract Amount: \$2,710,405
Size and Scope of Fleet: Approximately 150 Air Force-owned vehicles to include fire apparatus (airfield crash/fire rescue vehicles), MHE, aircraft refuelers, and security vehicles.	
Government Agency/Organization: Akima Facilities Management, LLC as prime contractor to the U.S. Air Force	
Completed and/or in Progress: In progress	
Start Date: 012/01/2010	
Estimated Completion Date: 9/30/2016	
Client Contact Information	
Name: Glenn Watkins	Tel: (830) 298-5120
Email: glenn.watkins.1.ctr@us.af.mil	

Vehicle Maintenance Services Subcontract at NASA Goddard, Greenbelt, MD

Project Title	
VEHICLE MAINTENANCE SERVICES SUBCONTRACT AT NASA GODDARD, GREENBELT, MD	
Description of Project and Offeror's Responsibility	
<p>Shenandoah Fleet maintains the fleet of approximately 150 units. As part of our maintenance responsibilities we maintain approximately 10 specialized spacecraft shipping containers equipped with climate control systems to both maintain the temperature of the spacecraft being shipped and to maintain the cleanliness of the unit. Our technicians also participate in spacecraft movement convoys across the country to provide maintenance support as needed as spacecraft are moved. We operate a customer-owned work maintenance management system to track all maintenance.</p>	

Shenandoah Fleet provides periodic inspections, PM, and repairs to the NASA Goddard Space Center vehicle and equipment fleet consisting of approximately 150 varying units including 10 special trailer units with sophisticated environmental controls and power to transport spacecraft. These units vary in use from general use vehicles to mission critical equipment that support spacecraft while they are on the ground in preparation for launch and in transit.		
Contract Number: NNG12AZ11C-006	Contract Amount: \$1,571,243	
Size and Scope of Fleet: Approximately 150 varying units including 10 special trailer units with sophisticated environmental controls and power to transport spacecraft. These units vary in use from general use vehicles to mission critical equipment that support spacecraft while they are on the ground in preparation for launch and in transit.		
Government Agency/Organization: Trax International (contractor to NASA)		
Completed and/or in Progress: In progress		
Start Date: 07/20/2012		
Estimated Completion Date: 7/31/2017		
Client Contact Information		
Name: James G. Pavey	Tel: 301-286-9597	Email: james.g.pavey@nasa.gov

FEMA Vehicle Maintenance

Project Title
VEHICLE MAINTENANCE SERVICES IN SUPPORT OF FEMA'S LOGISTICS DIVISION
Description of Project and Offeror's Responsibilities
<p>The Federal Emergency Management Agency (FEMA) is required to maintain Contiguous United States (CONUS) National Fleet Equipment (CNFE) of approximately 1,300 end items of equipment to support FEMA's logistical emergency needs associated with natural and manmade disasters. Shenandoah Fleet provides contract services to fulfill the requirement to support all FEMA CNFE maintenance services, as well as various pieces of support equipment. Since FEMA is tasked with responding to disasters with minimal launch time, it is critical that FEMA's equipment be maintained at a high level of readiness. Shenandoah Fleet's maintenance management plan is based on the following 18 maintenance management program elements: maintenance organization and administration; training and qualification of the maintenance personnel; maintenance facilities, equipment, and tools; types of maintenance; maintenance procedures; planning, scheduling, and coordinating maintenance; control of maintenance activities; post-maintenance testing; procurement of parts, materials, and services; material receipt/inspection/handling/storage/retrieval/issuance; control and calibration of measuring and test equipment; maintenance tools and equipment control; facility condition inspection; management involvement; maintenance history; analysis of maintenance problems; modification work; and seasonal/severe weather and adverse environmental conditions maintenance.</p> <p>We support FEMA's logistical emergency needs associated with natural and manmade disasters, so it is imperative we respond to disasters with minimal launch time and that equipment be maintained in a high level of readiness.</p> <p>This is a geographically-dispersed contract with operations in CA, TX, AL, GA, and MD. We have a centralized program management office to manage the entire contract, provide oversight of the sites, and ensure performance standards are maintained. We have implemented our own fleet maintenance management system to track and report all maintenance action and report on the availability of the fleet. We have created specialized dashboards for our individual clients to allow them to track status of their assets in real time.</p> <p>As with our other fleets, we have a wide variety of units we maintain from specially outfitted motor coaches used as mobile command posts to urban search and rescue vehicles to truck tractors and trailers.</p> <p>Under this fixed price contract, Shenandoah Fleet provides all staffing, materials, and equipment (not otherwise provided by the Government) to maintain the FEMA fleet nationwide. We have instituted a certification program for our technicians requiring all journeyman technicians achieve ASE certifications in at least four areas within one year of employment. Automotive workers must achieve two certifications in the same time frame. At each site, we have a staff of technicians under local supervision of a lead technician and a production control clerk to manage the work order and material control processes.</p> <p>Under this contract, we are responsible for providing all parts under the fixed price portion; we maintain a small inventory at each location and have a network of vendors that provide just-in-time deliveries as needed.</p> <p>The principal mission of most of this fleet is to be on standby to support FEMA's disaster response. We have developed a customized PM program geared toward ensuring all units are ready to be dispatched on a moment's notice. During a</p>

deployment, we work alongside the FEMA employees performing pre-trip inspections. When units return we perform a post-trip inspection, document necessary repairs, and schedule these repairs.

We have implemented a comprehensive quality control program that includes a quality control inspection printout as a required task on each shop repair order. We are responsible for maintaining a 90% vehicle-in-commission rate by site and by equipment class in each site. We have consistently met this requirement.

Contract Number : HSFEHQ-11-C-1328		Contract Amount: \$7,843,296 (including all options)
Size and Scope of Fleet: Approximately 1,300 end items of equipment to support FEMA's logistical emergency needs associated with natural and manmade disasters.		
Government Agency/Organization: FEMA Logistics Branch, Department of Homeland Security		
Completed and/or in Progress: Completed		
Start Date: 11/01/2011		
Estimated Completion Date: 4/30/2014 (recompetition underway)		
Client Contact Information		
Name: Toye Hobday	Tel: 202-646-3318	Email: Toye.Hobday@dhs.gov

FEMA THU On-Site Labor Support

Project Title						
ON-SITE LABOR SUPPORT FOR FEMA LOGISTICS TEMPORARY HOUSING PROGRAM						
Description of Project and Offeror's Responsibility						
<p>We are required to flex our staffing up and down as needed to support FEMA mission requirements as directed by task orders. Based on requirements from FEMA, we started the contract with 51 employees (31 at Selma and 20 at Cumberland), but we flexed our staffing, based on a revised task order, and reduced the staffing level at Selma to 21. The services at Cumberland were limited to one and one-half years since, at the time of the solicitation, there was a plan to close this site. Since then, that decision was reversed and a follow-on contract was solicited for services at the Cumberland Depot. Shenandoah Fleet was successful in winning this contract.</p> <p>Our workforce is on call 24-hours/7-days a week to respond to emergencies. When FMEA is responding to a disaster it is not uncommon for our corporate office to receive a call or email at any time day or night with a task order to bring crews in on an overtime basis to provide the support required.</p> <p>Shenandoah Fleet maintains a qualified and trained workforce to meet the needs of our FEMA contract. This is a task order contract where the customer specifies the number and skills required. We maintain a flexible staffing approach with full-time and on-call employees to react quickly with qualified and badged employees. All employees who work at the sites must go through a Department of Homeland Security background investigation.</p> <p>Our transition process was performed in less than seven days with Shenandoah Fleet being fully functional on day one of the contract.</p> <p>The primary mission of this contract is to receive, maintain, and dispatch temporary housing units (trailers.) At any one time there could be as many as 4,000 units on the lots at the Selma, AL and Cumberland, MD Distribution Centers. Our staff receives the units from the manufacturers, provides initial acceptance inspection and documentation, and then parks the units at the designated parking area. Our crews perform a PM inspection on each unit each month to ensure each unit is ready to dispatch when directed. We perform repairs as needed. When direction is received to dispatch, our crews pull the trailer, prepare the unit for over-the-road operation, perform a final quality inspection and make any necessary repairs, and complete paperwork transferring the asset to the vendor performing the transportation.</p> <p>At the Cumberland location we also provided warehousing services for critical emergency supplies such as bottled water, MHEs, blankets, and tarps.</p> <p>We have implemented a quality control program to ensure all temporary housing units are maintained in a ready-to-dispatch status. This includes performing a 30-day inspection on each unit plus a pre-deployment inspection.</p>						
<table border="1"> <tr> <td>Contract Number : HSFEHQ-11-D-0816</td> <td>Contract Amount: \$5,378,314 (currently funded task orders through third option period)</td> </tr> <tr> <td colspan="2">Size and Scope of Fleet: At any one time there could be as many as 4,000 units on the lots.</td> </tr> <tr> <td colspan="2">Government Agency/Organization: FEMA Logistics Branch, Department of Homeland Security</td> </tr> </table>	Contract Number : HSFEHQ-11-D-0816	Contract Amount: \$5,378,314 (currently funded task orders through third option period)	Size and Scope of Fleet: At any one time there could be as many as 4,000 units on the lots.		Government Agency/Organization: FEMA Logistics Branch, Department of Homeland Security	
Contract Number : HSFEHQ-11-D-0816	Contract Amount: \$5,378,314 (currently funded task orders through third option period)					
Size and Scope of Fleet: At any one time there could be as many as 4,000 units on the lots.						
Government Agency/Organization: FEMA Logistics Branch, Department of Homeland Security						

Completed and/or in Progress: In progress		
Start Date: 07/01/2011		
Estimated Completion Date: 12/31/2014		
Client Contact Information		
Name: John Holland	Tel: (334) 877-3882	Email: johnny.holland@dhs.gov

FEMA Cumberland Temporary Housing Unit Contract

Project Title	
CONTRACTOR SUPPORT FOR FEMA LOGISTICS TEMPORARY HOUSING STORAGE SITE	
Description of Project and Offeror's Responsibility	
<p>On this contract, Shenandoah Fleet performs the work required at the FEMA Logistics Division Temporary Housing Storage Site and Distribution Center. This is a follow-on contract to HSFEHQ-11-D-0816 for the Cumberland Site. Specific work areas include:</p> <ul style="list-style-type: none"> • THU Maintenance: Shenandoah Fleet is responsible for receiving, inspecting, maintaining, and dispatching approximately 1,100 temporary housing units (trailers.) This includes inspection of each unit every 30 days. • Warehouse Distribution Management: see below. • Grounds Maintenance • Custodial Services • Administration and Office Services <p>The warehouse distribution on this contract includes preparation, maintenance and storage of the Initial Response Resources (IRR) Push Package requirements (these are initial deployable commodities preloaded on trailers.) Shenandoah Fleet is responsible for ensuring packages are loaded and ready for deployment as required. The following represents the core commodities of a push package: water; MREs; blankets, cots, hygiene kits, and plastic sheeting. All commodities needed to support the IRR packages are located within the warehouse. In addition we:</p> <ul style="list-style-type: none"> • Organize/relocate material within the warehouse for space maximization (to include rack installation, as needed) • Load commodities for dispatch in response to disasters • Load, receive, and re-palletize/package commodities • Receiving and shipping support • Stock rotation by expiration date • Inventory management support (currently a manual system is used) • Provide material handling equipment (MHE) support • Periodic equipment inspection (i.e. fire extinguishers, furnace) <p>On this FEMA contract, we maintain approximately 1,100 temporary housing units in a "ready for dispatch" condition. Similar to this requirement, we conduct periodic (every 30 days) inspections of each unit. We also perform initial inspections when receiving the units and before dispatch similar to the vehicle maintenance requirement. We also support warehousing operations as described above.</p>	
Contract Number: HSFE70-13-C-0071	Contract Amount: \$ 5,237,555
Size and Scope of Fleet: Approximately 1,100 temporary housing units (trailers.)	
Government Agency/Organization: Federal Emergency Management Agency	
Completed and/or in Progress: In progress	
Start Date: 05/13/2012	
Estimated Completion Date: 5/12/2018	
Client Contact Information	
Name: Ron Shindledecker	Tel: (301) 777-4209
Email: ron.shindledecker@fema.dhs.gov	

4.0 ENVIRONMENTAL ASPECTS (SOS 5)

4.1 House Cleaning (SOS 5.1)

Shenandoah Fleet understands it is our responsibility to maintain a clean and safe work place. We expect all employees to clean up after themselves, and our shop manager/supervisor enforces this policy. We have included a janitor to cleaning offices, rest rooms, and the shop. Our fuels/lot control specialist keeps the parking lot organized. We provide all supplies necessary to keep the facility clean and safe.

4.2 ISO 14001 (SOS 5.2)

Shenandoah Fleet, as an active Federal Government contractor, has implemented an environmental management system that is consistent with Federal initiatives and meet the requirements of ISO 14001.

Part of the process of going green is reducing the amount of chemicals at the work-site. Shenandoah Fleet has been moving in this direction and maintaining product information via Safety Data Sheets (SDS). Project Manager Trev Holst maintains a list of hazardous material used at Fort Lauderdale and submits this to the City in accordance with contract requirements. He continues to identify biobased products that can be safely used as substitutes for any the hazardous products.

Shenandoah Fleet’s project sites stock only BioPreferred Program Product Categories identified by the USDA and other approved agencies. We require all our project sites to purchase products designated as Energy Star, Recycled, EPEAT, and more.

As mentioned, we are implementing a Biobased Product program at all of our contract sites where we are currently performing. This includes:

- Providing a biobased product list and the USDA biobased labeling program process
- Requiring our managers and assigned employees to take the on-line environmental management training
- Providing the Bio-Preferred Program Product Categories Chart to all our project managers so they can educate their teams
- Maintaining a vendor account with Certified Laboratories whose biodegradable products provide environmentally safer products that meet both environmental and quality standards

Figure 4-1 shows examples of the products we would use.

Product	Description
Hydraulic Fluids –Hi-Top Bio ISO 32, 46, 68,100, LubeMaster	This product meets or exceeds performance requirements of all manufacturers and is completely biodegradable with vegetable base oil. It contains anti-wear agents, rust and corrosion inhibitors, friction reducers, seal conditioners, oxidation inhibitors, metal deactivators, and leak inhibitors.
Transmission Fluid – LubeMaster Synthetic	This is designed for 500,000 miles between drains, which reduces wastes products and is used where applicable.
General Penetrating Lubricants – LubeMaster	These are various products that are more environmentally friendly for different applications.
Biodegradable Antifreeze/Coolant – Ballard Biofuels/Non-Toxic Antifreeze/Coolant	This product meets or exceeds performance requirements for both automotive and heavy duty cooling system. This product is to be used where applicable and exceeds requirements of Federal specifications.
Multipurpose Lubricants – Ultra Green, Autobegreen	This comes in many types for many different uses and is an eco-safe oil based product from vegetable oil not petroleum. It handles our truck tractor 5th wheel greasing, air tool oil, forklift chain and cable lube, disc/drum brake wheel bearings, gear lube ASE 80x90 and 85w140, industrial grade penetrants, rust and corrosion inhibitor, and many more areas of vehicles and equipment.

Product	Description
Fuel Conditioners /Additives – Diesel Mate, Certified Laboratories	Diesel Mate works with all bio-diesel fuels.
Fuel Conditioners/ Additives - Mile-Hi	Mile-Hi is a gasoline conditioner product that contains no sulfur. It improves combustion, reduces emissions, keeps exhaust systems clean, increases engine efficiency, and extends the time between tune-ups. It also helps with anti-icing and prevents fuel breakdown during extended storage.
Fuel Conditioners/ Additives - Mile-Hi: Glass Cleaners –G-GLASS Organic Glass Cleaner, Autobegreen, G-CLEAN™ Organic Glass Cleaner	This is a unique organic formula that keeps surfaces cleaner much longer than other products by creating an invisible anti-static residue that reduces future dust and dirt buildup. It is an easy to use no-streak organic formula that clings to the glass and deeply penetrates the surface, dissolving and removing hydro-carbon soils, including petroleum derivatives, fats, oils, greases, road tar, bugs, tree sap, and sugars. It is ammonia free and compatible with all automotive brand urethane sealants. G-CLEAN bottles are 100% recyclable, and the labels are printed using water based inks on recycled paper. This product does not stain driveways or harm grass, plants, or ground waste.

Figure 4-1: We Are Implementing a Comprehensive Biobased Products Program

Our recycling process includes, but is not limited to:

- Antifreeze –Safety Kleen
- Oils – Safety Kleen
- Metals – Licensed vendor
- Tires - Licensed vendor
- Batteries – CARQUEST
- Paper, cardboard, and related products – local vendor

Additionally, our environmental management program includes energy consumption reduction, fuel consumption reductions, and other related programs.

5.0 PARTS OPERATION (SOS 6)

Shenandoah Fleet has teamed with Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts Auto Parts to manage the parts operations on this contract. Under this agreement, Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts operates the parts operation much like it would one of its retail outlets, adjusting the stocking level of the parts room based on the vehicle fleet dynamics. Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts' responsibilities include:

- Staff parts room during all standard operational shifts
- Stock parts room based on the vehicle inventory and demand from Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts' distribution system, OEM, and other suppliers as necessary
- Research and purchase parts and other supplies to accomplish repairs
- Operate Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts computer system for tracking inventory
- Enter parts issued to a work order or department (for bulk items) in the Shenandoah fleet maintenance management system
- Process parts warranty claims



Pricing for parts provided by the Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts distribution system is their store acquisition costs plus 10%. Pricing for non-Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts system parts and supplies are at the acquisition price with 10% markup. For non-Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts parts and supplies, our team utilizes state contracts and the most advantageous pricing available to either Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts or Shenandoah Fleet to provide the best pricing to the City.

5.1 Purchasing, Stocking, and Issuing Parts (SOS 6.1)

The Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts store management system tracks all purchasing, stocking, and issuing of parts. Once a part is issued from the parts department, parts department personnel enter it into the Shenandoah fleet maintenance management system by documenting the parts issue on a work order. The issue price is the cost of the part as explained above.

Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts personnel purchase parts and supplies outside of its system. Where possible, for parts and supplies more than \$1,000 we obtain three quotes. We realize that many of the parts outside the Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts system are from OEMs or pre-established contracts such as a state tire contract. Our staff maintains all documentation to support the cost of the items procured.

Our parts staff maintains a stock of parts and supplies to support the maintenance operation without delay. At the same time, we promote sound business practices by not having an overly large inventory cost. The focus for stocking parts is as follows:

- **Demand Parts:** These parts are needed on a regular basis for both preventive maintenance and repairs.
- **Critical Spares:** These parts are associated with key vehicle and pieces of equipment and may not be needed as often as demand parts, but are needed often enough to be stocked to facilitate immediate repair of key vehicles and equipment.

- **Long Lead Time Items:** Certain long lead time items are stocked based on the criticality of the vehicle or piece of equipment.

We use max/min quantities in the Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts system to ensure we maintain stocking levels. Additionally we constantly review the items we stock to fine tune the inventory. Before making changes, we consider our issue history, problems with parts delays, vehicle and equipment changes, and input from our maintenance staff.

We sync our master parts catalog between the Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts system and the Shenandoah Fleet maintenance management system to make issues seamless. We barcode all items to streamline the issuing of parts. When a part is issued to a technician, the parts personnel “sell” the part to Shenandoah Fleet through the Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts system and receive and issue the part in the Shenandoah Fleet system by scanning the barcode on the work order and then scanning the part. For bulk supplies, the parts personnel issue to a department work order. Since the master parts catalogues are synced, this ensures the proper price is attached to the parts on the work order. The parts specialist ensures parts costs are correct. The parts are not charged to the City until the work order is completed.

5.2 Purchase of Start-Up Inventory (SOS 6.2)

Shenandoah Fleet and our partner Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts understand that the City does not have a role in the sale or transfer of the current parts inventory. We work directly with the incumbent, First Vehicle Services, as we did when we took over its contract at Effingham County, GA to decide the best way to handle inventory transfer. At Effingham, we did not transfer the incumbent inventory, but worked with Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts to bring in a whole new inventory.

5.3 Access to Parts Room (SOS 6.3)

We understand that we are responsible for the security of the parts room, but allow City personnel to access the area in performance of their contract surveillance responsibilities. We also understand that the City may enter the parts room in an emergency before our staff arrives.

5.4 Quality of Parts to Be Furnished (SOS 6.4)

All parts meet OEM standards or better. We constantly monitor parts usage and failures on our contracts to determine if a certain part is a problem, if another source is necessary, or if an upgrade from OEM specifications is required. We understand this is particularly important for emergency and specialized equipment.

Any rebuilt parts or systems, whether rebuilt by our technicians or purchased, meet all manufacturer’s standards and tolerances for recondition items.

5.5 Warranty (SOS 6.5)

When our parts personnel receive a part, it is their standard practice to enter warranty information in the system if it is not already there. Warranty information for parts and supplies in the Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts system transfer from that system to the Shenandoah Fleet system when we sync the master parts catalog. Our maintenance management system tracks warranty information on parts installed and provides the technician and parts personnel a warning if they are issuing a part to a vehicle that is replaced under warranty. This allows our Advance Stores Company Inc. d.b.a. CARQUEST Auto Parts and/or Advance Auto Parts personnel, supported by the technician, to document the premature failure and process a warranty claim. Monies covered under the warranty claim are credited to the monthly billing.

5.6 Bulk Issue Service (SOS 6.6)

We provide limited bulk service items for users to use to top off fluids if requested by the City. In such cases, we monitor the bulk service on a periodic basis depending on the usage of the supplies and restock if necessary. Parts for bulk issue are issued to a departmental work order. In general, we prefer not to do this as it limits the information we get on maintenance issues and could lead to a premature failure that could have been avoided with maintenance staff intervention.

6.0 PERFORMANCE STANDARDS (SOS 7)

Shenandoah Fleet understands the requirement for measuring fleet reliability and establishes monitoring within the Shenandoah Fleet maintenance management system according to the criteria identified in this RFP. Although monthly reporting of reliability percentages is specified, we more closely monitor the frequency of reported unscheduled repairs and strive to achieve rates that exceed the required minimum rates.

We provide assistance to the City, if requested, in analyzing reliability data for anomalies such as improper operation and material defects, etc. We commence the monthly reliability reporting at the commencement of the contract. We set up the dashboards of our fleet management system to measure all these requirements on a real-time basis. These dashboards are available to City management and customized to meet their needs.

Shenandoah Fleet Advantage

Our corporate staff, including members of our ownership team, reviews the performance metrics on our contracts every morning at an operations meeting to ensure we are maintaining our commitment to our customers.

6.1 Vehicle Turn-Around (SOS 7.1)

We have reviewed the turnaround requirements and percentages for both the 24-hour and 48-hour standard and have staffed the contract to meet these objectives. Our fleet maintenance management will be set up to measure these with the clock starting when the vehicle is brought into the shop or when a towing call is received. The work order will be considered complete once the final quality control inspection is completed and the user has been notified that the vehicle is ready to be picked up. Our management and maintenance control staff will constantly monitor each work order to ensure we meet the turnaround requirements.

We understand that the following conditions do not count against these standards:

- Accident and vandalism repairs
- Vehicles awaiting repair authorization from the City
- Major component overhauls or replacement
- Vehicles exempted by the City
- Confiscated vehicles

6.2 Fleet Availability (SOS 7.2)

Our fleet management system is set up to measure fleet availability both overall and by class on a real-time basis. Availability is measured on a 24-hour, 365 day basis for fire vehicles and eight hours per day Monday through Friday for other vehicles less holidays. Again our dashboards (Figure 6-1) are set up for City management and customized to its needs to track our results.

We exclude from the fleet availability calculations the following:

- Vehicles awaiting repair authorization from the City

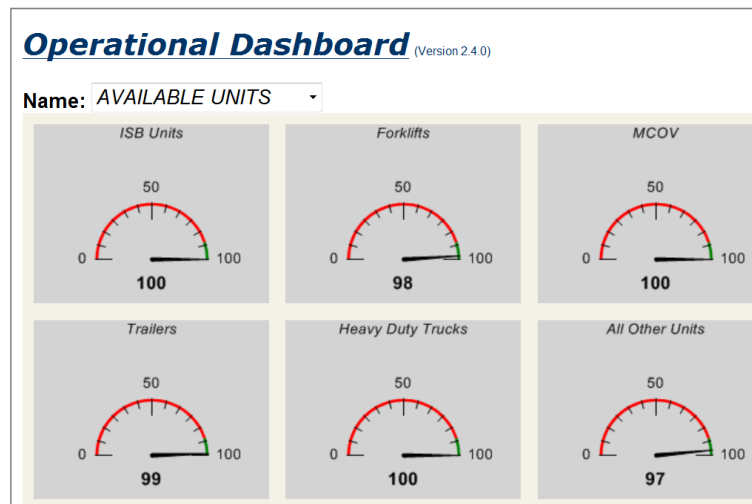


Figure 6-1: We Use Our Fleet System to Track and Report Vehicle Availability

- Accident, vandalism, Acts of God, and user abuse repairs
- Manufacturer recalls
- Vehicles exempted by the City

6.3 Preventive Maintenance (SOS 7.3)

Preventive maintenance compliance is very important to us and we track compliance with our system and report on our process through dashboards. Our management team and maintenance scheduler tracks our progress and ensure compliance. Vehicles that are not brought to us for PMs when the scheduling process has been followed will not count against our compliance.

6.4 Rework (SOS 7.4)

Shenandoah Fleet warrants that labor supplies are of the highest quality and that parts and materials used are in accordance with the original manufacturer's specification and are of the highest quality. We track and identify multiple repairs for the same deficiency to the same vehicle (re-repair) and do not include in the monthly statement costs for re-repairs occurring before the scheduled time after the original repair.

The schedule for re-repair is:

- Engine or transmission overhaul: 12 months or 12,000 miles
- General repairs (excluding electronic components and police vehicles): 12 months or 6,000 miles

We measure the comeback rate with a goal of less than 2 percent. We also track parts warranty and put in place manufacturer or supplier warranties. These warranties are included in our fleet system.

7.0 PERFORMANCE INCENTIVE (SOS 8)

7.1 Cost Savings Incentive (SOS 8.1)

Shenandoah Fleet understands the cost incentive savings program that includes the following:

- Shenandoah Fleet and the City share contract savings below the target budget on a 50/50 basis.
- Shenandoah Fleet and the City share contract overruns above the target budget on a 50/50 basis up to 110% of the target budget.

We understand that this cost savings incentive program is calculated on an annual basis.

7.2 Liquidated Damages (SOS 8.2)

Shenandoah Fleet understands the liquidated damages program that is assessed on a monthly basis if we do not meet performance standards specified. We acknowledge that this program also includes an incentive for exceeding these requirements.

Performance measures for this program include:

- Daily fleet availability
- Turnaround time (percent of repairs completed with 24 hours and 48 hours)
- Preventive maintenance compliance
- Repair quality (rework)
- Parts fill rates

8.0 QUALITY ASSURANCE PROGRAM (SOS 9)

8.1 Quality Management/Quality Assurance (QA) Program (SOS 9.a)

Shenandoah Fleet offers the City of Fort Lauderdale well-thought-out Quality Assurance (QA) Program that has been customized to meet specific needs of this contract.

While Shenandoah Fleet is a fairly young company, the ownership team has made it a priority to invest in future growth by building resources and tools needed to manage geographically separate contracts and operating locations. We use a comprehensive Quality Assurance Plan (QAP) that provides resources and guidance necessary to ensure we:

- Provide high quality service to our customer
- Document service delivery
- Measure service performance

Our QAP provides information to our customer and our team so they make informed decisions for preventive, corrective, and continuous improvement actions.

Shenandoah Fleet's QAP is the foundation of our business management practices, integrating the ISO 9001:2000 Quality Management System principles to ensure acceptable quality levels (AQL) of service are met and exceeded through continuous improvement. The QAP contains both prevention-based quality assurance and quality control activities and operating principles of ISO and the Deming Plan-Do Check-Act (PDCA) cycle to deliver:

- Innovation and flexibility to achieve benefits of continuous improvement
- Proactive and frequent surveillance to monitor and deliver acceptable quality levels of service
- Documentation of self-evaluation results to ensure acceptable quality levels of service are met or exceeded
- Responsiveness and successful implementation of corrective actions, investigating root causes in deficient areas as required
- Dedication to preventing nonconformance, detecting adverse trends, controlling quality, and generating information for improvement through process and statistical controls
- Interactive feedback channels with team members, customers, and the City to build highly cooperative relationships

All product and services provided by Shenandoah Fleet are verified through subsequent monitoring and measuring to routinely evaluate the effectiveness of this plan and its conformance to performance standards, customer requirements, and compliance to applicable regulations. This evaluation occurs through internal auditing and is reviewed in management meetings to ensure efficiency and economy while we offer the best value to the government throughout the life of the contract.

8.1.1 Providing Specified Performance Standards

Our QAP requires us to assess our performance to proactively mitigate risks of deficiency by systematically and routinely implementing control checks beyond those required. We use our fleet maintenance management system to monitor performance and establish dashboards so City management can monitor our progress on a real-time basis. In addition, we conduct an annual survey of the City management and direct City customers of our service to gain feedback on customer satisfaction and suggestions for how we can better serve the City. This section highlights the details of our QAP as follows:

- The process used to monitor the production of quality work
- The process used to report misunderstandings, conflicting priorities, or other problems or requests that may occur in services, and the process or procedures to effect corrections

Our quality control documentation system contains, at a minimum, a record of each problem addressed or situation resolved and the process improvement.

Figure 8-1 shows our plan to monitor the performance standards associated with this contract. These performance metrics are not only monitored at the contract level, but are reviewed daily at our corporate office during our 9 am operations meeting.

Performance Measure	Performance Standard	Measurement Method	Frequency
Daily Fleet Availability <ul style="list-style-type: none"> • EMS • Fire • Police • Public Works • TAM • ITS • PKR • DSD • Motor pool /fleet sharing vehicles • Entire fleet 	Range: <ul style="list-style-type: none"> • 95% -- 97% • 95% -- 97% • 95% -- 97% • 93% -- 96% • 93% -- 96% • 93% -- 95% • 93% -- 95% • 93% -- 95% • 93% -- 95% • 95% -- 97% 	Fleet maintenance management system	Daily
Turnaround Time Within 24 Hours <ul style="list-style-type: none"> • EMS • Fire • Police • One ton or smaller • Larger than one ton • All others 	Range: <ul style="list-style-type: none"> • 84% -- 86% • 84% -- 86% • 84% -- 86% • 79% -- 81% • 74% -- 76% • 74% -- 76% 	Fleet maintenance management system	Daily
Turnaround Time Within 48 Hours <ul style="list-style-type: none"> • EMS • Police • Fire • One ton or smaller • Larger than one ton • All others 	Range: <ul style="list-style-type: none"> • 94% -- 96% • 94% -- 96% • 94% -- 96% • 89% -- 91% • 89% -- 91% • 89% -- 91% 	Fleet maintenance management system	Daily
Preventive Maintenance (On Time)	Range: 94% – 96%	Fleet maintenance management system	Daily
Repair Quality (Reworks)	Range: 0% – 2%	Fleet maintenance management system	Daily
Overall Customer Satisfaction	100% of customers satisfied with our service	Web survey	Annually

Figure 8-1: We Offer a Comprehensive Quality Surveillance Program

Not only do we monitor the performance standards of the contract, but we also assess and monitor general management performance at the corporate level. Figure 8-2 depicts some of the areas that we monitor.

Performance Goal	Performance Standard	Measurement	Frequency
Safety	Zero accidents	Each event	Continually
Filling vacancies	Plan for effective hiring to fill vacancies	Individual measurement of each hiring action	Each event
Contract monitoring	Plan for efficient monitoring is up-to-date and consistently reflects agreed-upon changes in procedures to ensure quality performance	Review of QCP and related documentation	Semi-annual and random by corporate staff
Early problem resolution	General manager responds within one hour of notification of a problem assistance request	Individual measurement of each event by log	Per event by corporate staff
Teamwork/collaboration	Contractor personnel consistently cooperate in a spirit of teamwork with City clients	City client survey	Quarterly
Effective communications	Contractor personnel are effective in oral and written communications and actively listen to City customers	City client survey	Quarterly
Quality/customer focus	Contractor management/personnel show a business-like concern for City customers and periodically solicit feedback on performance	City client survey	Quarterly
Flexibility	Contractor personnel are flexible and responsive to new and changing priorities	City client survey	Quarterly
Documentation	QCP documentation system contains all required records and reports and is available within two hours of request	Corporate audit	Quarterly

Figure 8-2: We Monitor Our Contract Management Effectiveness

8.1.2 Maintaining Quality Workmanship

Our process for monitoring and ensuring quality of our work involves four distinct facets:

1. Each technician is accountable for his/her own work and as part of performing every job, he/she is instructed to double-check work, and where applicable, complete a checklist (such as preventive maintenance actions) to ensure all steps were accomplished.
2. On each work order, we place a job for a quality control inspection (QCI). This is normally performed by the service writer/quality inspector or the shop manager. By signing off on this job, the inspector is certifying that the work was performed correctly, completely, and the vehicle is safe to be returned to the user. A sample of a work order highlighting the QCI task is shown in Figure 8-3.
3. We use the Shenandoah Fleet maintenance management system to track the work performed in accordance with standards we and the City adopt such as those presented in Figures 8-1 and 8-2 above. With dashboards set up for both internal Shenandoah Fleet and customer use, we track and report our performance on a near real-time basis. This information is used by our project manager and our corporate staff to monitor the contract. We have a 9 am operations meeting every morning in our Warrenton VA headquarters where we review the dashboards for each contract and discuss the activity, thus ensuring compliance.
4. We have contracted with the online survey firm, Survey Monkey, to provide us with a cost-effective, web-based survey solution that enables quick and efficient monitoring of the production of quality work by our personnel. Using this system, we create customer-specific surveys that are sent to City customers who have worked closely with our personnel. Our annual survey is in depth and used to measure the following performance metrics:

- Overall customer satisfaction
- Team work and collaboration
- Effective communication
- Quality/customer focus/efficiency
- Flexibility and ability to meet goals and assignments
- Timeliness of deliverables

Work Order Cost Detail				Shenandoah Fleet Management	
Report Printed: 06-Mar-2013 13:29:57 By User: LA					
Work Order:	1579	Unit No:	1016226	1999 GREAT DANE 7811TZ1A	
WO Status:	Closed	WO Location:	FM-FTW	Alt Unit No:	
Date Opened:	16-Apr-2012 11:30:00	WO Reason:	SCHFDUIFD	Serial No:	1GRAAB28XW180341
Date Complete:	17-Apr-2012 09:45:30	Meter 1 - M:	126.417	License No:	
Date Closed:	17-Apr-2012 09:49:23	Meter 2 - H:	5.225	Tech Spec:	89GDNFO1D0005
Using Dept:	114 - FEMA - Ft Worth			Maint. Class:	FQ1D1
Repair Job: 05-0824016 - INSPECT Refrigeration Unit Assembly - Mechanical				Total Job Cost: 61.08	
Job Location:	FEMA-Ft. Worth	Labor Hours:	1.00	Labor Cost:	61.08
Repair Reason:	PREVENTATIVE MAINT	Warranty Violation:	None		
Repair Notes:					
(JHATCH) * PERFORM REEFER MONTHLY RUN UP OF DIS-2300.					
(BBOGGS) *found unit low on fuel added fuel (20 gal.) diesel UNIT IS FMC.					
Repair Job: 17-000 - ADD FLUIDS Heating & Refrigeration Group				Total Job Cost: 15.27	
Job Location:	FEMA-Ft. Worth	Labor Hours:	0.25	Labor Cost:	15.27
Repair Reason:	ROUTINE INSPECTION	Warranty Violation:	None		
Repair Notes:					
(BBOGGS) * REFILLED REEFER.					
Repair Job: FF-PRM-QCI - PERFORM Quality Control Inspection				Total Job Cost: 15.27	
Job Location:	FEMA-Ft. Worth	Labor Hours:	0.25	Labor Cost:	15.27
Repair Reason:	ROUTINE INSPECTION	Warranty Violation:	None		
Repair Notes:					
(BBOGGS) * QCI WAS COMPLETED, ALL GOOD UNIT FMC.					
<hr/>					
Contact:		Total Labor Hours:	2	Total Labor Cost:	91.62
Notify Date:		Job Count:	3	Total Material Cost:	0.00
Picked Up By:		Hours Opened:	22.0	Total Commercial Cost:	0.00
Pick Up Date:				Total Work Order Cost:	91.62
FleetFocus M3 - WOCOSTDETAIL - Work Order Cost Detail V2.9.0 Page: 1					

Figure 8-3: Each On-Site Repair Undergoes a QCI

Our annual survey is a very short questionnaire with the sole objective of identifying any performance or other issues that are festering but have not risen to our management's attention so we can address issues before they become problems. We anticipate that this survey will take our City clients less than five minutes to complete.

Communications

Shenandoah Fleet uses three primary communications methods, in addition to face-to-face verbal communications, to ensure that constant communications exist for our on-site project personnel, the project manager, and our corporate office:

- ***Telephone Access.*** Our project manager and our director of human resources use an open access policy for all personnel. Our employees may talk with our project manager at any time to report misunderstandings, conflicting priorities or other problems/requests that may occur in services, and the process or procedures to effect corrections.
- ***Email Access.*** We provide each employee with an email account he/she can access from any web-enabled computer or through a smart phone to communicate with our project manager or director of human resources. Employees may use this email as a method of reporting misunderstandings, conflicting priorities, or other problems or requests that may occur in services. They may also use this process to effect corrections.
- ***Internal Website.*** Shenandoah Fleet has an internal website that allows us to create and edit documents online while collaborating in real time with our on-site project employees. Our system is based on Microsoft SharePoint Services and allows for:
 - ✓ Sharing documents, automating reporting, and gathering data
 - ✓ Creating documents, spreadsheets, forms, and presentations within the application itself, imported through the web interface, or sent via email
 - ✓ Using online reporting to report misunderstandings, conflicting priorities, or other problems and collaboratively working in real-time with our project manager as well as our corporate director of human resources in Warrenton, Virginia
 - ✓ Providing online access to our corporate policies and procedures, which can be accessed directly by our personnel at any time via the web
 - ✓ Posting employee work schedules and other important information such as results of quality surveys, etc.
 - ✓ Maintaining an issues log whenever an employee reports a misunderstanding, conflicting priority, or other problem or request (accessible by select individuals to continuously monitor progress and resolution of all issues)

Documentation

Quality documentation serves to communicate and ensure a common understanding about policies and procedures, ensuring effective operations and achievement of quality products and services. The Shenandoah Fleet Quality Manual establishes all documentation and provides managers, supervisors, and staff with valuable quality-related information and data describing process sequence and interaction. Policies provide the framework or guidelines for the system, adhering to contract requirements and complying with legal and regulatory requirements.

Upon availability, Shenandoah Fleet reviews the incumbent's documentation related to each process to evaluate accuracy of controls against the performance history of each process. If opportunities for improvement are identified, the team integrates those innovations into documentation before task execution. Shenandoah Fleet submits the proposed QCP subject to review and approval from the City.

Any proposed changes are submitted in writing contingent on review and approval in accordance with contract requirements. This documentation includes but is not limited to:

- **Standard Operating Procedures** to monitor standard operating procedures (SOPs), RFP specifications, QCP, and governing regulations, publications, technical exhibits, and other forms referenced in the RFP. Shenandoah Fleet includes resulting data into staffing, scheduling, and monthly reports. Shenandoah Fleet utilizes all customer maintenance center operating procedures, work instructions, and technical manuals adhering to the dictates of the ISO 9001:2000.
- **Instruction and Inspection Checklists** to conduct in-progress and final inspections to ensure results of contract data requirements, initial inspections, follow-ups, surveillance logs, quality control testing requirements are completed at acceptable levels.
- **Improvement Process Documents** to include discrepancy reports documenting any contract deficiencies, reporting safety, root cause analyses, and remedies to correct and prevent future recurrences. Reports are used for internal metrics and trends analysis for continuous improvement.
- **Customer Interaction Documents** to review customer ratings, customer inquiries, and surveys.
- **Performance Evaluations** to annually review individual employees to formally assess their performance and provide critical feedback for improvement.

During all phases of operations, the progress of the work and the effectiveness of the quality program is monitored, documented, and retained on Shenandoah Fleet's internal website accessible by all appropriate personnel regardless of their physical location. All generated program data used to monitor daily processes for trends analysis, prevention, and correction of performance deficiencies and opportunities for improvement, scheduling, and project support are maintained and accessible to City personnel.

8.1.3 Providing High-Level Customer Service

Procedures/Methodologies to Meet Customer Service Expectations

Shenandoah Fleet uses several quality inspection methods to continuously monitor and evaluate the quality of services provided. We systematically and routinely implement control checks that go beyond those required ensuring a proactive approach to prevent, identify, and correct quality issues. Here, we employ a combined quality assurance and quality control approach to surveillance planning to include, but not limited to:

- Informal daily contact with City managers to ensure we are performing as expected
- Formal monthly meeting attended (at least at first) by the company president
- Formal quarterly corporate audits
- Feedback from City management

Methods of surveillance and internal management control detailed pertinent information necessary to measure the efficiency of each process and the effectiveness of the QCP during the duration of the contract.

Methodology and Samples of Monthly Reports and Submittals

We strongly believe that a free exchange of information is vital to the success of this contract, and we work with our City clients to ensure we provide information needed to manage and assess our performance.

We provide results of our quality surveillance program to the City. We propose the following reports and content:

- **Weekly and Monthly Report:** Our Weekly and Monthly Results Report summarizes activity as required by the Statement of Services (SOS) and also addresses how we perform against performance criteria. We also address any areas of concern.
- **Annual Quality Survey Results:** Our Annual Quality Survey Results report focuses on performance metrics and gauges overall customer satisfaction. This survey includes additional topical questions related to the City or our specific needs. Specific information in this report includes: number of surveys sent and received; weighting of the following responses: teamwork and collaboration, customer satisfaction results, effective communications, quality/customer focus efficiency, flexibility, ability to meet goals and assignments, deliverables, and results of other questions asked; and list of clients reporting issues with detail and follow-up plan.
- **Complaint/Problem Log:** We log all reports of issues with any of our employees or other areas of concern with our performance into our problem and complaint log. Figure 8-4 presents a sample of this log. This log is available for City management review at any time.

Tracking Number	Date Received	Received By	Complaint Method	Action Manager	Date Closed	Date Sent to City

Figure 8-4: All Complaints and Issues Are Logged to Ensure Follow-Up

- **Complaint and Resolution Record:** For each identified and logged issue or complaint, we issue a Problem Report as shown in Figure 8-5. This form, on our SharePoint system, serves as a mechanism to gather, track, document, and approve the problem report and the corrective action taken. Each report is made available to City management.

Shenandoah Fleet Contract Problem Report #			Log #
Reporting Information			
Reported by		Date	
Received by		Method of Report	
Employees Involved		Work Location	
Issue Reported			
Action and Investigation			
Action Manager		Date Assigned	
Investigation Results			
Recommended Action			
Concurrence (Per Policy) Initial and Date	Project Management	Human Resources	Corporate Management
Corrective Action and Result			
Action Taken and Result:			

Action Taken By		Date Action Taken	
Disposition			
Log			

Figure 8-5: Shenandoah Fleet Uses Electronic Problem Reports to Track All Issues to Resolution

8.1.4 Reducing Cost Incurred by the City

Shenandoah Fleet is continually seeking ways to reduce the cost incurred by the City and is proactive in reducing cost without sacrificing either customer service or quality. One cost-reducing initiative we present in this proposal is our partnership with CARQUEST for the management of the parts operation.

In addition, representatives from Shenandoah Fleet meet with City management at least quarterly not only to assess our performance but to discuss ideas that can reduce the cost to the City.

8.2 User Feedback (SOS 9.b)

While our programs assess our strict performance of the contract, our goal is to achieve overall customer satisfaction. This quality assurance includes soft aspects of services we perform, the attitude with which we provide services, and our ability to meet not only absolute contract terms but perceptions of individual customers

8.2.1 Survey of Individual Vehicle Operator Satisfaction

We place a customer comment card in each vehicle to be easily available to users. These cards allow customers to return their comments directly to our corporate headquarters where we compile results and track trends. We provide the COR a monthly report with results of these comments. In addition, Bill Jones, our president, or other senior staff, calls any customer who gives us a “poor” rating to fully understand the experience so we can take immediate corrective action.

8.2.2 Annual Customer Satisfaction Survey

A sample of our Shenandoah Fleet Annual Customer Satisfaction Survey is shown in Figure 8-6. We tailor this form to meet the needs of specific contracts. During the transition period, we work with City management to ensure this form meets the needs of the City.



CUSTOMER SATISFACTION SURVEY -- CITY OF FORT LAUDERDALE
FLEET MAINTENANCE & MANAGEMENT AND CENTRAL WAREHOUS CONTRACT

Shenandoah Fleet Maintenance and Management, LLC is pleased to provide this Customer Satisfaction Survey so you can give us candid feedback about our service quality. The survey results will be reflected in our continual quality and process improvement program.

Your responses are confidential unless you choose to share your contact information at the end of the survey.

Thank you.

Shenandoah Fleet Management

Please rate the following performance areas in items 1 through 9 using the rating scale below:

- 1 = Extremely Dissatisfied
- 2 = Dissatisfied
- 3 = Adequate
- 4 = Satisfied
- 5 = Extremely Satisfied
- N/A = Not Applicable/Cannot Evaluate

Please add comments to clarify your responses.

Timeliness and effectiveness of our scheduled and preventive maintenance

1 2 3 4 5 N/A

Comments:

Effectiveness of troubleshooting equipment to isolate problems and complete repairs

1 2 3 4 5 N/A

Comments:

Performance in maintaining priority equipment mission capable and ready for use

1 2 3 4 5 N/A

Comments:

Compliance with OSHA standards and regulations

1 2 3 4 5 N/A

Comments:

Compliance with hazardous waste and other EPA standards and regulations
1 2 3 4 5 N/A
Comments:

Accuracy, completeness, and timeliness of equipment status reports
1 2 3 4 5 N/A
Comments:

Skills and qualifications of our technicians
1 2 3 4 5 N/A
Comments:

Conformance of our services to contract requirements
1 2 3 4 5 N/A
Comments:

Our third-party equipment inspection program
1 2 3 4 5 N/A
Comments:

Are you aware that the City management can easily access our Fleet Maintenance Management System (FMMS) to view equipment status and performance?
Yes No

If you answered yes to Question 10, do you regularly access our Fleet Maintenance Management System (FMMS) to view dashboards and obtain reports on equipment status and performance?
Yes No

If you would like access to our system and currently do not have log-in credentials or need other assistance, please contact ladair@shen-fleet.com.

Please describe below any suggestions regarding how we could improve our services to you.

What additional services can Shenandoah Fleet offer to be a better partner to the City of Fort Lauderdale?

Do you have any additional comments?

Would you like someone from Shenandoah Fleet to contact you? If so, please provide your contact information:
Name: _____
City Role: _____
Telephone: _____
Email: _____

Figure 8-6: Our Annual Customer Survey Provides Feedback for Improvement

8.3 *Worksite Ethic and Employee Involvement (SOS 9.c)*

8.3.1 **Service Writers/Quality Inspectors**

Shenandoah Fleet proposes service writers/quality inspectors to be housed at the vehicle hut in front of the vehicle service area. These employees have the dual-hatted responsibility of performing inspection and service writing when the vehicle arrives and quality inspections when the vehicle is completed. Proposal section 3.5, Organization and Staffing (RFP 2.4.5) discusses these employees in more detail.

Our quality inspectors (both shifts) report to our customer service QC function that is a part of the shop support section. In general, these employees are responsible for:

- Scheduled random inspections
- Correction/action guidance
- Inspection documentation
- Interface with City management

Specifically, they have authority to:

- Stop work if it violates safety procedures or will result in ineffective performance of the work task
- Implement corrective action for work that does not meet contract requirements or is not being performed
- Remove equipment, tools, materials, or supplies from the work site if the items do not conform to specifications or are not in good operating condition

Specifically, the quality inspectors perform the following in their roles:

- Implement QC programs that achieve project-level objectives and contractual obligations
- Interface with City management responsible for evaluating contract performance
- Assist with preparation, editing, and issuance of revisions to the QCP
- Ensure scheduled inspections are conducted and deficiencies reported
- Assist in monitoring Shenandoah Fleet and subcontractor personnel to ascertain that changes in procedures and methods required to improve performance are implemented and working effectively
- Conduct audits, surveys, studies, spot checks, and follow-up inspections of functions, work processes, equipment, facilities, and records
- Document discrepancies discovered during inspections and submit formal correspondence to appropriate supervisory personnel for corrective action
- Assist with training and cross training of all personnel
- Ensure scheduled/random inspections are conducted and deficiencies are reported
- Help to enforce effective and timely corrective actions with minimum recurrence of problems
- Conduct investigations of customer complaints, implement corrective actions required, follow up to determine effectiveness of actions, and assist with documentation and submittals to City management in accordance with regulations
- Participate in fact-finding groups to investigate quality levels and cause and effect; perform analyses

8.3.2 **Involving Every Employee in Our Quality Process**

Our primary focus, after transitioning our employees, starting the contract, and filling all open positions, is ensuring a strong worksite ethic, employee involvement, and ongoing personnel retention to maintain high quality, operational efficiency, and cost effectiveness for the City.

8.3.3 Solutions Groups

To increase our ability to recognize and correct problems in the services provided under this contract, we use “solutions groups” to ensure continuous performance improvement. Under this concept, we bring together three to five individuals to identify, analyze, and solve work-related issues. This group provides a structure and a process for involving employees in continuous improvement of our services. This group meets regularly, usually once a month, and uses structured problem solving techniques to analyze procedures and problems within various functional areas. This process develops productivity awareness within the organization and allows employees to feel accountable for their work efforts. Shenandoah Fleet believes that solutions groups offer numerous benefits to our customers, including:

- Increasing productivity
- Improving quality
- Enhancing services
- Lifting attitudes
- Strengthening training
- Better developing supervisors and workers

8.3.4 Employee Incentives

. Some of key ways in which we involve employees in our quality process include:

- Fair and competitive compensation in the local area
- Incentive programs to reward performers
- Reward system for achievement of technical and ASE certifications
- Formal system of solicitation of suggestions and ideas for performance improvements
- Process for passing along to employees the specific comments of City clients
- Advancement potential with our policy of transferring and promoting from within our organization
- A discretionary bonus plan for employees with outstanding performance and development of cost-saving innovations

The HRIS tracks information on each employee necessary to implement these approaches.

Shenandoah fleet recognizes our employees in meetings for jobs well done. These ongoing recognitions play a role in personnel retention to create high levels of employee accountability and foster open communication, teamwork, and excellent customer service. We achieve these goals in several ways:

- **Peak Performer Awards.** In lieu of the typical Employee of the Month Award, Shenandoah Fleet offers a point system under which personnel who accrue 100 points in a contract year earn a Peak Performer Award. Points are granted for perfect attendance, safety adherence, on-time reporting, positive client evaluations, employee innovations, and performance evaluation ratings. Peak Performer Award recipients can select from multiple \$100 gift card prizes redeemable at restaurants or stores.
- **Hiring Anniversary Recognition Award.** We present \$50 gift card awards to employees on their hiring anniversary.
- **Holiday Appreciation Bonus.** We present \$50 gift cards to employees at end-of-year holidays.
- **Manager’s Appreciation Awards.** Shenandoah Fleet, in conjunction with input from our City clients, proposes to honor select employees who are singled out for outstanding and innovative performance. We maintain a discretionary fund for this.

8.3.5 Preventing and Resolving Performance Issues

Another primary means to involve all employees in promoting an effective workplace ethic, is a proactive process to resolve performance issues and avoid problems before they happen. Our maintenance management system:

- Ensures a comprehensive screening process of candidates so we take every reasonable action to make certain we are employing the right employee for each position
- Maintains continual contact with City customers through formal monthly and quarterly surveys and informal phone calls and emails to identify minor issues and take action before they become problems
- Maintains an active communication flow with our employees to identify and resolve issues before they develop into performance problems

While we always do our best to identify and resolve issues before they become problems, we are realistic enough to understand there will be problems. Once we identify a problem, either internally or through client complaint, we immediately log the issue into our Quality Control Log, and our project manager, assisted by our director of human resources, if necessary, launches an investigation. This investigation includes meeting with our City customer (ideally in person) to gather facts related to the complaint. We then meet with our employee to understand his/her side of the issue. At that point, our project manager, in coordination with director of human resources, takes appropriate action. We follow a formal process of administering performance counseling or discipline as shown in Figure 8-7.

Step	Action	Detail
Step 1	Counseling	Counsel employee about performance and ascertain his/her understanding of requirements. Ascertain whether there are any issues contributing to the poor performance that are not immediately obvious. Solve these issues, if possible.
Step 2	Verbal reprimand	Verbally reprimand the employee for poor performance.
Step 3	Written formal reprimand	Provide a written warning in the employee's file, in an effort to improve performance.
Step 4	Suspension	Provide an escalating number of days in which the employee is suspended from work. Start with one day and escalate to five days as appropriate.
Step 5	Termination	End the employment of an employee who refuses to improve.

Figure 8-7: Shenandoah Fleet Follows a Structured Methodology to Resolve Performance Issues

8.4 Formal Quality Control Program (QCP)

The Shenandoah Fleet Quality Control Plan (QCP) is our guide for not only for quality inspectors in our Customer Service Section, but also for the entire workforce. This plan leads our focus on quality in performance of quality inspections of all service areas, including those of any subcontractors. The purpose of the inspections is to ensure our performance meets the City's standards and contract specifications and is performed safely. We keep the QCP current.

Our formal QCP is maintained and continuously improved and tailored for each contract. Please refer to Figures 8-1 and 8-2 presented at the beginning of this proposal section for an overview of our method to ensure the City's fleet performance standards are met in accordance with requirements for this Fleet Maintenance and Management Services & Central Warehouse contract.

9.0 RECORD KEEPING AND REPORTING (SOS 10)

We use Shenandoah Fleet's fleet management and information system (FMIS) (described more fully in proposal section 3.2.24) to generate reports as required by RPF section 10, Record Keeping and Reporting.

Our system establishes and maintains an electronic record keeping and reporting system for all services we provide. This includes records of all maintenance, repair, and service performed on each vehicle.

Proposal section 3.2.24 describes the dashboard format we generate for preventive maintenance and repair and other vehicle-related functions on a real-time and as-needed basis.

Figure 9-1 summarizes the reports we provide in accordance with the Statement of Services (SOS).

SOS	Requirement	Compliance
1.10.a	Provider Records	Allow access for City representative to electronic and hard data, books, records, correspondence, instructions, plans, drawings, receipts, vouchers, time cards, memoranda, and cost verification for work
1.10.b	Annual Audit	Provide SOC1(SSAE 16) report at time of proposal response and at end of each fiscal year
1.10.c	Reference Files and Procedures	Maintain on site service manuals, parts manuals, service bulleting, lubrication charts, and other information required for fleet maintenance and repair (hard or electronic)
1.10.d	Vehicle/Repair Order History	Maintain on site a vehicle history folder for all maintenance and repair work done, including any contracted or commercial work. The folder contains, by repair order number, all repair orders generated for the fleet. Also maintain folders for each vehicle and piece of equipment with hard copy documentation of vehicle make, model, year, serial number, warranty information, and invoice information. Maintain these in accordance with requirements in the SOS.
1.10.e	FMIS Requirements	In accordance with Addendum 1, own, install, implement, and maintain all hardware and software necessary for an electronic record keeping and reporting system for all services. Support, maintain, and upgrade system with City' approval. Use multi-use FMIS that: <ul style="list-style-type: none"> Integrates inventory, description, maintenance, repair, employee performance, vehicle downtime, asset management, etc. Offers record keeping and reporting capabilities as well as the ability to run ad hoc queries and reports using Crystal Reports or comparable software. Full details of Shenandoah Fleet's FMIS are presented in proposal section 3.2.24.
1.10.f	Ownership of Records	Maintain all reference vehicle and equipment files and procedures and all fleet related electronic data as City property.
1.10.g	Billing Information	Generate automated information to support charge-backs to fleet uses for maintenance and repair, fuel use, and motor pool use.
1.10.h	Daily Report	Furnish daily report showing vehicle number and status of all vehicles that have been in process of repair and/or maintenance for five days or more.
1.10.i	Weekly Report	Generate report summarizing previous week's activities for delivery to the City before noon each Friday to include the following information: <ul style="list-style-type: none"> Vehicles scheduled for PM service

SOS	Requirement	Compliance
		<ul style="list-style-type: none"> • Vehicles scheduled for repair or other service • Listing of vehicles not delivered for schedule PMs or other services • Status report of any non-targeted operating budget work by vehicle • Warranty/recall status as required • Summary of suspected blatant user abuse • Summary of vehicles remaining out of service • Summary of new vehicle preparation activities • Number of completed work orders • Fuel management and unusual usage activity • List of vehicles not repaired, pending repair authorization from City • Fleet availability report
1.10.j	Monthly Report	<ul style="list-style-type: none"> • Submit monthly report to City on or before the 10th calendar day of the month following the reporting period to summarized month's work within parameters defined by Daily Report • Include performance according to Performance Standards defined in Section 6 of the SOS • Submit monthly safety report
1.10.k	Transition Report	Submit written report at conclusion of the four-month transition period that reviews the degree to which Shenandoah Fleet's transition plan was completed on time and the results obtained.
1.10.l	Annual Report	Generate on each anniversary date from the signing of the Agreement a written annual report to summarize the year's activities and solvency in accordance with the requirements in the SOS.
1.10.m	Complaints	Maintain record of all complaints for inspection by the City and furnish a monthly report to include: <ul style="list-style-type: none"> • Name and department of person complaining • Time and date of complaint • Nature of complaint • Disposition of complaint • Ensure that response time within 24 hours of complaint is met • Include resolution of complaint
1.10.n	Ad Hoc Reports	Provide ad hoc reports as requested.
1.10.o	Additional Reports	Respond to request for additional reports or frequency of reports

Figure 9-1: Our Fleet Maintenance Management System Generates Required Reports

10.0 PROVIDER PERSONNEL (SOS 11)

10.1 Selection of Personnel (SOS 11.1)

Our personnel selection approach provides the foundation and framework to accomplish the City of Fort Lauderdale’s performance requirements.

Our project manager, Trev Holtz, develops and oversees the recruiting plan for each opening. Our director of human resources is a corporate resource. Both use our human resources information system (HRIS) to achieve our personnel selection goals. Figure 10-1 depicts the main features of our selection system.

We understand the importance of an ongoing recruitment approach to ensure the pipeline for all positions is kept as full as possible at all times, so recruitment can be as efficient and timely as possible and meet the timing requirements of the City.

Our recruitment approach has been developed and honed from best practices gleaned from a combined experience level of our team. Our HRIS system supports our recruitment efforts and activities. We use the Position Management Module along with the Personnel Management and Position Management Modules.

10.1.1 Recruiting for Diversity

Shenandoah Fleet has a long-term commitment to diversity hiring, and we are dedicated to investing time and financial resources to achieve this goal. A key part of meeting this goal is to open up to the community so it is aware of our practices. In addition, our philosophy of continually sourcing and building our applicant pool helps to broaden opportunities for diversity. Diversity recruiting requires extensive outreach to find the most talented candidates.

We use our HRIS to track EEO and other demographics, because diversity recruiting is a priority.



Figure 10-1: We Have a Well-Established Recruiting and Retention Program

10.1.2 Project Manager (SOS 11.1.c)

Shenandoah Fleet’s project management approach features:

- An on-site project manager who has local authority to interact with the City and make decisions regarding any issue covered by the contract
- A corporate support structure that provides on-going and as-needed assistance to this project in a timely and quality manner
- Fully trained and capable technicians with an emphasis on Emergency Vehicle Technician (EVT) and Automotive Service Excellence (ASE) certifications
- A proactive fleet management approach focusing on preventive maintenance and servicing vehicles when not in use by our customer

One of the principal advantages of our organization structure and our management approach in responding to problems is that our project manager has a high degree of autonomy and authority to respond to problems, changing conditions, and customer requests without having to check with corporate management if he believes he has resources and knowledge to address the issue.

Our specific delegation of authority for our project manager is based on providing him with as much authority as reasonable to meet all client requirements while maintaining reasonable controls and meeting corporation policies. This does not imply he cannot get assistance when needed. All he has to do is request assistance from anyone at our Warrenton, VA corporate office.

While our project manager has responsibility and authority to meet the City's needs on this contract, Company President Bill Jones plans to be very visible on-site to ensure we are meeting the City's expectations.

Our proposed project manager is Trev Holst, who is currently Shenandoah Fleet's director of operations. He has been with the company since our founding in 2007. Trev has more than 25 years of extensive experience in project management, planning, scheduling, QA/QC, implementing standards, project start-ups, and turnaround operations. He is skilled in problem solving with added experience in change management, teambuilding, mentoring, leadership, contract compliance, budget planning, and administration. His managerial and leadership background in fleet management, maintenance, and repair exceed requirements for the position. In addition, he holds several commendations, including the 2008 Congressional Medal of Distinction and the Congressional Order of Merit.

Trev's resume appears in proposal section 3.5.3, Resumes of Key Management/Supervisory Personnel.

Specifically, Trev brings experience in each SOS 11.1.c requirement as follows:

- QA/QC procedure and practice implementation
- PM program management/scheduling
- Workload assignment and personnel monitoring
- Services and repair parts procurement
- Repair parts and materials storage and handling
- Vehicle-mounted hydraulic systems
- Vehicle-mounted electronics including CAN bus and OBDII
- Vehicle-mounted cranes and aerial devices
- Off-highway construction and lawn equipment
- Customer service
- Hazardous and regulated materials storage, use, transport, and disposal
- Fire, safety, health, and environmental protection requirement implementation
- Correspondence
- Inventory control management

Shenandoah Fleet understands that if our project manager needs to be replaced during the contract term, we present our nominee for replacement to the City for review and approval.

10.1.3 Incumbent Staff

Shenandoah Fleet realizes the importance of a smooth transition to sustain continuity of services and to communicate with existing contractor staff. This is an uncertain time for incumbent employees, and we have learned what they need most is communication. It is with this in mind that, immediately after executing the contract, we coordinate with incumbent contract managers (1) to send out an email blast with our contact information and our transition plan and (2) to meet with incumbent contractor employees, on a noninterference basis, to provide detailed information on our operating methods, time frames, schedule of events, and recruiting processes.

This type of information sharing soothes unfounded fears of incumbent contractor employees. As soon as possible, we notify all incumbent contractor employees of their continuing status or handle any changes or terminations required.

Considering and interviewing current incumbent employees is one of the most critical aspects of the transition effort and one at which we excel. From the beginning of the transition period, we interview all interested and qualified current existing employees and welcome the opportunity to bring them into our organization.

When approved by the City and the incumbent contractor, we brief incumbent personnel during off-duty hours to explain Shenandoah Fleet's proposed organization and timeline for employee applications and interviews. Following the briefing, we answer general questions and make appointments for individual interviews.

We give each briefing attendee a letter outlining our recruitment process and detailing our intent to recruit as many incumbent employees as possible. This letter also includes specifics of employment benefits, job opportunities with Shenandoah Fleet, our customer service philosophy, and an employment application. Continued briefings, memoranda, updates and other communications during the post-award period and the transition period help employees to feel comfortable and positive about a contractor change.

We have open doors so potential employees can come in at any time with questions, concerns, and rumors. It is critical to establish trust and responsiveness early in the process as employees are the cornerstones of our employee relations program.

We advise employees to come to interviews with evidence of training and licensing where appropriate.

Although we anticipate filling most slots with qualified incumbent employees, we are prepared to fill long-lead or other vacant positions using our critical standards for recruiting, screening, and hiring. During the transition, we monitor our staffing buildup closely.

If qualified incumbent employees cannot be found to fill a specific position by the end of the second week of our transition, we begin to fill positions from the local labor market. We advertise in local publications and post openings on bulletin boards in administrative areas. We post on online job boards. We also place employment announcements on Shenandoah Fleet's website, and we contact local personnel agencies.

Upon announcement of award, we provide a list of our entire contract requirement skill set to local agencies and ask them to respond with a list of candidates. We screen and interview potential employees while continuing to recruit qualified applicants.

10.1.4 Recruitment Process

Shenandoah Fleet follows a seven-step process to locate, recruit, and train qualified personnel. Figure 10-2 depicts each step taken by our team for recruiting and hiring.

Shenandoah Fleet developed these procedures based on best practices we have used successfully to hire our employees.

We complete initial staffing of all positions before the end of the transition period.

Project Manager Trev Holst arrives on site as soon as practical after contract award along with our corporate transition team to include Company President Bill Jones.

We offer qualified incumbent personnel open positions first, and we fill remaining positions through local and regional recruiting. As an alternate labor source, we offer employment to existing Shenandoah Fleet employees who desire to transfer to the City contract and who possess necessary skills and qualifications.

Shenandoah Fleet recruiters use interview worksheets and other materials when screening resumes and conducting interviews to ensure each candidate’s training and experience match position requirements.

Shenandoah Fleet recruits on a continual basis. Our recruitment plan includes the following ongoing and continuous efforts and activities:

- Post internally on Shenandoah Fleet website to tap into incumbent employees as well as external applicants
- Implement an employee referral system with a gift card incentive
- Participate in professional networking sites such as LinkedIn
- Establish relationships with Florida Workforce offices and web posting managers
- Attend and participate in local job fairs
- Post continually on internet sites such as careerbuilder.com and monster.com and subscribe to the resume database
- Advertise in local online newspapers and business journals
- Reach out to colleges, universities, vocational schools, and community colleges
- Process walk-in, call-in, and email applicants

Our HRIS supports these initial recruiting activities and tracks as required to achieve a very efficient applicant flow and process.

We discuss our recruiting sources below.

Website to Attract Incumbent Employees and External Applicants

Our first source of potential employees always comes from the incumbent workforce. It is our goal, initially, to hire the entire incumbent workforce unless we are requested by the City to do otherwise. This approach maintains continuity of services and employees while we institute our methods of operation.

We are aware we cannot always fill positions with current employees, so we post all openings



Figure 10-2: Shenandoah Fleet Implements an On-Going Recruiting Process to Ensure Candidate Flow

on our website. Our HRIS automatically processes website applicants and files/tracks them within our system.

Internet Sites such as CareerBuilder.com or monster.com

We plan to assess both careerbuilder.com and monster.com online services and determine which site offers the best services and value for our recruiting requirements with the City. It has been our observation that candidates typically post on both sites during a job search, so we plan to set up an ongoing account with one of them immediately upon contract award. Our account includes (1) ongoing job postings, which can be edited, revised, and changed daily to accommodate needs and (2) resume database searches, which we pursue weekly.

Advertisement in Local Online Newspapers and Business Journals

Although most applicants seek job openings via the internet, there may be some who would be attracted to community newspapers and business journals. On a case-by-case basis, we decide if it would be productive to post openings with these media

Job Banks of Professional Organizations

Immediately, upon contract award, we open accounts with job banks with all professional organizations that relate to positions we are required to fill. We tap into these resume databases weekly to ensure we always have the latest resumes in a given professional niche. The list of professional organizations grows and changes to meet requirements and needs for specific job skills.

Employee Referral System with a Gift Card Incentive

We offer a referral incentive program to employees who recommend potential applicants to us who are hired. In such cases, we offer a \$100 gift card to various online or department stores.

Professional Networking and Websites

Professional networking has become an effective means of developing business and professional relationships and following up on them. While there are numerous options, LinkedIn is well known for its direct relationship to and impact on networking with the purpose of hiring.

We immediately establish a relationship with Florida Workforce Offices and also develop online accounts for posting positions continuously. Because of the requirement for unemployed people to apply for three to five jobs per week while on unemployment benefits, these sites receive a significant amount of traffic.

Local Job Fairs

If necessary, we participate in local recruiting programs such as job fairs to identify potential candidates for openings. Participation in such activities is on a case-by-case basis depending on our current requirements and our overall job application flow.

Colleges, Universities, Vocational Schools, and Community Colleges

We target local education institutions to tap into people entering the workforce, to enhance our diversity outreach and to maintain a partnership with these institutions who promote our efforts to their students.

10.1.5 Screening and Interviewing

Our screening and interviewing process is one of the most important segments of our hiring approach. We screen applicants against the position description. We then contact applicants for a telephone

interview in which we ask basic qualifying questions. Our goal is to initially screen at least six candidates for every opening; however, that number can vary according to supply and demand for a specific skill set.

Our director of human resources conducts initial screening by telephone. We use an interview checklist built from position description requirements and duties, and we develop questions based on the candidate's application/resume. From this initial screening, we narrow the list of qualified candidates.

The next step is a face-to-face interview near the job location by the project manager, Trev Holst, who narrows the list further. As with initial screening, the interview checklist is modified for positions as necessary, but the same questions are asked of every candidate. Every attempt is made to ensure questions are posed according to the behavioral style of interviewing.

Our HRIS supports the applicant process from beginning to end, including screening and interviewing.

10.1.6 Benefits

We appreciate the importance of benefits as an important part of an employee's compensation and understand that knowledge of benefits as they transfer from one contractor to another goes a long way to alleviate concerns.

Shenandoah Fleet's comprehensive benefit plan includes:

- Health insurance with our company contributing 80 percent of the cost up to an equivalent of \$4.50 per hour
- Twelve days per year of paid time off accrued monthly
- Paid holidays consistent with our customer's holiday schedule
- 401K participation with a maximum of a three percent Shenandoah Fleet match
- Bereavement leave

A complete description of our benefit plan is included with our proposal pricing.

10.1.7 Retention Approach

Our primary focus after transitioning employees, starting the contract, and filling all open positions is employee retention to maintain operational efficiency and cost effectiveness for the City. Our recruiting approach is aimed at acquiring, retaining, and motivating employees for longevity.

Shenandoah Fleet recognizes employees in meetings for jobs well done. These ongoing recognitions play a role in employee retention and help them feel a special part of a team that is focused on providing outstanding service. Our HRIS tracks information on each employee necessary for implementing these employee retention approaches.

Shenandoah Fleet's concept is to create high levels of employee accountability, which in turn fosters open communication, creates teamwork, and ultimately achieves results that achieve excellent customer service. We do this with our employee recognition and rewards as discussed below.

Peak Performer Awards

In lieu of the typical Employee of the Month Award, Shenandoah Fleet offers a different program for top performers called Peak Performer Award to recognize and reward employees who go above and beyond daily duties to continuously exceed expectations.

We developed a point system, which, when 100 points are achieved in a contract year results in an employee earning the Peak Performer Award. Points are granted for perfect attendance, safety adherence, on-time timesheet submittal, on-time reporting, City customer evaluations, employee innovations, and performance evaluation ratings. Peak Performer Award recipients can select from multiple \$100 card prizes, including cards from department stores, specialty stores, online stores, sports events, hotels, or

airlines. We work with the City to customize this program to ensure we meet your goals and objectives as well.

Manager's Appreciation Awards

Shenandoah Fleet, in conjunction with input from our City customer, proposes to honor select employees who are singled out for outstanding and innovative performance that ties to specific City initiatives. We maintain a discretionary fund for this.

Employee Online Website Recognition

We maintain a special page on the Shenandoah Fleet website for publishing employment anniversary dates, special employee achievements, and profiles of personnel or department teams.

10.1.8 Role of Communications in Hiring

Shenandoah Fleet's hiring approach stresses active communication with the City through the entire hiring process. This communication cements and enhances our partnership role. All information is documented and tracked in our HRIS.

10.1.9 New Employee Checks

Shenandoah Fleet's hiring policies comply with and exceed those of the City's SOS. We perform the following with regard to employment checks:

- Obtain copy of valid driver's license and CDL check
- Obtain alcohol/drug screening before employee start dates
- Train employees to comply with City policies and procedures
- Train employees regarding use of City vehicles, equipment, and facilities
- Train employees in proper operation and maintenance of all repair equipment

Background Checking

Our policy is to present a verbal job offer contingent upon a background check, because we understand the necessity to keep our hiring process moving so we meet requirements and expectations of our City client. Shenandoah Fleet uses the services of PayChex for all background checks to ensure consistency across the employee field. The background check verifies/confirms the employee does not have any criminal background that could impact job performance

Drug Screening

We also present a verbal job offer contingent upon results of a standard drug screen in concert with Drug Free Workplace legislation. Again, this process is due to our need to keep our hiring process on track for filling open positions. We have a corporate account with LabCorp.

Educational/Credential Checking

Before making a job offer, we verify degrees and major certifications listed on resumes.

Employment Verification.

Before making a job offer, we verify previous employment for the previous five years.

10.2 Emergency Vehicle Technician (SOS 11.2)

EVTs and ASEs. We are aware we must staff a minimum of 10 EVT's at any given time. It is the policy of Shenandoah Fleet to hire ASE-certified technicians and to encourage our employees to continue to

pursue certifications. Figure 10-3 summarizes EVT certifications we are committed to maintain on this contract, in addition to CDL licenses.

We propose to hire all interested and qualified incumbent technicians to ensure an efficient flow of work with minimum disruption to the City. This commitment goes a long way toward maintaining training and certifications current employees hold.

We plan to staff each shop with a mix of technicians that are certified in the automotive area and with those certified as medium/heavy truck technicians. We ensure all technicians are certified in Refrigerant Recovery and Recycling.



ID #	EVT Certification	Minimum Certifications
F1	Maintenance, Inspection, and Testing of Fire Apparatus	2
F2	Design and Performance Standards of Fire Apparatus	2
F3	Fire Pumps and Accessories	2
F4	Fire Apparatus Electrical Systems	2
F5	Aerial Fire Apparatus	2
F6	Allison Automatic Transmissions	2
FA4	Advanced Electrical Systems	2
F7	Fire Apparatus Foam Systems	2
F8	Fire Apparatus Hydraulic Systems	2
E0	Maintenance, Inspection, and Testing of Ambulances	2
E1	Design & Performance Standards of Ambulances	2
E2	Ambulance Electrical Systems	2
E3	Ambulance Heating, Air-Conditioning, and Ventilation Systems	2
E4	Ambulance Cab, Chassis, and Body	2
A1	Design & Performance Standards and PM of Aircraft Rescue and Fire-Fighting Vehicles	2
A2	Chassis and Vehicle Components of Aircraft Rescue and Fire-Fighting Vehicles	1
A3	Extinguishment Systems of Aircraft Rescue and Fire-Fighting Vehicles	1
M1	Management Level 1 Exam	1

Figure 10-3: We Ensure the Minimum Total EVT Certifications for This Contract

It is our policy that all projects strive for ASE Blue Seal certification and, as required, for EVT-certified fire apparatus technicians. Our pay scales for technicians are based on levels of certifications they achieve and are designed to attract and retain highly skilled technicians. This pay plan, as presented in Figure 10-4, is included in our pricing of this contract. We also have included a budget for training technicians.

Automotive Track				
	Certification		Senior Technician/ Fire Technician	Junior Technician
ASE	Base Rate		\$21.00	\$18.50
A1	Engine Repair	\$0.25	\$21.25	\$18.25
A2	Automatic Transmission	\$0.25	\$21.50	\$18.50
A3	Manual Drive Train	\$0.25	\$21.75	\$18.75
A4	Brakes	\$0.25	\$22.00	\$19.00
	Certification		Senior Technician/ Fire Technician	Junior Technician
A5	Suspension/Steering	\$0.25	\$22.25	\$19.25
A6	Electrical/Electronics	\$0.25	\$22.50	\$19.50
A7	Heating/Air Conditioning	\$0.25	\$22.75	\$19.75

Automotive Track				
A8	Engine Performance	\$0.25	\$23.00	\$20.00
EVT	Ambulance Track			
E-0	Maintenance, Inspection and Testing of Ambulances	\$1.00	\$24.00	N/A
E-1	Design and Performance of Ambulances	\$1.00	\$25.00	N/A
E-2	Ambulance Electrical Systems	\$1.00	\$26.00	N/A
E-3	Ambulance Heating, Air Conditioning & Ventilation	\$1.00	\$27.00	N/A
E-4	Ambulance Cab, Chassis, and Body	\$1.00	\$28.00	N/A
Truck/Heavy Track				
	Certification		Senior Technician	Junior Technician
ASE	Base Rate		\$21.00	\$18.50
T1	Gasoline Engines	\$0.25	\$21.25	\$18.25
T2	Diesel Engines	\$0.25	\$21.50	\$18.50
T3	Drive Train	\$0.25	\$21.75	\$18.75
T4	Brakes	\$0.25	\$22.00	\$19.00
T5	Suspension/Steering	\$0.25	\$22.25	\$19.25
T6	Electrical/Electronics	\$0.25	\$22.50	\$19.50
T7	Heating/Vent/AC	\$0.25	\$22.75	\$19.75
T8	PM Inspections	\$0.25	\$23.00	\$20.00
EVT	Fire Apparatus Track			
F1	Maintenance/Inspection/Testing of Fire Apparatus	\$1.00	\$24.00	N/A
F2	Design/Performance Standards of Fire Apparatus	\$1.00	\$25.00	N/A
F3	Fire Pumps and Accessories	\$1.00	\$26.00	N/A
F4	Fire Apparatus Electrical Systems	\$1.00	\$27.00	N/A
F5	Aerial Fire Apparatus	\$1.00	\$28.00	N/A
F6	Allison Automatic Transmissions	\$1.00	\$29.00	N/A

Figure 10-4: We Offer Incentives for Our Technicians to Earn and Maintain Certifications

10.3 Local Labor (SOS 11.3)

We propose to hire all interested and qualified incumbent fleet maintenance employees. This is a win-win situation for the City, for employees, and for Shenandoah Fleet.

But, as we discussed above in our discussion on recruiting processes, if qualified incumbent employees cannot be found to fill a specific position by the end of the second week of our transition, we begin to fill positions from the local labor market.

We advertise in local publications and post openings on bulletin boards in administrative areas. We post on online job boards. We also place employment announcements on Shenandoah Fleet's website, and we contact local personnel agencies.

Upon announcement of award, we provide a list of our entire contract requirement skill set to local agencies and ask them to respond with a list of candidates. We screen and interview potential employees while continuing to recruit qualified applicants.

As we develop lists of candidates, we create a manpower pool tailored to specific needs of this contract. Our project manager, with assistance from Shenandoah Fleet corporate offices, hires our initial work force and forecasts anticipated staffing changes and personnel needs. As noted above, we expect to fill the majority of positions locally. To account for natural attrition, our ongoing corporate and site recruiting activity ensures our project manager always has a current list of qualified candidates.

10.4 Changes of Personnel (SOS 11.4)

Our proposed project manager (general manager), Trev Holst, is introduced in this proposal, and his resume appears in proposal section 3.5.3. We understand and comply with the City's requirement of prior notice if Trev leaves, and we agree to obtain the City's approval for his replacement before any changeover occurs. We do not anticipate this scenario, but if it does occur, we provide the City with a transition plan to ensure a smooth and seamless changeover.

10.5 Uniforms (SOS 11.5)

Our employees wear professional and coordinated Shenandoah Fleet uniforms at all our contracts. They are required to maintain their uniforms in a neat and clean manner. For the City of Fort Lauderdale contract, employees and managers' uniforms include both the company name, Shenandoah Fleet, and the employee name on their shirt fronts.

10.6 Training (SOS 11.6)

As the new fleet operations and maintenance provider, Shenandoah Fleet includes training and orientation considerations as a crucial component of our transition plan. We introduce employees to the new contract with particular emphasis on quality, scope of work responsibilities, performance requirements, updated contingency plans, and safety and quality management goals for each functional area.

10.6.1 Employee Orientation

One of the most important elements in sustaining continuity is the new employee orientation program. Shenandoah Fleet believes employees benefit from an environment that promotes their professional growth.

An employee's first day on the job is always remembered, and it sets the pace for future performance. Topics we cover with each employee in orientation, as well as on an ongoing basis, include:

- **Company introduction** (goals, policies, procedures, expectations, quality control)
- **Company contacts/directory**
- **Company benefits** (health insurance, 401k, time off)
- **Customer excellence/focus** (quality, cost effectiveness, efficiency, teamwork, collaboration, communication, flexibility)
- **Work introduction** (work area, introductions, schedules, safety, job description, dress/uniforms, accident reporting)
- **Badges and security** (requirements, badging, badge policy, property tour, security of facilities)
- **Wages and benefits schedules/time reporting** (timekeeping, schedules, payroll, pay dates, reporting)
- **Management communications** (corporate/contractor communications, employee recognitions, performance evaluations)
- **Other as required**

Training is continuous and does not end once a employee has successfully completed orientation and the introductory period of 90 days

10.6.2 Progressive Training

We offer a progressive training program as part of our standard employee benefits skills matrix that identifies essential skill sets required for accomplishing assigned tasks. The matrix easily shows our project manager whether his shop has sufficient personnel trained in each critical skill category. Once the new contract begins, these skills matrices are periodically reviewed and updated each time there is a personnel or equipment change in our branch or shop. As additional or new requirements are identified, or

if an employee wishes to increase his/her technical expertise, Shenandoah Fleet arranges for examination and licensing by a responsible agency.

Our Shenandoah Fleet project manager is responsible for maintaining training records to ensure training is conducted as required and employee training, license, and certification records are kept current and available for review upon request. We create user-defined tickler files for activities such as license or certification renewals to capture specialized training and specialty skills of each employee. Training schedules are developed for each functional area and subject to periodic review and audit.

10.6.3 Mechanic Training, Retraining, and Certification


The first step in our training program is to hire qualified and trained personnel to fill positions. Although we strive to hire fully trained employees, industry technology is rapidly advancing and continuing training is a requirement. Below we present our continuing education plan followed by a discussion on certifications and licenses we require our employees to have.

Continuing professional development of our workforce is an integral part of our commitment to constantly improve our performance. Our project manager constantly reviews productivity and efficiency of our work force, and as part of that process, he identifies training required to bring about improvement. Once each year appropriate supervisors, in concert with the project's training coordinator, develop a formal training plan (Figure 10-5) for each employee considering:

- **Certifications:** Our project manager, as part of the project's overall training goals, indicates areas where we want to stress certifications based on overall project needs. Our training plans consider these certification objectives in developing an employee's annual training plan.
- **Upgrading Skills:** Our maintenance management system allows us to review each work order a mechanic works on, how long it takes, and how it relates to future maintenance requirements of the vehicle to include re-repair. By reviewing these records, we can identify areas where additional training would be beneficial to improve mechanic productivity.
- **Training Related to New Fleet Vehicles:** As new vehicles are received into the fleet, our project manager reviews vehicle systems and maintenance requirements and establishes a maintenance plan for each new vehicle. Part of this plan is to identify any training necessary for our mechanics. This training is planned and included in our annual training plan.
- **Training Related to New Tools and Shop Equipment:** Not only are vehicles becoming more technically sophisticated, but so are tools and equipment used to maintain vehicles. As we acquire new shop equipment, we evaluate the necessity for training of our work force on proper use of equipment. Where practical, the equipment vendor provides training and is included as part of equipment acquisition.
- **Training Related to Changing Laws and Regulations:** As new governmental regulations affect duties we perform under this contract, such as environmental and emissions regulations, we reexamine qualifications of our work force as they relate to these changes. Where necessary, we arrange for training so we are fully competent in new procedures to comply with regulatory changes.

10.6.4 Compliance Training

Integral to our training program and as part of our overall risk mitigation initiative, we continually train on subjects such as safety and hazardous waste handling.



Shenandoah Fleet Maintenance and Management Services, LLC

AUTO TECHNICIAN TRAINING PLAN AND REVIEW

Employee:	Employee No.:	Date:
Current Position:	Hire Date:	Supervisor:

Certification Status and Plan

ASE Certifications		Current		Planned		Re-certify
A1: Engine Repair	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A2: Automatic Trans.	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A3: Manual Drive Train	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A4: Suspension/Steering	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A5: Brakes	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A6: Electrical/Electronics	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A7: Heating/Air Cond.	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
A8: Engine Performance	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
F1: Light Vehicles - CNG	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
L1: Auto Adv. Engine Perf.	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify
X1: Exhaust Systems	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify

EVT Certifications - Ambulance		Current		Planned		Re-certify	
E-0: Ambulance MR&T	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify	N/A
E-1: Ambulance Design	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify	N/A
E-2: Ambulance Electrical	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify	N/A
E-3: Ambulance HVAC	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify	N/A
E-4: Ambulance Cab/Body	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify	N/A

EVT Certifications - Law Enforcement		Current		Planned		Re-certify	
L-1: Law Enforce. Install	<input type="checkbox"/>	Current	<input type="checkbox"/>	Planned	<input type="checkbox"/>	Re-certify	N/A

Training Deficiencies

Training Plan for Next 12 Months

Employee Signature	Supervisor Signature	Date:
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Figure 10-5: Each Technician Has a Personal Training Plan Developed/Reviewed Annually

Safety. Shenandoah Fleet brings to this City contract a robust safety and occupational health program that meets OSHA regulations. Our safety program includes:

- Ensuring all personnel have proper personal safety equipment to include safety shoes and safety glasses
- Requiring our managers and site leads to conduct weekly safety training coordinated by our director of operations
- Conducting monthly formal computer-based safety training
- Conducting daily formal safety inspection of our shop and other workplaces
- Performing corporate safety audits

Figure 10-6 presents the contents of our Safety Plan (which includes hazardous waste management and handling.) We provide the complete document if and when desired.

Section	Title	Appendices
1.0 Program Administration	1.1 Purpose and Policy 1.2 Responsibilities 1.3 Safety Meetings 1.4 Record Keeping 1.4.1 Training Records 1.5 Postings	Safety Training Topics Safety Meeting Attendance Safety Training Log Safety Rules and Practices
2.0 Injury Reporting And Investigation Program	2.1 Responsibilities 2.2 Definitions 2.3 Accident Investigation 2.3.1 Completing the Record of Injury Form 2.3.1 Completing the Record of Injury Form 2.4 Injury Reporting and Notification 2.4.1 President /Vice President 2.4.2 OSHA 2.4.3 Early Intervention Program Case Manager 2.4.4 Claims Reporting Service 2.4.5 Recordkeeping	Reporting Injuries Travelers ART Forms Sample Record of Injury Form
3.0 Workers Compensation Case Management Program	3.1 Purpose 3.2 Definitions 3.3 Responsibilities 3.4 Selecting a Physician 3.5 Notification and Submission of Forms 3.5.1 President Vice President 3.5.2 Third Party Administrator 3.5.3 Case Manager 3.5.4 Claims Reporting Service 3.6 Alternate Duty 3.7 Litigation Management 3.8 Training	None
4.0 Employee Safety Training Program	4.1 Purpose 4.2 Responsibilities 4.3 General Requirements 4.4 Training Requirements	Training Checklist – Administration Training Checklist – Custodial Training Checklist – Maintenance Training Checklist – Warehouse
5.0 Hazard Communication Program	5.1 Purpose 5.2 Responsibilities 5.3 Definitions 5.4 List of Hazardous Chemicals 5.5 Labeling 5.6 Material Data Safety Sheets (MSDS) 5.6.1 Obtaining MSDSS 5.6.2 Reviewing MSDSS 5.7 Non-Routine Tasks 5.8 Exchange of Information 5.8.1 Shenandoah Fleet 5.8.2 Customer/Project Owner	Chemical Inventory List MSDS Request Log Letter Product HazCom Training

Section	Title	Appendices
5.8.3 5.9 5.9.1 5.9.2	Contractors	
	Training	
	General Employee Training	
	Product-Specific Information at the Job Station	
6.0 Lockout/Tagout Program	6.1 Purpose	Shutdown and Start-up Procedures
	6.2 Responsibilities	Sample Shutdown/Start-Up
	6.3 General Requirements	Release Form
	6.3.1 Use of Procedures	Inspection Record
	6.3.2 Application of Procedures	
	6.3.3 Program Exceptions	
	6.4 Definitions	
	6.5 Energy Control Procedures	
	6.5.1 Protective Materials and Hardware	
	6.5.2 Sequence of Events	
	6.5.3 Limitations of Tagout Only Systems	
	6.5.4 Documenting Shutdown/Isolation Procedures	
	6.5.5 Additional Requirements	
	6.6 Training	
	6.6.1 Initial Training	
6.6.2 Retraining		
6.6.3 Documentation and Recordkeeping		
6.7 Program Review		
6.7.1 Annual Inspections of Procedures		
6.7.2 Recordkeeping		
7.0 Personal Protective Equipment Program	7.1 Purpose	Certification of Hazard Assessment
	7.2 Responsibilities	Minimum Protective Equipment
	7.3 Definitions	Certification of Hazard Assessment
	7.4 Workplace Hazard Assessments	PE and Minimum PPE per Task
	7.5 General Requirements	Eyewear Selection Chart
	7.5.1 Eye and Face Protection Selection	Training and Certification Log
	7.5.2 Head Protection	
	7.5.3 Foot Protection	
	7.5.4 Hand Protection	
	7.5.5 Fall Protection	
	7.6 Visitors and Contractors	
	7.6.1 Visitors	
	7.6.2 Contractors	
7.7 Training and Certification		
8.0 Bloodborne Pathogens Program	8.1 Purpose	Work Activities/Pathogen Exposure
	8.2 Responsibilities	Infection Control Kit
	8.3 Definitions	Biohazard Labels
	8.4 Exposure Determination	Hepatitis B Vaccine Declination Form
	8.5 Engineering and Work Practice Controls	Bloodborne Pathogen Exposure Record
	8.6 Personal Protective Equipment	
	8.7 Housekeeping	
	8.8 Clean-Up Procedures	
	8.9 Infectious Waste Control	
	8.10 Signs and Labels	
	8.11 Hepatitis B Vaccination	
	8.12 Post Exposure Validation and Follow-Up	
	8.13 Medical Records	
	8.14 OSHA Recordkeeping	
	8.15 Training Requirements	
9.0 Electrical Safe Work Practices Program	9.1 Purpose	Safety Checklist
	9.2 Responsibilities	Approach Distances
	9.3 Definitions	Inspection
	9.4 Work Practices	
	9.4.1 General Practices	
	9.4.2 Live Equipment	
	9.5 Personal Protective Equipment	

Section	Title	Appendices
9.5.1 9.5.2 9.5.3 9.5.4 9.6 9.7	9.5.1 Head Protection	
	9.5.2 Eye and Face Protection	
	9.5.3 Hand and Body Protection	
	9.5.4 Foot Protection	
	9.6 Warning Signs and Marking	
	9.7 Training	
	10.0 Ladder Safety Program	
10.2 Responsibilities		
10.3 Definitions		
10.4 General Requirements		
10.4.1 Access		
10.4.2 Ladder type		
10.4.3 Loads		
10.4.4 Ladder Structure		
10.4.5 Ladder Use		
10.4.6 Ladder Placement		
10.4.7 Ladder Maintenance		
10.5 Training Requirements		
10.6 Inspections		
11.0 Hearing Conservation Program	11.1 Purpose	Notice Sound Level Survey Results
	11.2 Responsibilities	
	11.3 Definitions	
	11.4 Permissible Noise Exposures	
	11.5 Sound Level Monitoring	
	11.6 Audiometric Testing	
	11.6.1 General Requirements	
	11.6.2 Evaluation of Audiometric Program	
	11.7 Hearing Protection	
	11.8 Employee Training	
	11.9 Recordkeeping	
	11.9.1 Noise Level Surveys	
	11.9.2 Audiograms	
11.9.3 Noise Abatement		
12.0 Flammable and Combustible Liquids Program	12.1 Purpose	None
	12.2 Responsibilities	
	12.3 Definitions	
	12.4 Receiving Flammable and Combustible Liquids	
	12.5 Combustible and Flammable Storage Containers	
	12.5.1 General Requirements	
	12.5.2 Safety Cans	
	12.5.3 Small Containers	
	12.5.4 Drums	
	12.6 Storage of Flammable and Combustible Liquids	
	12.6.1 General	
	12.6.2 Flammable Liquids Storage Cabinets	
	12.7 Dispensing Flammable and Combustible Liquids	
	12.7.1 General	
	12.7.2 Drums and Tanks	
12.7.3 Transporting Flammable and Combustible Liquids		
12.8 Training		
13.0 Compressed And Liquefied Gas Program	13.1 Purpose	Gas Hazard and Handling Designated Gas Cylinder Storage Areas
	13.2 Responsibilities	
	13.3 Definitions	
	13.4 Receiving Compressed and Liquefied Gases	
	13.4.1 Delivery of Containers	
	13.4.2 Visual Inspection and Marking of Cylinders	
	13.4.3 Processing Visually Inspected Cylinders	
	13.5 Storage and Return of Cylinders	
	13.5.1 Designated Storage Areas	
	13.5.2 Precautions for Storing Compressed Gas Cylinders	

Section	Title	Appendices	
13.5.3	13.5.3	Returning Compressed and Liquefied Gas Cylinders	
	13.6	Handling and Storage by Hazard Class	
	13.6.1	General Safe Handling and Storage Rules	
	13.6.2	Connecting and Disconnecting a Cylinder	
	13.6.3	Hoses/Regulators/Torches/Compressed Gas	
	13.7	Emergency Situations and Chemical Information	
	13.8	Hazard Class of Compressed and Liquefied Gases	
	13.8.1	Flammable Gases	
	13.8.2	Inert Asphyxiant Gases	
	13.8.3	Oxidizers	
	13.8.4	Corrosives and Toxics	
	13.8.5	Cryogenic Liquefied Gases	
	13.8.6	Gas Mixtures	
	13.9	Training	
13.9.1	Training Requirements		
13.9.2	Documentation Recordkeeping		
14.0 Medical Recordkeeping Program	14.1	Purpose	ROI Authorization – Medical Records
	14.2	Responsibilities	Medical Record ROI Authorization
	14.3	Definitions	Employee Consent
	14.4	Procedures	Access to Records Poster
	14.4.1	Establishing Records	
	14.4.2	Record Retention	
	14.4.3	Access to Medical Records	
15.0 Respiratory Protection Program	15.1	Purpose	Results of Air Monitoring
	15.2	Responsibilities	OSHA Protection Factors
	15.3	Definitions	Status Questionnaire
	15.4	Types of Respirators	Qualitative Respirator Fit Test Record
	15.4.1	Air Purifying Respirators	
	15.4.2	Air Supplying Respirators	
	15.4.3	Combination Air Purifying/Air Supplying Respirators	
	15.5	Procedures	
	15.5.1	Industrial Hygiene Monitoring	
	15.5.2	Respirator Selection	
	15.5.3	Medical Evaluation	
	15.5.4	Fit Testing	
	15.5.5	Qualitative Fit Testing	
	15.5.6	Inspection of Respirators	
15.5.7	Cleaning and Disinfecting		
15.5.8	Repairs		
15.5.9	Storage		
15.6	Training		
16.0 Employee Emergency And Evacuation Program	16.1	Purpose	Customer Emergency Action Plan
	16.2	Responsibilities	Emergency Actions Summary
	16.3	Definitions	Emergency Escape Routes
	16.4	General Evacuation and Shelter Requirements	OSHA Standards
	16.5	Types of Emergency	Alarms and All Clear Signal
	16.5.1	Fires	Bomb Threat Questionnaire
	16.5.2	Tornado/Severe Weather	Authorized Reporters
	16.5.3	Utilities Failure	Emergency Contact List
	16.5.4	Medical Emergency	Utility Shutdown Procedures
	16.5.5	Bomb Threats/Sabotage	
	16.6	Emergency Responder Contact Procedures	
	16.7	Critical Operations Before Evacuation	
	16.8	Training Requirements	
16.8.1	Emergency Response Team Members Training		
17.0 Driver Safety Program	17.1	Purpose	Record Request
	17.2	Responsibilities	New Driver Evaluation
	17.3	Definitions	Existing Driver Evaluation
	17.4	Requirements	
	17.4.1	Selection of Drivers	

Section	Title	Appendices
17.0	17.4.2 Existing Drivers	
	17.4.3 Recordkeeping	
	17.5 Defensive Driving	
	17.5.1 Seat Belt Use	
	17.5.2 Cell Phone Use	
	17.5.3 Vehicle Familiarization	
	17.5.4 Driving Conditions	
	17.5.5 Alcohol and Drug Use	
	17.5.6 Sharing the Road	
	17.6 Training	
17.7 Disciplinary Actions		
18.0 Facility Evaluation Program	18.1 Purpose	Safety Evaluation Checklist
	18.2 Responsibilities	
	18.3 Definitions	
	18.4 Performing the Evaluation	
	18.5 Recordkeeping	
19.0 Materials Handling Program	19.1 Purpose	General Job Task Assessment Form
	19.2 Responsibilities	
	19.3 Definitions	
	19.4 Job Task Evaluation Procedures	
	19.5 Engineering Controls	
	19.5.1 General	
	19.5.2 Equipment Considerations	
	19.5.3 Walking/Working Surfaces	
	19.6 Administrative Controls	
	19.6.1 Stretching and Strengthening Exercises	
19.6.2 Personal Protective Equipment		
19.6.3 Training		
19.7 Record Keeping / Documentation		
20.0 Welding/Cutting and Brazing Safety Program	20.1 Purpose	Equipment Inspection Record Filter Lens Selector Hot Work Permit Fire Prevention
	20.2 Responsibilities	
	20.3 Hot Work Hazards	
	20.3.1 Sparks/Spatter	
	20.3.2 Light	
	20.3.3 Fumes	
	20.4 Equipment Needed	
	20.4.1 Hot Work Equipment	
	20.4.2 Personal Protective Equipment	
	20.5 Gas Welding and Cutting - Acetylene / Oxygen	
	20.5.1 Cylinder Labeling and Safety	
	20.5.2 Procedures and Safeguards	
	20.5.3 Cylinder Storage	
	20.6 Arc Welding and Cutting	
	20.6.1 Procedures and Safeguards	
	20.7 Welding Near Combustible/Flammable Materials	
20.7.1 Procedures and Safeguards		
20.8 Hot Work Permit		
20.9 Training		
20.10.1 Specific Training		
21.0 Confined Space Entry Program	21.1 Purpose	Confined Space Inventory List Confined Space Entry Permit Confined Space Rescue Procedures Confined Space Classification/Hazard Control Form
	21.2 Responsibilities	
	21.3 Definitions	
	21.4 Outside Subcontractors	
	21.5 Identification and Evaluation of Confined Spaces	
	21.5.1 Project Confined Spaces	
	21.5.2 Hazard Identification	
	21.6 Hazard Evaluation	
	21.7 Hazard Re-evaluation	
	21.8 Entry Permits	
21.9 Entry and Rescue Procedures		

Section	Title	Appendices
21.0	21.9.1 Safety Equipment	
	21.9.2 General Safeguards	
	21.9.3 Entering Confined Spaces	
	21.9.4 Rescue Procedures	
	21.10 Debriefing After Entry	
	21.11 Functions of Assigned Personnel	
	21.11.1 Authorized Entrant	
	21.11.2 Attendant	
	21.11.3 Entry Supervisor/Lead	
	21.11.4 Rescuer	
	21.12 Training	
	21.12.1 General Training Requirements	
	21.12.2 Emergency Response Teams	
	21.12.3 Attendants	
	21.12.4 Authorized Entrants	
21.12.5 Entry Supervisor/Lead		
21.12.6 Recordkeeping		
22.0 Powered Industrial Truck Program	22.1 Forklift Operations	Inspection Checklists Truck Training Certification
	22.2 Travel	
	22.3 Loading/Stacking	
	22.4 Forklift Maintenance	
	22.5 Forklift Inspection and Maintenance	
	22.6 Operator Training	
	22.7 Program Review	

Figure 10-6: Shenandoah Fleet Has a Comprehensive Safety Program

Figure 10-7 provides our monthly safety training schedule as an example of the thoroughness of our program. We welcome the opportunity to provide our entire safety program for evaluator's review.

All Company Personnel	When Required	Training Source Reference	Training Month
Electrical Safety	Annually	Electrical Training	Jan
Facility Safety Rules and Compliance	Annually	Safety Manual	Feb
Housekeeping and Cleanup Requirements	Annually	Employee Office Safety	Mar
Procedures for Obtaining First Aid	Annually	First Aid	Apr
Procedures for Reporting Unsafe Conditions	Annually	Safety Manual	May
Major hazards Likely Encountered on Job	Annually	Safety Orientation	Jun
Fire hazards and Control	Annually	Fire Safety	Jul
Evacuations	Annually	Safety Manual	Aug
Company Safety Program and Policies	Annually	Safety Manual	Sep
Respiratory/Hearing/PPE	Annually	Hearing Safety and PPE	Oct
Bloodborne Pathogens	Annually	Bloodborne Pathogens	Nov
Slips, Trips, and Falls	Annually	Slips, Trips, and Falls	Dec
Specialized Training by Position			
Administrative			
Office Training	10 working days from hire	Office Safety	
Driver Safety Training	Annual	Street Smart ; Driving Skills	
Custodial			
Driver Safety Training	Annual		
Personal Protective	Before assignments of mixing or	PPE	

Equipment	handling chemicals or within 15 days of hire	
Bloodborne Pathogens	Before cleaning restrooms	BP: Exposure Prevention
Electrical Safety Awareness	Within 10 working days of hire	Electrical safety
Material Handling/Back Safety	Within 10 working days of hire	Back Safety
Asbestos Awareness	Before buffing, scrubbing or burnishing asbestos floor tiles or within 30 days of hire	Asbestos Awareness
Fire Extinguishers	Before assignment	Safety Manual
Maintenance Technicians		
Driver Safety Training	Annual	Street Smart ; Driving Skills
PPE	Before assignment	PPE
Bloodborne pathogens	Before unclogging sanitary sewer lines	BP: Exposure Prevention
Electrical Safety Awareness	Within five working days of hire	Electrical Safety - Part 1
Electrical Safety - Qualified	Before working with energized electrical systems or within 10 days of hire	Electrical Safety - Part 2
Material Handling/Back Safety	Within five working days of hire	Back Safety
Hearing Conservation	Before working eight hours or more in areas with 85dBA or greater	Hearing Safety
Confined Space Entry Awareness	Before assignment	Confined Space - Permit Required
Confined Space Entry Advanced	Before entering a confined space	Confined Space - Emergency Rescue
Fire Extinguishers	Before assignment	Safety Manual
Respiratory Protection	If respirators required before use	Respirators : Air purifying
Lockout/Tagout - Authorized	Before Isolation of Any Hazardous Energy	Lock Out/Tag Out
Compressed Gas Cylinders	Before handling or use of any compressed gas	Compressed Gas Cylinders
Welding and Cutting	Before use of welding or cutting system	Welding Safety
Chemical Spills	Within 30 working days of hire	Safety Manual
Power and Hand Tools	Within 40 working days of hire	Hand and Power Tools
Ladder Safety	Within 40 working days of hire	Ladder Safety
Asbestos Awareness	Before assignment	Asbestos Awareness
Warehouse Workers		
Driver Safety Training	Annual	Decision Driving
Personal Protective Equipment	Before assignment	PPE
Electrical Safety Awareness	Within five working days of hire	Electrical Safety - Part 1
Material Handling/Back Safety	Before assignment	Back Safety
Hearing Conservation	Before eight hours or more working in areas with greater than 85dBA	Hearing Safety
Fire Extinguishers	Before assignment	Fire Safety
Compressed Gas Cylinders	Before handling or use of any compressed gas	Compressed Gas Cylinders
Chemical Spills	Within 30 working days of hire	Safety Manual
Ladder Safety	Within 40 working days of hire	Ladder Safety
Forklift Use	Before driving a forklift	Forklift Safety

Figure 10-7: Shenandoah Fleet Has a Comprehensive Safety Training Program

10.6.5 Hazardous Material Training

We have a very strict hazardous waste/environmental management program on all our projects and implement this same program for the City. This program promotes recycling and minimizing use of hazardous materials where other alternatives exist. Integral to our hazardous waste and environment management program is maintaining records of all actions regarding hazardous chemicals and waste, including origin, transportation, distribution, and disposal, as well as display of proper Material Safety Data Sheets (MSDS).

We require each employee to attend an Environmental Training Course to reduce risk of injury and illness cause by hazardous chemicals and to ensure all such substances are handled properly.

As part of hazardous waste responsibility, we obtain necessary permits and hold the City harmless for our actions pertaining to this subject.

We train our employees who work with handling hazardous materials as follows:

- **Lesson One, The Hazardous Communication Standard:** Introduces standards issued by OSHA, presents the hazardous communication standard, and describes each action required.
- **Lesson Two, Chemical Forms and Exposure Hazards:** Describes forms chemical materials can take and how to identify potential sources of exposure to chemicals in the workplace.
- **Lesson Three, Types of Physical and Health Hazards:** Describes specific types of chemical hazards present in a fleet maintenance operation and helps employees understand risks associated with each type.
- **Lesson Four, Controlling Chemical Hazards:** Introduces how chemical hazards can be controlled; describes engineering/mechanical controls, personal protective equipment, and procedural controls; discusses detection of uncontrolled chemical hazards.
- **Lesson Five, Introduction to MSDS and MSDS Physical Hazard Information:** Addresses how to read and use sections of the MSDS that identify chemical materials, physical hazards, ways of controlling physical hazards, and correct procedures to follow in a fire, spill, or leak.
- **Lesson Six, MSDS Health Hazard Information:** Shows how to use information on the MSDS that describes health hazards and protective equipment required to guard exposure; discusses special precautions given on the MSDS such as correct procedures for safely handling and storing material.
- **Lesson Seven, Using Labels and the Hazardous Chemical Inventory:** Presents the hazard communication standard that requires every workplace to use warning labels and maintain a hazardous chemical inventory; identifies information these resources contain and shows employees how to use these documents to protect themselves from chemical hazards.

10.7 Staffing Levels (SOS 11.7)

Our staffing levels reflect levels of service required by the contract. Our organization structure and staffing is discussed more fully in Proposal Section 3.5 (in response to RFP requirement 2.4.5). There we present our organization chart, position descriptions to reflect our work plan, resumes of key management and supervisory personnel, and our approach for staffing with incumbent employees.

We present our organization chart in this section as well for the evaluators' convenience (Figure 10-8).

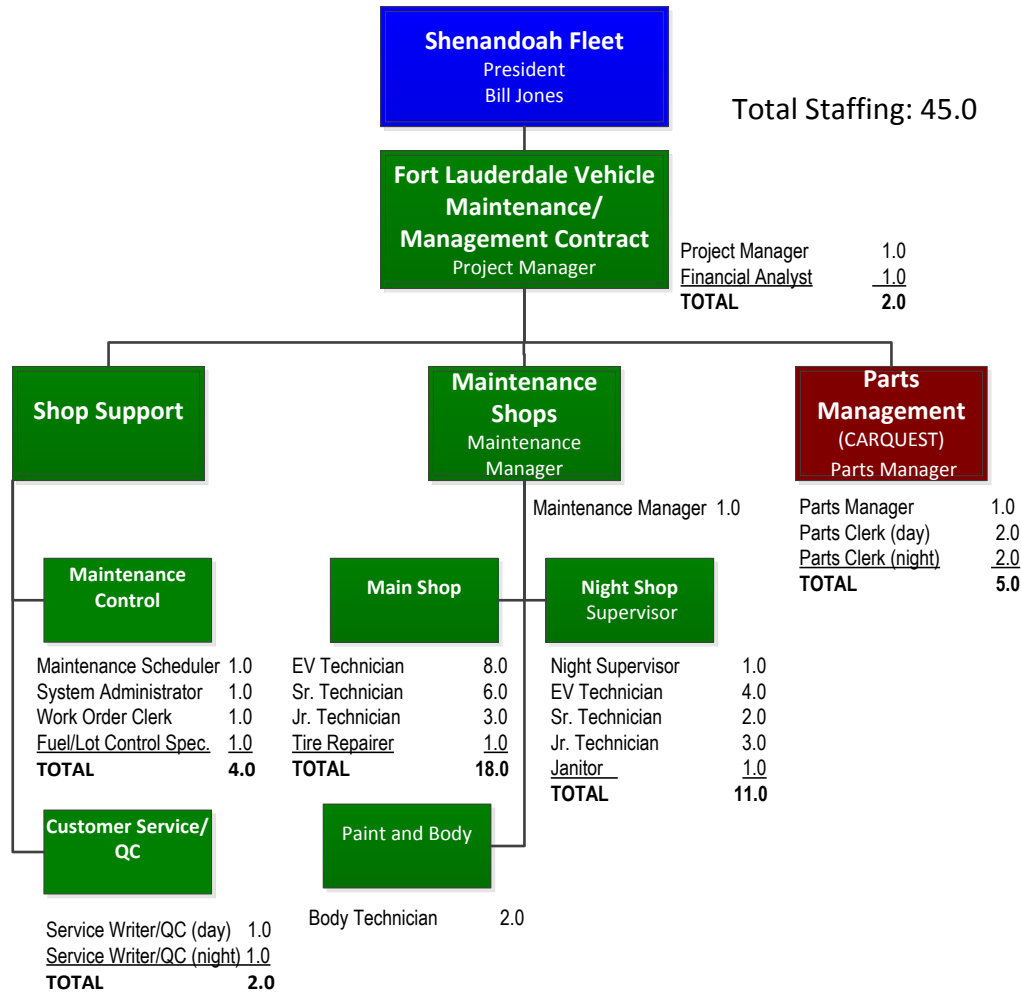


Figure 10-8: We Base Staffing Levels on Contract Service Requirements as Well as Experience

11.0 REPORTS (SOS 12)

Shenandoah Fleet brings to the City of Fort Lauderdale a powerful fleet maintenance management system in which we have invested more than \$300,000 and developed its capabilities to state-of-the-art levels. We capture data in real time and tailor our reports to meet the needs of each customer. Proposal Section 3.2.24 describes our FMIS in detail.

In accordance with the SOS Section 12, we provide to the City the reports listed below. In the case of any redundancy or content/timeframe differences with the reporting required in SOS Section we will work with the City management to clarify the required reports to ensure we are providing all requested information.

The reports on our fleet services we submit to comply with SOS Section 12 include:

- **Annual Report (SOS 12.1. a through h).** This report is due one month before the end of each fiscal year with a remediation plan for any area that does not meet contractual minimum standards. Content includes:
 - ✓ Staffing levels
 - ✓ Technician EVT and ASE certifications checklist
 - ✓ Environmental achievements
 - ✓ PM performance
 - ✓ Fleet availability performance
 - ✓ Turnaround compliance
 - ✓ PM performance (see item e. above; to be clarified)
 - ✓ Parts fill rates performance
- **Monthly Report (SOS 12.2.a through j).** This report is due one week after month end with a remediation plan for any area that does not meet minimum contract requirements. Contents include:
 - ✓ Staffing levels
 - ✓ Technician EVT and ASE certifications checklist
 - ✓ Completed checklist showing all required pre-employment requirements for new employees
 - ✓ Fleet availability performance
 - ✓ Parts fill rate performance
 - ✓ PM performance
 - ✓ 24-hour turnaround performance
 - ✓ 48-hour turnaround performance
 - ✓ Rework performance
 - ✓ Vehicle turnaround compliance
- **Weekly Report (SOS 12.3 a and b).** This report includes the following:
 - ✓ Past due PM report
 - ✓ Remediation review for any underperformance item
- **Daily Reports (SOS 12.4.a and b).** This report includes, but is not limited to, the following:
 - ✓ Vehicles currently in the shop with estimated completion dates
 - ✓ Daily shop challenge, concern, opportunity for improvement

- **Staffing Report (SOS 12.5).** This is a staffing level report that includes a remediation plan if minimum staffing is not achieved.
- **Custom Report (SOS 12.6).** This custom report, not otherwise listed in this SOS section, is provided to the City at its request.
- **Parts Fill Rate Report (SOS 12.7).** This is a monthly report that includes a remediation plan whenever the 80% parts fill rate is not fulfilled.

Attachment E

City of Fort Lauderdale

Targeted Operating Budget Services

Detailed Price Proposal

	Year one	Year two	Year three
1. Wages & Salaries			
• Management /Admin. Personnel *	<u>\$485,165.04</u>	<u>\$501,859.68</u>	<u>\$519,156.20</u>
• Mechanics *	<u>\$2,039,988.48</u>	<u>\$2,055,341.28</u>	<u>\$2,070,693.87</u>
• Parts Personnel *	<u>\$209,156.88</u>	<u>\$212,914.20</u>	<u>\$216,735.33</u>
• Other Personnel *	<u>\$361,366.56</u>	<u>\$364,542.36</u>	<u>\$367,718.72</u>
• Wages & Salaries-Subtotal **	<u>\$2,095,615.97</u>	<u>\$2,107,776.76</u>	<u>\$2,120,331.92</u>
2. Fringe Benefits	<u>\$1,000,060.99</u>	<u>\$1,026,880.76</u>	<u>\$1,053,972.20</u>
3. Parts & Supplies			
• Parts & Accountable Supplies-	<u>\$1,020,840.00</u>	<u>\$1,031,048.40</u>	<u>\$1,041,358.88</u>
• Indirect Shop Supplies	<u>\$45,937.80</u>	<u>\$46,397.16</u>	<u>\$46,861.15</u>
• Parts & Supplies - Subtotal	<u>\$1,066,777.80</u>	<u>\$1,077,445.56</u>	<u>\$1,088,220.03</u>
4. Sub provider Services	<u>\$371,215.92</u>	<u>\$374,928.00</u>	<u>\$378,677.34</u>
5. Overhead	<u>\$528,199.56</u>	<u>\$429,038.40</u>	<u>\$433,196.00</u>
6. Corporate Admin. & Mgmt. Fees	<u>\$708,815.52</u>	<u>\$703,005.24</u>	<u>\$710,404.75</u>
Total Cost	<u>\$5,770,685.76</u>	<u>\$5,719,074.72</u>	<u>\$5,784,802.24</u>

Total Cost for Years 1, 2 & 3 \$17,274,562.72

NOTES:

- Define each cost element on a separate page.
- Explain changes from year-to-year.
- Provide a description of your benefits program, including contents, eligibility, and co-pay shares.

* Includes fringe benefits

** Does not include fringe benefits

Overhead costs are higher in year one due to the initial purchase of tools and equipment

**City of Fort Lauderdale
Targeted Operating Budget Services
Cost Elements Defined**

<i>Wages & Salaries</i>	<ul style="list-style-type: none"> • Wages and salaries
<i>Fringe Benefits</i>	<ul style="list-style-type: none"> • Paid leave • Payroll taxes • Workers compensation insurance • Health and welfare • Retirement contribution
<i>Parts & Supplies</i>	<ul style="list-style-type: none"> • Parts and materials • Indirect shop supplies
<i>Sub provider Services</i>	<ul style="list-style-type: none"> • Sublet repairs • Towing • Fire apparatus testing • Bucket testing • Oil analysis
<i>Overhead</i>	<ul style="list-style-type: none"> • Fleet system service center • Accounts payable service center • Telephone/cell phone expense • Miscellaneous other direct costs • Insurance • Bonding • Drug testing/DMV check/Physical Exams • Background check • Project management travel • Personal safety items • Alldata subscription • Uniform service • Building rent • Shop equipment and tools • Hazardous waste disposal • Training • Computer equipment • Equipment
<i>Corporate Admin. & Mgmt. Fees</i>	<ul style="list-style-type: none"> • General and administrative expense • Fee

**City of Fort Lauderdale
 Separate Pricing Option A (Trolley Maintenance)
 Cost Elements Defined**

<i>Wages & Salaries</i>	<ul style="list-style-type: none"> • Wages and salaries
<i>Fringe Benefits</i>	<ul style="list-style-type: none"> • Paid leave • Payroll taxes • Workers compensation insurance • Health and welfare • Retirement contribution
<i>Parts & Supplies</i>	<ul style="list-style-type: none"> • Parts and materials • Indirect shop supplies
<i>Sub provider Services</i>	<ul style="list-style-type: none"> • Sublet repairs • Towing • Oil analysis
<i>Overhead</i>	<ul style="list-style-type: none"> • Fleet system service center • Miscellaneous other direct costs • Insurance • Bonding • Drug testing/DMV check/Physical Exams • Background check • Personal safety items • Uniform service • Training • Computer equipment
<i>Corporate Admin. & Mgmt. Fees</i>	<ul style="list-style-type: none"> • General and administrative expense • Fee

City of Fort Lauderdale

Separate Pricing Option A (Trolley Maintenance)

Detailed Price Proposal

	Year one	Year two	Year three
1. Wages & Salaries			
• Management /Admin. Personnel	_____	_____	_____
• Mechanics*	<u>\$66,470.52</u>	<u>\$66,999.72</u>	<u>\$67,529.12</u>
• Parts Personnel	_____	_____	_____
• Other Personnel	_____	_____	_____
• Wages & Salaries-Subtotal**	<u>\$44,537.02</u>	<u>\$44,537.20</u>	<u>\$44,537.20</u>
2. Fringe Benefits	<u>\$21,933.50</u>	<u>\$22,462.52</u>	<u>\$22,991.92</u>
3. Parts & Supplies			
• Parts & Accountable Supplies-	<u>\$40,800.00</u>	<u>\$41,208.00</u>	<u>\$41,620.08</u>
• Indirect Shop Supplies	<u>\$1,836.00</u>	<u>\$1,854.36</u>	<u>\$1,872.90</u>
• Parts & Supplies - Subtotal	<u>\$42,636.00</u>	<u>\$43,062.36</u>	<u>\$43,492.98</u>
4. Sub provider Services	<u>\$11,087.64</u>	<u>\$11,198.52</u>	<u>\$11,310.46</u>
5. Overhead	<u>\$10,144.68</u>	<u>\$7,554.60</u>	<u>\$7,628.41</u>
6. Corporate Admin. & Mgmt. Fees	<u>\$16,534.80</u>	<u>\$16,341.48</u>	<u>\$16,486.85</u>
Total Cost	<u>\$146,873.64</u>	<u>\$145,156.68</u>	<u>\$146,447.82</u>

Total Cost for Years 1, 2 & 3 \$438,478.14

NOTES:

- Define each cost element on a separate page.
- Explain changes from year-to-year.

Overhead costs are higher in year one due to the initial purchase of computer equipment

* Includes fringe benefits

** Does not include fringe benefits

City of Fort Lauderdale
Separate Pricing Option B (Central Warehouse Services)

Detailed Price Proposal

	Year one	Year two	Year three
1. Wages & Salaries			
• Management /Admin. Personnel	_____	_____	_____
• Parts Personnel	_____	_____	_____
• Other Personnel*	<u>\$141,755.64</u>	<u>\$143,079.00</u>	<u>\$144,402.51</u>
• Wages & Salaries-Subtotal**	<u>\$91,979.00</u>	<u>\$91,978.99</u>	<u>\$91,979.00</u>
2. Fringe Benefits	<u>\$49,776.64</u>	<u>\$51,100.01</u>	<u>\$52,423.51</u>
3. Overhead	<u>\$59,593.32</u>	<u>\$58,247.28</u>	<u>\$58,815.78</u>
 Total Cost	 <u>\$201,348.96</u>	 <u>\$201,326.28</u>	 <u>\$203,218.29</u>

Total Cost for Years 1, 2 & 3 \$605,893.53

NOTES:

Prices shall NOT be marked up.

* Includes fringe benefits

** Does not include fringe benefits

City of Fort Lauderdale

Separate Pricing Option C (Central Warehouse Services)

Detailed Price Proposal

Year one

Year two

Year three

7. Parts markup

- Percentage % mark-up

NOT ENOUGH INFORMATION PROVIDED TO PRICE

NOTES:

Parts percentage % mark-up shall include all labor cost, administrative cost, overhead, profits, management cost associated with Central warehouse services. No other fee will be accepted.

Attachment F

City of Fort Lauderdale

Non-Targeted Operating Budget Services

Detailed Hourly Rate Proposal

Position Description

Rate per Hour

	Rate per Hour	
	Reg. Business Hours	Overtime Hours
1. Maintenance Scheduler	\$ 47.93	\$ 64.71
2. Work Order Clerk	\$ 39.77	\$ 53.69
3. Fuel/Lot Control Clerk	\$ 35.72	\$ 48.22
4. Service Writer/QC	\$ 49.19	\$ 66.41
5. EV Technician	\$ 55.92	\$ 75.49
6. Senior Technician	\$ 45.83	\$ 61.87
7. Junior Technician	\$ 40.77	\$ 55.04
8. Tire Repairer	\$ 32.35	\$ 43.67
9. Janitor	\$ 27.30	\$ 36.86
10. Body Technician	\$ 45.83	\$ 61.87

Parts Costs:

Indicate the cost you will charge the City for parts as a percentage of the jobber price schedule. The cost percentage you specify will set the maximum rate you will be allowed to apply to the jobber cost for non-targeted operating budget parts costs throughout the term of this agreement.

6 Percent (of actual cost with no markup)

Attachment F

City of Fort Lauderdale

Non-Targeted Operating Budget Services

Detailed Hourly Rate Proposal

Position Description

Rate per Hour

	Rate per Hour	
	Reg. Business Hours	Overtime Hours
1. Parts Clerk	\$ 28.32	\$ 38.23
2. Project Manager	\$ 85.25	\$ 85.25
3. Financial Analyst	\$ 61.82	\$ 61.82
4. Maintenance Manager	\$ 73.53	\$ 73.53
5. Parts Manager	\$ 31.51	\$ 31.51
6. Night Supervisor	\$ 63.19	\$ 63.19
7. System Administrator	\$ 57.90	\$ 57.90
8.	\$	\$
9.	\$	\$
10.	\$	\$

Parts Costs:

Indicate the cost you will charge the City for parts as a percentage of the jobber price schedule. The cost percentage you specify will set the maximum rate you will be allowed to apply to the jobber cost for non-targeted operating budget parts costs throughout the term of this agreement.

6 Percent (of actual cost with no markup)

SHENANDOAH FLEET BENEFITS

The following is general information on Shenandoah Fleet's current benefits. We offer health and dental insurance, life insurance, short and long term disability benefit plans and a 401(k). Benefit coverage is effective the first of the month following 30 days of employment. Employees are eligible to participate in the 401(k) after 90 days of employment.

Health insurance coverage is currently offered through United Healthcare (UHC). Employees can choose between three options: a traditional PPO plan, a standard HMO, and a high-deductible HMO. Premiums are age-based. United Healthcare has a large national network of providers and all plans use the same network.

Traditional PPO (gold level): This option offers both in-network and out of network benefits. When assessing this plan co-pays and deductible amounts should be considered as well as the co-insurance rate as this plan pays 90% of eligible in-network expenses after the deductible has been met; 70% of eligible out of network expenses. This plan does not require referral to specialists but pre-authorization is required for certain benefits. Prescription co-pays and co-insurance are: \$10/\$40/\$75.

HMO (gold level): This option does not cover out of network expenses. Employees choosing this plan who have out of network providers will be responsible for all costs for out of network providers. If you have a favorite doctor that may not be participating in the UHC network and you are not willing to change, this may not be the plan for you. When assessing this plan employees should check to see if their providers (doctors, hospitals, labs, etc.) are in-network.

HMO-High Deductible (bronze level): This plan offers lower premium costs but has higher deductibles. This option also does not cover out of network expenses. If you have a favorite doctor that may not be participating in the UHC network and you are not willing to change, this may not be the plan for you. When assessing this plan employees should check to see if their providers (doctors, hospitals, labs, etc.) are in-network.

	PPO		HMO		HMO-High Deductible	
	In Network	Out of Network	In Network	Out of Network	In Network	Out of Network
Deductibles	500 Ind/ 1000 Family	2000 Ind/ 4000 Family	1500 Ind/ 3000 Family	Not covered	4000 Ind/ 8000 Family (Medical & Rx Combined)	Not covered
Out of Pocket Maximums	4500 Ind/ 9000 Family	6000 Ind/ 12000 Family	3000 Ind/ 6000 Family	Not covered	6250 Ind/ 12500 Family	Not covered
Co-pays	\$15 Primary	N/A	\$20 Primary	Not covered	70% after deductible	Not covered
	\$30 Specialist	N/A	\$50 Specialist	Not covered	70% after deductible	Not covered
Coinsurance	80%	70% after deductible	80%	Not covered	70% after deductible	Not covered
Diagnostic	80% after deductible	70% after deductible	80%	Not covered	70% after deductible	Not covered
Preventive	No charge	70% after deductible	No charge	Not covered	100% not subject to deductible/copays	Not covered
Prescription-Retail Tiers 1/2/3	\$10/40/75		\$250 deductible \$10/40/75	Not covered	\$10/40/75 after deductible	Not covered

Voluntary benefits are offered through SunLife Financial for dental, life, and short and long term disability insurance.

Premiums: Shenandoah Fleet and employees share the cost of the insurance premiums. The company contributes 80% of premium (up to a maximum of \$4.00/hour) and the employee contributes 20%. Premiums are deducted on a pre-tax basis each pay period.

Pay periods: There are 26 pay periods each year. Pay dates are every other Friday.

401(k) Plan: The 401(k) plan is administered by John Hancock. New employees are eligible to participate in the plan after 90 days of employment. Employee contributions are immediately vested. Shenandoah Fleet matches employee contributions dollar for dollar up to 3%, and 50 cents on the dollar for contributions between 4-5%.

Personal Time Off (PTO): Shenandoah Fleet provides personal time off (PTO) to employees. Leave is accrued each pay period at 4.0 hours for an annual maximum of 13 days. PTO is used for vacation, personal and sick leave. Accrued unused leave may be carried over into the next year up to a maximum of 13 days.

CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years Ended December 31, 2013 and 2012

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

To Management
Shenandoah Fleet Maintenance
and Management, LLC
Warrenton, Virginia

We have reviewed the accompanying consolidated balance sheets of Shenandoah Fleet Maintenance and Management, LLC (an S corporation) and affiliates as of December 31, 2013 and 2012, and the related consolidated statements of operations and stockholders' equity and cash flows for the years then ended. A review includes primarily applying analytical procedures to management's financial data and making inquiries of Company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the consolidated financial statements.

Our responsibility is to conduct the reviews in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the consolidated financial statements. We believe that the results of our procedures provide a reasonable basis for our report.

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying consolidated financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink that reads "Marshall Consulting Group LLC". The signature is written in a cursive, flowing style.

Marshall Consulting Group LLC

March 7, 2014

CONSOLIDATED BALANCE SHEETS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years ended December 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<u>ASSETS</u>		
<u>CURRENT ASSETS</u>		
Cash	\$ 64,730	\$ 115,761
Accounts receivable	793,142	836,020
Employee receivable	481	-
Inventory	70,391	58,299
Prepaid state taxes	11,760	-
Prepaid expenses	200,154	110,334
	<u>1,140,658</u>	<u>1,120,414</u>
<u>PROPERTY AND EQUIPMENT, NET</u>		
	<u>70,073</u>	<u>45,805</u>
<u>OTHER ASSETS</u>		
Intangibles, net	72,635	89,336
Security deposits	2,929	2,929
	<u>75,564</u>	<u>92,265</u>
	<u>\$ 1,286,295</u>	<u>\$ 1,258,484</u>

See independent accountants' review report and accompanying
notes to consolidated financial statements.

CONSOLIDATED BALANCE SHEETS (CONTINUED)

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years ended December 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<u>LIABILITIES AND STOCKHOLDERS' EQUITY</u>		
<u>CURRENT LIABILITIES</u>		
Line of credit	\$ 367,485	\$ 347,540
Current portion of long-term debt	14,721	141,663
Accounts payable	27,155	83,813
Credit cards payable	646	21,747
Accrued expenses	49,351	83,103
Accrued payroll	91,705	162,821
	<u>551,063</u>	<u>840,687</u>
<u>STOCKHOLDER LOAN</u>		
	<u>4,121</u>	<u>-</u>
<u>LONG-TERM DEBT, LESS PRINCIPAL DUE WITHIN ONE YEAR</u>		
	<u>24,931</u>	<u>12,084</u>
<u>STOCKHOLDERS' EQUITY</u>		
Controlling interest:		
Common stock, \$10 par value; 1,000 shares authorized; 1,000 shares issued and outstanding	10,000	10,000
Retained earnings	693,105	395,713
Noncontrolling interest	3,075	-
	<u>706,180</u>	<u>405,713</u>
<u>TOTAL STOCKHOLDERS' EQUITY</u>	<u>706,180</u>	<u>405,713</u>
	<u>\$ 1,286,295</u>	<u>\$ 1,258,484</u>

See independent accountants' review report and accompanying
notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF OPERATIONS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years ended December 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<u>CONTRACT REVENUE</u>	\$ 6,837,704	\$ 6,698,632
Less cost of revenue	<u>5,582,638</u>	<u>5,410,157</u>
GROSS PROFIT	<u>1,255,066</u>	<u>1,288,475</u>
<u>OPERATING EXPENSES</u>		
Depreciation and amortization	77,419	87,888
General and administrative	833,503	867,352
Other operating expenses	<u>14,361</u>	<u>8,149</u>
TOTAL OPERATING EXPENSES	<u>925,283</u>	<u>963,389</u>
INCOME FROM OPERATIONS	329,783	325,086
<u>OTHER INCOME (EXPENSE)</u>		
Interest income	225	261
Miscellaneous income	187	-
Interest expense	<u>(18,218)</u>	<u>(25,667)</u>
TOTAL OTHER INCOME (EXPENSE)	<u>(17,806)</u>	<u>(25,406)</u>
<u>CONSOLIDATED NET INCOME</u>	311,977	299,680
<u>NET (LOSS) ATTRIBUTABLE TO THE NONCONTROLLING INTEREST</u>	<u>(1,825)</u>	<u>-</u>
<u>NET INCOME ATTRIBUTABLE TO THE CONTROLLING INTEREST</u>	<u>\$ 313,802</u>	<u>\$ 299,680</u>

See independent accountants' review report and accompanying
notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years ended December 31, 2013 and 2012

	<u>Shenandoah Fleet Maintenance and Management, LLC</u>			
	<u>Common stock</u>	<u>Retained earnings</u>	<u>Noncontrolling interests</u>	<u>Total</u>
December 31, 2011	\$ 10,000	\$ 96,033	\$ -	\$ 106,033
Net income	-	299,680	-	299,680
Contributions	-	-	-	-
Distributions	-	-	-	-
December 31, 2012	10,000	395,713	-	405,713
Net income (loss)	-	313,802	(1,825)	311,977
Contributions	-	-	4,900	4,900
Distributions	-	(16,410)	-	(16,410)
December 31, 2013	<u>\$ 10,000</u>	<u>\$ 693,105</u>	<u>\$ 3,075</u>	<u>\$ 706,180</u>

See independent accountants' review report and accompanying
notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years ended December 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Consolidated net income	\$ 311,977	\$ 299,680
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	77,419	87,888
(Increase) decrease in:		
Accounts receivable	42,878	77,264
Employee receivable	(481)	-
Inventory	(12,092)	(17,945)
Prepaid state taxes	(11,760)	-
Prepaid expenses	(89,820)	(89,726)
Increase (decrease) in:		
Accounts payable	(56,658)	(53,176)
Credit cards payable	(21,101)	19,526
Accrued expenses	(33,752)	83,103
Accrued payroll	(71,116)	6,381
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>\$ 135,494</u>	<u>\$ 412,995</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>		
Purchase of property and equipment	<u>(57,426)</u>	<u>-</u>
NET CASH REQUIRED BY INVESTING ACTIVITIES	<u>\$ (57,426)</u>	<u>\$ -</u>

See independent accountants' review report and accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS (CONTINUED)

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years ended December 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>		
Net proceeds (payments) from line of credit	19,945	(104,200)
Net proceeds (repayments) from stockholder loan	4,121	(44,000)
Net payments on long-term debt	(141,655)	(146,193)
Shareholder distributions	(16,410)	-
Contributions from noncontrolling interests	4,900	-
NET CASH REQUIRED BY FINANCING ACTIVITIES	<u>\$ (129,099)</u>	<u>\$ (294,393)</u>
 NET INCREASE (DECREASE) IN CASH	 (51,031)	 118,602
 <u>CASH</u>		
Beginning of year	115,761	(2,841)
End of year	<u>\$ 64,730</u>	<u>\$ 115,761</u>
 <u>SUPPLEMENTAL DISCLOSURES</u>		
 Interest paid	 <u>\$ 18,218</u>	 <u>\$ 25,667</u>
 Noncash investing and financing activities:		
Property and equipment acquired with loan proceeds	 <u>\$ 27,560</u>	 <u>\$ -</u>

See independent accountants' review report and accompanying
notes to consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Date of Managements Review:

Management has evaluated subsequent events through March 7, 2014, the date which the financial statements were available to be issued.

Nature of Operations:

The Company is a provider of fleet maintenance and management, supply management, and logistical-related services to Federal Government, local government, and commercial clients in the United States.

During fiscal years 2013 and 2012, one customer accounted for approximately 71% and 74% of the Company's revenues, respectively.

Principles of Consolidation:

The consolidated financial statements include the accounts of the Company and its 51% owned subsidiary, Dominion Logistics, LLC (DL). DL was formed in 2013 by the Company as a joint venture with Government Resources Group LLC (GRG) to bid Government contracts. Based on the terms of the joint venture agreement, Shenandoah Fleet Maintenance and Management, LLC controls the partnership and has consolidated DL as a subsidiary. All significant intercompany transactions and balances have been eliminated in consolidation.

Cash:

The Company maintains the majority of its cash balances at one financial institution. These balances are insured by the Federal Deposit Insurance Corporation up to \$250,000. The company maintains cash balances at this institution which may, at times, exceed the federally insured limits.

Concentrations:

The credit risk for customer accounts is concentrated because the balances due from the Company's four largest customers comprise substantially all of the carrying amount. However, customer accounts typically are collected within a short period of time, and, based on its assessment of current conditions, management believes realization losses on amounts outstanding at the end of 2013 will be immaterial. Accordingly, customer accounts are reported at the amount of principal outstanding. The credit risk for trade accounts receivable is concentrated because most of the balances are due from Federal and local governments.

Accounts Receivable:

Accounts receivable include amounts billed and billable on contracts, based on contracted prices. Unbilled receivables represent amounts due to the Company for work completed that was not invoiced at the balance sheet date. Unbilled receivables are typically billed within 30 days of the balance sheet date.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Allowance for Doubtful Accounts:

Trade receivables are stated at the full amount. The Company does not have an allowance for doubtful accounts, as its billings are all Government contracts. All work is performed under contractual agreements with approved rates and agreed upon scope of work.

Inventory:

Inventory of parts and materials is stated at lower of cost or market on the first-in, first-out method.

Property and Equipment:

Property and equipment are stated at cost. The Company capitalizes all expenditures for property and equipment in excess of \$5,000. Depreciation is computed on the straight-line method, over the useful lives of assets, which are generally from three to five years.

Intangible Assets:

Software is being amortized on a straight-line method over 36 months. Amortization expense for software charged to operations was \$60,167 and \$71,007 at December 31, 2013 and 2012, respectively. Accumulated amortization for software at December 31, 2013 and 2012 was \$113,710 and \$76,924, respectively.

Revenue and Cost Recognition:

Revenues from fixed-price contracts are recognized evenly throughout the contract, based upon the contract length. This method is used because the typical contract is fixed in price and billed evenly through the contract terms, and results of operations do not vary significantly from those which would result from use of the percentage-of-completion method.

Revenues from time-and-material contracts are recognized currently as the work is performed.

Revenues from cost-plus fee contracts are recognized on the basis of costs incurred during the period plus the fee earned.

Contract costs include all direct material and labor costs and those indirect costs related to contract performance, such as supplies, tools and repairs. General and administrative costs are charged to operations as incurred.

Advertising:

The company expenses the cost for advertising as incurred. Advertising expense for the year ended December 31, 2013 and 2012 was \$2,757 and \$2,064, respectively.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Use of Estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure 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 results could differ from those estimates.

Fair value measurements:

FASB ASC 820, Fair Value Measurements and Disclosures, defines fair value as the price that would be received upon sale of an asset or paid upon transfer of a liability in an orderly transaction between market participants at the measurement date and in the principal or most advantageous market for that asset or liability. The fair value should be calculated based on assumptions that market participants would use in pricing the asset or liability, not on assumptions specific to the entity.

FASB ASC 820 specifies a hierarchy of valuation techniques based upon whether the inputs to those valuation techniques reflect assumptions other market participants would use based upon market data obtained from independent sources (observable inputs). In accordance with FASB ASC 820, the following summarizes the fair value hierarchy:

Level 1 Inputs – Unadjusted quoted market prices for identical assets and liabilities in an active market that the Company has the ability to access.

Level 2 Inputs – Inputs other than the quoted prices in active markets that are observable either directly or indirectly.

Level 3 Inputs – Inputs based on prices or valuation techniques that are both unobservable and significant to the overall fair value measurements.

As of December 31, 2013 and 2012, none of the assets and liabilities was required to be reported at fair value on a recurring basis. Carrying values of non-derivative financial instruments, including cash and cash equivalents, accounts receivable, accounts payable, accrued liabilities and other payables, due to affiliates, and loan payable to bank, approximate fair values due to the short term nature of these financial instruments. There are no changes in methods or assumptions during the years ended December 31, 2013 and 2012.

Income Taxes:

The Company, with the consent of its stockholders, has elected under the Internal Revenue Code to be an S corporation. In lieu of corporate income taxes, the shareholders of an S corporation are taxed on their proportionate share of the Company's taxable income. Therefore, no provision or liability for federal income taxes has been included in the financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Uncertain Tax Position:

Management has determined the Company does not have any uncertain tax positions and associated unrecognized benefits or liabilities that materially impact the financial statements or related disclosures. Since tax matters are subject to some degree of uncertainty, there can be no assurance that the Company's tax returns will not be challenged by the taxing authorities and that the Company or its shareholders will not be subject to additional tax, penalties, and interest as a result of such challenge. Generally, the Company's tax returns remain open for three years for federal and state income tax examinations.

NOTE B – ACCOUNTS RECEIVABLE

Accounts receivable at December 31 consisted of the following:

	<u>2013</u>	<u>2012</u>
Billed receivables	\$ 758,582	\$ 836,020
Unbilled receivables	<u>34,560</u>	<u>-</u>
	<u>\$ 793,142</u>	<u>\$ 836,020</u>

NOTE C – PROPERTY AND EQUIPMENT

Following is a summary of property and equipment as of December 31:

	<u>2013</u>	<u>2012</u>
Vehicles	\$ 85,737	\$ 58,177
Equipment	<u>22,690</u>	<u>8,730</u>
	108,427	66,907
Less accumulated depreciation	<u>38,354</u>	<u>21,102</u>
	<u>\$ 70,073</u>	<u>\$ 45,805</u>

Depreciation expense for the years ended December 31, 2013 and 2012 was \$17,252 and \$16,881, respectively.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE D – LINES OF CREDIT

The Company has a line of credit providing for a maximum borrowing of \$500,000. The outstanding balance of the line at December 31, 2013 and 2012 was \$367,485 and \$347,540, respectively. At December 31, 2013 and 2012 the line carried an interest rate of the banks prime rate plus .75%. As of December 31, 2013 the rate was 4%. The line of credit is secured by the Company's accounts receivables and personally guaranteed by Company stockholders. The line of credit matures on April 13, 2014.

The Company has a line of credit providing for a maximum borrowing of \$100,000. The outstanding balance of the line at December 31, 2013 and 2012 was \$0 and \$0, respectively. At December 31, 2013 and 2012 the line carried an interest rate of the banks prime rate plus .75%. As of December 31, 2013 and 2012 the line carried an interest rate of 4%. The line of credit is secured by the Company's accounts receivables and personally guaranteed by Company stockholders. The line of credit matures on April 19, 2014.

NOTE E – LONG-TERM DEBT

Following is a summary of long-term debt as of December 31:

	<u>2013</u>	<u>2012</u>
Chrysler Capital:		
4.15% note payable \$833 monthly including interest to 2017, collateralized by vehicle	\$ 27,560	\$ -
BB&T:		
4.15% note payable \$597 monthly including interest to 2015, collateralized by vehicle	12,092	18,620
BB&T:		
4.5% note payable \$12,526 monthly to 2013, collateralized by accounts receivable	<u>-</u>	<u>135,127</u>
TOTAL	39,652	153,747
Less principal due within one year	<u>14,721</u>	<u>141,663</u>
TOTAL LONG-TERM DEBT	<u>\$ 24,931</u>	<u>\$ 12,084</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC
AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE E – LONG-TERM DEBT (CONTINUED)

Principal due on long-term debt for each of the five years following December 31, 2013 is as follows:

2014	\$	14,721
2015		14,434
2016		9,667
2017		830
2018 and after		-
TOTAL	\$	<u>39,652</u>

NOTE F – LEASES

The Company leases office space under a noncancelable operating lease with terms of one year extended on October 31, 2013 that extended the lease term to a year from that date. Rent expense for the years ended December 31, 2013 and 2012 was \$52,516 and \$42,386, respectively.

The company leases a copier under a noncancelable operating lease with the term of five years starting in December 2011. Rent expense for the years ended December 31, 2013 and 2012 was \$1,912 and \$1,912, respectively

NOTE G – LEASES (CONTINUED)

The minimum future lease payments under operating leases at December 31, 2013 were as follows:

Year Ending December 31:

2014	\$28,170
2015	1,912
2016	1,753
2017	<u>0</u>
Total	<u>\$31,835</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC AND AFFILIATES

Years Ended December 31, 2013 and 2012

NOTE H – PENSION PLAN

The Company contributes to pension plans of union employees based upon each collective bargaining agreement. Each contribution amount is specific to the contract and agreement.

As of January 1, 2012 the Company adopted a 401(k) plan for all employees, unless covered by the terms of a collective bargaining agreement. Participants must be employed for at least 1,000 hours. Elective deferrals are permitted under Pre-tax or Roth contributions. Employee compensation can be reduced up to 92% for any elective deferral. The Company will match 100% of the employee elective deferral, up to 3% of the employee's compensation.

Total pension expense for years ended December 31, 2013 and 2012 was \$60,262 and \$71,845, respectively.

NOTE I – CONTROLLING INTEREST

The stock is owned by three individuals, with one individual owning 51% of the stock.

On January 1, 2013 one shareholder sold all 5% of their interest to an existing shareholder.

NOTE J – RELATED PARTY TRANSACTIONS

The Company made and received open account loans, not represented by formal notes, with the stockholders during the years ended December 31, 2013 and 2012. The net balance due to stockholders at December 31, 2013 was \$4,121.

NOTE K – DATE OF MANAGEMENT REVIEW

Management has evaluated subsequent events through March 7, 2014, the date that the financial statements were available for issue, and determined that no events have occurred subsequent to the balance sheet date that would require adjustment to, or disclosure in, the financial statements.

FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years Ended December 31, 2012 and 2011

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

March 11, 2013

To Management
Shenandoah Fleet Maintenance and Management, LLC
Warrenton, Virginia

We have reviewed the accompanying balance sheets of Shenandoah Fleet Maintenance and Management, LLC (an S corporation) as of December 31, 2012 and 2011, and the related statements of income and retained earnings and cash flows for the years then ended. A review includes primarily applying analytical procedures to management's financial data and making inquiries of company management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the financial statements. We believe that the results of our procedures provide a reasonable basis for our report.

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with accounting principles generally accepted in the United States of America.

Marshall Consulting Group LLC
Certified Public Accountants

BALANCE SHEETS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years ended December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<u>ASSETS</u>		
<u>CURRENT ASSETS</u>		
Cash	\$ 115,761	\$ -
Accounts receivable	836,020	913,284
Inventory	58,299	40,354
Prepaid expenses	<u>110,334</u>	<u>20,608</u>
TOTAL CURRENT ASSETS	1,120,414	974,246
<u>PROPERTY AND EQUIPMENT, NET</u>	45,805	62,687
<u>OTHER ASSETS</u>		
Intangibles, net	89,336	160,343
Security deposits	<u>2,929</u>	<u>2,929</u>
	<u>92,265</u>	<u>163,272</u>
	<u>\$ 1,258,484</u>	<u>\$ 1,200,205</u>

See accompanying notes and independent accountants' report

BALANCE SHEETS (CONTINUED)

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years ended December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<u>LIABILITIES AND STOCKHOLDERS' EQUITY</u>		
<u>CURRENT LIABILITIES</u>		
Line of credit	\$ 347,540	\$ 451,740
Current portion of long-term debt	141,663	147,014
Cash overdraft	-	2,841
Accounts payable	83,813	136,989
Credit cards payable	21,747	2,221
Accrued expenses	83,103	-
Accrued payroll	162,821	156,440
	<u>840,687</u>	<u>897,245</u>
<u>TOTAL CURRENT LIABILITIES</u>		
	-	44,000
<u>STOCKHOLDER LOAN</u>		
	12,084	152,927
<u>LONG-TERM DEBT, LESS PRINCIPAL DUE WITHIN ONE YEAR</u>		
	10,000	10,000
<u>STOCKHOLDERS' EQUITY</u>		
Common stock	395,713	96,033
Retained earnings	<u>405,713</u>	<u>106,033</u>
<u>TOTAL STOCKHOLDERS' EQUITY</u>		
	<u>\$ 1,258,484</u>	<u>\$ 1,200,205</u>

See accompanying notes and independent accountants' report

STATEMENTS OF OPERATIONS AND RETAINED EARNINGS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years ended December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<u>CONTRACT REVENUE</u>	\$ 6,698,632	\$ 2,574,316
Less cost of revenue	<u>5,410,157</u>	<u>1,950,110</u>
GROSS PROFIT	<u>1,288,475</u>	<u>624,206</u>
<u>OPERATING EXPENSES</u>		
Depreciation and amortization	87,888	10,137
General and administrative	867,352	442,154
Other operating expenses	<u>33,816</u>	<u>8,533</u>
TOTAL OPERATING EXPENSES	<u>989,056</u>	<u>460,824</u>
INCOME FROM OPERATIONS	299,419	163,382
<u>OTHER INCOME (EXPENSE)</u>		
Interest income	261	16
Miscellaneous income	<u>-</u>	<u>226</u>
	<u>261</u>	<u>242</u>
NET INCOME	<u>299,680</u>	<u>163,624</u>
<u>RETAINED EARNINGS</u>		
Beginning of year	<u>96,033</u>	<u>(67,591)</u>
Shareholder distributions	<u>-</u>	<u>-</u>
End of year	<u>\$ 395,713</u>	<u>\$ 96,033</u>

See accompanying notes and independent accountants' report

STATEMENTS OF CASH FLOWS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years ended December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Net income	\$ 299,680	\$ 163,624
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	87,888	10,137
(Increase) decrease in:		
Accounts receivable	77,264	(875,566)
Reimbursement receivable	-	3,141
Inventory	(17,945)	(40,354)
Prepaid expenses	(89,726)	(14,075)
Increase (decrease) in:		
Accounts payable	(53,176)	128,814
Credit cards payable	19,526	(3,757)
Accrued expenses	83,103	
Accrued payroll	6,381	155,493
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	<u>\$ 412,995</u>	<u>\$ (472,543)</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>		
Security deposit	-	(2,929)
Purchase of property and equipment	-	(206,788)
NET CASH USED IN INVESTING ACTIVITIES	<u>\$ -</u>	<u>\$ (209,717)</u>

See accompanying notes and independent accountants' report

STATEMENTS OF CASH FLOWS (CONTINUED)

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years ended December 31, 2012 and 2011

	<u>2012</u>	<u>2011</u>
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>		
Net proceeds (payments) from line of credit	(104,200)	408,805
Repayment of stockholder loan	(44,000)	-
Proceeds from long-term debt	-	286,960
Payments on long-term debt	<u>(146,193)</u>	<u>(13,398)</u>
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	<u>\$ (294,393)</u>	<u>\$ 682,367</u>
NET INCREASE IN CASH	118,602	107
<u>CASH</u>		
Beginning of year	(2,841)	(2,948)
End of year	<u>\$ 115,761</u>	<u>\$ (2,841)</u>
<u>SUPPLEMENTAL DISCLOSURES</u>		
Interest paid	<u>\$ 25,667</u>	<u>\$ 20,969</u>
Noncash investing and financing activities:		
Property and equipment acquired with loan proceeds	<u>\$ -</u>	<u>\$ 26,379</u>

See accompanying notes and independent accountants' report

NOTES TO FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years Ended December 31, 2012 and 2011

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Date of Managements Review:

Management has evaluated subsequent events through March 11, 2013, the date which the financial statements were available to be issued.

Nature of Operations:

The company is a provider of fleet maintenance and management, supply management, and logistical-related services to Federal Government, local government, and commercial clients in the United States.

During fiscal years 2012 and 2011, one customer accounted for approximately 74% and 62% of the Company's revenues, respectively.

Cash:

The company maintains the majority of its cash balances at one financial institution. These balances are insured by the Federal Deposit Insurance Corporation up to \$250,000. The company maintains cash balances at this institution which may, at times, exceed the federally insured limits.

Concentrations:

The credit risk for customer accounts is concentrated because the balances due from the Company's four largest customers comprise substantially all of the carrying amount. However, customer accounts typically are collected within a short period of time, and, based on its assessment of current conditions, management believes realization losses on amounts outstanding at the end of 2012 will be immaterial. Accordingly, customer accounts are reported at the amount of principal outstanding. The credit risk for trade accounts receivable is concentrated because most of the balances are due from Federal and local governments.

Allowance for Doubtful Accounts:

Trade receivables are stated at the full amount. Company does not have an allowance for doubtful accounts, as its billings are all Government contracts.

Inventory:

Inventory of parts and materials is stated at lower of cost or market on the first-in, first-out method.

Property and Equipment:

Property and equipment are stated at cost. The Company capitalizes all expenditures for property and equipment in excess of \$5,000. Depreciation is computed on the straight-line method, over the useful lives of assets, which are generally from three to five years.

NOTES TO FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC

Years Ended December 31, 2012 and 2011

NOTE A – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Intangible Assets:

Software is being amortized on a straight-line method over 36 months. Amortization expense for software charged to operations was \$71,007 and \$5,917 at December 31, 2012 and 2011, respectively. Accumulated amortization for software at December 31, 2012 and 2011 was \$76,924 and \$5,917, respectively.

Revenue and Cost Recognition:

Revenues from fixed-price contracts are recognized evenly throughout the contract, based upon the contract length. This method is used because the typical contract is fixed in price and billed evenly through the contract terms, and results of operations do not vary significantly from those which would result from use of the percentage-of-completion method.

Revenues from time-and-material contracts are recognized currently as the work is performed.

Revenues from cost-plus fee contracts are recognized on the basis of costs incurred during the period plus the fee earned.

Contract costs include all direct material and labor costs and those indirect costs related to contract performance, such as supplies, tools and repairs. General and administrative costs are charged to operations as incurred.

Advertising:

The company expenses the cost for advertising as incurred. Advertising expense for the year ended December 31, 2012 and 2011 was \$2,064 and \$2,323, respectively.

Income Taxes:

The Company, with the consent of its stockholders, has elected under the Internal Revenue Code to be an S corporation. In lieu of corporate income taxes, the shareholders of an S corporation are taxed on their proportionate share of the Company's taxable income. Therefore, no provision or liability for federal income taxes has been included in the financial statements.

The Company files income tax returns in the U.S. federal jurisdictions and the respective states. The Company is no longer subject to U.S. federal, state and local examinations by tax authorities for years before 2009. The Company adopted the provisions of FASB Interpretation No. 48, *Accounting for Uncertainty in Income Taxes*, on January 1, 2009. As a result of the implementation of Interpretation 48, the Company does not recognize any additional tax benefit.

Use of Estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure 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 results could differ from those estimates.

NOTES TO FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years Ended December 31, 2012 and 2011

NOTE B – PROPERTY AND EQUIPMENT

Following is a summary of property and equipment as of December 31:

	<u>2012</u>	<u>2011</u>
Vehicles	\$ 58,177	\$ 58,177
Equipment	<u>8,730</u>	<u>8,730</u>
	66,907	66,907
Less accumulated depreciation	<u>21,102</u>	<u>4,220</u>
	<u>\$ 45,805</u>	<u>\$ 62,687</u>

NOTE C – LONG-TERM DEBT

Following is a summary of long-term debt as of December 31:

	<u>2012</u>	<u>2011</u>
BB&T:		
4.15% note payable \$597 monthly including interest to 2015, collateralized by vehicle	\$ 18,620	\$ 24,876
BB&T:		
4.5% note payable \$12,526 monthly to 2013, collateralized by accounts receivable	<u>135,127</u>	<u>275,065</u>
TOTAL	153,747	299,941
Less principal due within one year	<u>141,663</u>	<u>147,014</u>
TOTAL LONG-TERM DEBT	<u>\$ 12,084</u>	<u>\$ 152,927</u>

Principal due on long-term debt for each of the five years following December 31, 2012 is as follows:

2013	\$ 141,663
2014	6,813
2015	5,271
2016	-
2017 and after	-
TOTAL	<u>\$ 153,747</u>

NOTES TO FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE
AND MANAGEMENT, LLC

Years Ended December 31, 2012 and 2011

NOTE D – LINES OF CREDIT

The Company has a line of credit providing for a maximum borrowing of \$500,000. The outstanding balance of the line at December 31, 2012 and 2011 was \$347,540 and \$380,351, respectively. At December 31, 2012 and 2011 the line carried an interest rate of 4%. The line of credit is secured by the Company's accounts receivables and personally guaranteed by Company stockholders.

The Company has a line of credit providing for a maximum borrowing of \$100,000. The outstanding balance of the line at December 31, 2012 and 2011 was \$0 and \$71,389, respectively. At December 31, 2012 and 2011 the line carried an interest rate of 4%. The line of credit is secured by the Company's accounts receivables and personally guaranteed by Company stockholders.

NOTE E – LEASES

The company leases office space under a noncancelable operating lease with terms of one year and obtained additional space on July 1, 2012 that extended the lease term to a year from that date. Rent expense for the years ended December 31, 2012 and 2011 was \$42,386 and \$2,929, respectively.

The company leases a copier under a noncancelable operating lease with the term of five years starting in December 2011. Rent expense for the years ended December 31, 2012 and 2011 was \$1,912 and \$159, respectively

The minimum future lease payments under operating leases at December 31, 2012 were as follows:

Year Ending December 31:

2013	\$32,546
2014	1,912
2015	1,912
2016	<u>1,753</u>
Total	<u>\$38,123</u>

NOTES TO FINANCIAL STATEMENTS

SHENANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC

Years Ended December 31, 2012 and 2011

NOTE F – PENSION PLAN

The Company contributes to pension plans of union employees based upon each collective bargaining agreement. Each contribution amount is specific to the contract and agreement.

As of January 1, 2012 the Company adopted a 401(k) plan for all employees, unless covered by the terms of a collective bargaining agreement. Participants must be employed for at least 1,000 hours. Elective deferrals are permitted under Pre-tax or Roth contributions. Employee compensation can be reduced up to 92% for any elective deferral. The Company will match 100% of the employee elective deferral, up to 3% of the employee's compensation.

Total pension expense for the year ended December 31, 2012 was \$71,845.

NOTE G – CONTROLLING INTEREST

The stock is owned by four individuals, with one individual owning 51% of the stock.

NOTE H – RELATED PARTY TRANSACTIONS

One shareholder loaned the Company \$44,000 in 2011. The amount was repaid in full in August 2012.

NOTE I – DATE OF MANAGEMENT REVIEW

Management has evaluated subsequent events through March 11, 2013, the date that the financial statements were available for issue, and determined that no events have occurred subsequent to the balance sheet date that would require adjustment to, or disclosure in, the financial statements.

ATTACHMENT "G"

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: [Signature] Dec. 11, 2014
(signature) (date)

Name (printed) David B. Jones Title: VP/Member

Company: (Legal Registration) Shenandoah Fleet Maintenance and Management, LLLC

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit http://www.dos.state.fl.us/).

Address: 70 Main Street, Ste. 42 (Mailing: PO Box 3121, Warrenton, VA 20188)

City Warrenton State: VA Zip 20186

Telephone No. (540) 347-7407 FAX No. (703) 656-4795 Email: dave@shen-fleet.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 30 days

Payment Terms (section 1.04): Net 45 Total Bid Discount (section 1.05): N/A

Does your firm qualify for MBE or WBE status (section 1.09): MBE ___ WBE ___

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Table with 2 columns: Addendum No. and Date Issued. Rows: 1 (Nov. 13, 2014), 2 (Nov. 24, 2014), 3 (Dec. 8, 2014)

P-CARDS: Will your firm accept the City's Credit Card (VISA / MasterCard) as payment for goods/services?

VISA YES [X] NO ___ MasterCard YES [X] NO ___

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. PLEASE STATE ANY VARIANCES OR EXCEPTIONS BELOW. If this section does not apply to your bid, simply mark N/A in the section below.

Variations: See section 3.4 of our proposal.

revised 06/11/14



FLORIDA DEPARTMENT OF STATE
Division of Corporations

May 22, 2014

ALBERT POOLE, ESQ
4705 COLUMBUS ST
VIRGINIA BEACH, VA 23462

Qualification documents for SHANANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC were filed on May 15, 2014, and assigned document number M14000003479. Please refer to this number whenever corresponding with this office.

Your limited liability company is authorized to transact business in Florida as of the file date.

The certification you requested is enclosed.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. If the annual report is not filed by May 1st, a \$400 late fee will be added.

A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Contact the IRS at 1-800-829-4933 for an SS-4 form or go to www.irs.gov.

Please notify this office if the limited liability company address changes, it is the responsibility of the corporation to notify this office.

Should you have any questions regarding this matter, please contact this office at the address given below.

Justin M Shivers
Regulatory Specialist II
Registration/Qualification Section
Division of Corporations

Letter Number: 014A00011146

www.sunbiz.org

Division of Corporations - P.O. BOX 6327 -Tallahassee, Florida 32314

EXHIBIT-6

15-0370

Page 142 of 163

State of Florida



Department of State

I certify from the records of this office that SHANANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC, is a Virginia limited liability company authorized to transact business in the State of Florida, qualified on May 15, 2014.

The document number of this limited liability company is M14000003479.

I further certify that said limited liability company has paid all fees due this office through December 31, 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-second day of May, 2014



CR2EO22 (1-11)

Ken Detzner

Ken Detzner
Secretary of State

State of Florida



Department of State

I certify the attached is a true and correct copy of the application by SHANANDOAH FLEET MAINTENANCE AND MANAGEMENT, LLC, a Virginia limited liability company, authorized to transact business within the state of Florida on May 15, 2014, as shown by the records of this office.

The document number of this limited liability company is M14000003479.

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Twenty-second day of May, 2014



CR2EO22 (1-11)

Ken Detzner

Ken Detzner
Secretary of State

ATTACHMENT "N"

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME

RELATIONSHIPS

None

None

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

ATTACHMENT K

City of Fort Lauderdale

Proposal Questionnaire

1. Prior Experience:

Number of years' experience the Provider has had in providing similar services:

7 Years

- 2. List below those persons who will have a management or senior artistic position working with the City, if you are awarded the contract. List name, title or position, and project duties. A resume or summary of experience and qualifications must accompany your proposal.**

William B. Jones, President: Executive oversight

David B. Jones, Vice President: Executive oversight and corporate support

Trev L. Holst, Project Manager: Senior executive directing this contract on-site

- 3. List all clients for whom you have provided similar services in the last three (3) years. Provide agency name, address, telephone number, contact person, yearly budget target, number of vehicles, and date service was provided. If services provided differs from the one presented in**

Please refer to Section 3.6.3 of our proposal.

- 4. List any Broward County agencies with which the Provider has had contracts or agreements during the past three (3) Years.**

- 5. Lawsuits (ANY) pending or completed involving the Corporation, partnership or individuals with more than ten (10%) percent interest.**

None

A. List all pending lawsuits which are concerned directly with the staff or part of your organization proposed for the contract:

None

B. List all judgements from lawsuits in the last five (5) years which are concerned directly with the staff or part of your organization proposed for the contract.

None

6. Attach a Balance Sheet and Statement of Profit and Loss of the proposing firm from the preceding calendar year, certified by either an appropriate Corporate Officer, or an Independent Certified Public Accountant. If proposing firm is a privately held corporation providing such records, for City review, at a time and place convenient to the City, will satisfy this requirement.

See Attachment A of the proposal.

revised 06/11/14



ADDENDUM NO. 1

RFP 555-11442
Fleet Maintenance & Management Services and Central Warehouse

ISSUED November 13, 2014

This addendum is being issued to make the following changes:

1. Section 1, Item 4.24 Fleet Management and Information System has been replaced and shall now read:

Section 1

4.24 Fleet Management and Information System (FMIS)

The Provider will own, install, implement and maintain all hardware and software necessary for an electronic record keeping and reporting system for all services being contracted. The Provider shall be responsible for all support, maintenance, and with the approval of the City, the upgrade of that system. The information system shall provide records of all repairs and servicing activities performed for each vehicle or piece of equipment. The current City E.J. Ward fuel management system www.ejward.com maintains fuel usage and vehicle mileage transaction data. At no expense to the City, the Provider will incorporate this data, either by a manual or automatic link, into the Provider's Fleet Management Information System (FMIS) to facilitate fuel management tasks and vehicle Preventative Maintenance (PM) scheduling.

The Provider's Fleet Management Information System (FMIS) must be a multi-user system capable of integrating all information pertaining to inventory, description, maintenance, repair, employee performance, vehicle downtime, asset management, etc. The Provider must allow the City on-line access (multiple users) to the FMIS and the data contained therein.

The system will provide record keeping and reporting capabilities as well as have the ability to run adhoc queries and reports on the FMIS. The system will be designed to allow queries and reports to be obtained using Crystal Reports, or a similar industry standard reporting software package. The Provider's FMIS must be current and Open Database Connectivity (ODBC) compatible. Proposals should describe the ongoing FMIS support that will occur throughout the contract.

The Provider will provide initial and update FMIS System training to all City employees who require access to the system. The Provider will maintain and



update this FMIS connection for the City as required for the duration of the agreement resulting from this bid process.

The proposed system must provide monthly activity and ad hoc reports to the City's specifications in the format necessary to properly oversee the management of the City's fleet, including Microsoft Excel.

City personnel must have secure, browser-based access to the data from the City network in order for City personnel to assemble reports. If not available, then a certain number of access agents must be loaded onto City-designated computers and secure access granted to the Provider application. The City will provide the necessary specifications for these reports during the system implementation. Data fields required, but not limited to; vehicle number, class, department, year, make, model, description, charge-back rates, in service and scheduled retirement dates, current mileage, time in service, life to date maintenance cost, and average maintenance cost per month, driver assignment, etc.

The Provider must provide one of its employees with the knowledge of a System Administrator of the proposed system. This person should be on-site to resolve any and all computer related database issues, perform necessary database and system backups, troubleshoot issues and errors as they arise and update employee computer access as necessary. He/she will also be available to respond to questions from City personnel regarding data organization, contents, and manipulation and produce special fleet reports when required. This individual will also be responsible for performing daily backup routines of the system database and program updates as well as storing the system backup media offsite in a timely manner.

Prior to its use, the Provider must supply training on its system's various modules and specifics. The City reserves the right to request additional training, at no cost to the City, until it feels that its employees are trained to a sufficient proficiency required to perform their necessary job functions.

The Provider will be responsible for accurate daily entry of all work order information, (e.g., parts, labor, repair type, outside vendor repair costs, vehicle mileage, etc.) into the FMIS. All data in the Provider's FMIS system will be backed up daily to a location designated by the City. The Provider will provide the City with the current data schema for this data and data conversion will be required.

The Provider will provide an email system that will serve the needs of all its employees designated to have email. No provisions will be made for any Provider employee to have a City email address.



The Provider will provide and stock the necessary computer supplies required to perform all functions noted.

The Provider's application must include an inventory control module for managing the parts inventory. The system must be capable of accommodating parts bar code recognition for inventory and parts issuing processes. There will also be report-writing capabilities recording parts usage. The Provider's FMIS computers and server should be on their own LAN segregated from the City's network and connected to the city's network via a network gateway to allow City personnel to access the database for ad-hoc report viewing and writing purposes. Safeguards acceptable to the City must be implemented by the Provider to ensure that sufficient and up to date virus protection software is installed and maintained on all of the Provider's computers so that the City is confident that there are neither viruses nor security issues or vulnerabilities caused by this connection. The Provider's database server can be housed at the City's Fleet Services offices, however it's the Provider's responsibility to provide the appropriate fire, cooling, electrical and security protection necessary. The City prefers that the Provider's servers be housed off-site using more of a "Cloud Computing" model allowing its users to access the Provider's servers from a web browser. The Provider will be responsible for granting the City's computer users access and maintaining their access to its computer software systems and modules throughout the term of the contract. Proposals to the City should include a complete description of the Provider's FMIS, including sample reports, hardware requirements, staffing plan to input and maintain FMIS data, corporate FMIS support programs and personnel, training and orientation programs, and system configuration. Security within the FMIS and physical and logical network access between the Provider and the City must be clearly defined, reviewed and approved by the City. All costs for network or custom link connections will be the Providers responsibility. The City may, at its discretion, request a real-time demonstration of the Provider's proposed FMIS, as part of the oral presentations or visits to the Provider's other existing fleet management sites prior to contract award.

NOTE: During the term of this contract the City may at its discretion and expense choose to purchase a Fleet Management System.

2. Section 1, Item 10.e: Record Keeping and Reporting, FMIS Requirements, has been replaced and shall now read:

Section 1

10. *Record Keeping and Reporting*

e. FMIS Requirements. The Provider will utilize its 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.

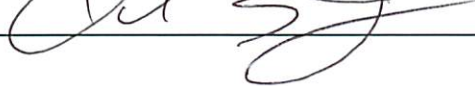


City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

All other terms, conditions, and specifications remain unchanged.

AnnDebra Diaz, CPPB
Procurement Services Division

Company Name: [Shenandoah Fleet Maintenance and Management, LLC](#)
(please print)

Bidder's Signature:  _____

Date: [Dec. 8, 2014](#)



ADDENDUM NO. 2

RFP 555-11442
Fleet Maintenance & Management Services and Central Warehouse

ISSUED November 24, 2014

This addendum is being issued to make the following changes:

- 1. The opening date has changed. The new opening date is now Wednesday, December 10, 2014.**
- 2. The following documents have been included for review.**
 - Replacement Cycle (Attachment P)
 - Safety Inspections (Attachment Q)
 - Auto Repair Shops Best Management Practices (Attachment R)
 - Revised Map for Fleet Facilities Fence Line (Attachment S)

All other terms, conditions, and specifications remain unchanged.

AnnDebra Diaz, CPPB
Procurement Services Division

Company Name: [Shenandoah Fleet Maintenance and Management, LLC](#)
(please print)

Bidder's Signature: _____

Date: [Dec. 8, 2014](#)



ADDENDUM NO. 3

RFP 555-11442
Fleet Maintenance & Management Services and Central Warehouse

ISSUED December 8, 2014

This addendum is being issued to make the following changes:

1. **The opening date has changed. The new opening date is now Wednesday, December 17, 2014.**
2. **Section 4.17 Waste Management: Item 4.17.h is added and shall now read:**
The City reserves the rights to assume responsibilities for all scrap metals generated as a result of targeted and non-targeted activities at any time during the term of the agreement.
3. **The following documents have been included for review.**
 - Trolley List (Attachment T)

All other terms, conditions, and specifications remain unchanged.

AnnDebra Diaz, CPPB
Procurement Services Division

Company Name: [Shenandoah Fleet Maintenance and Management, LLC](#)

(please print)

Bidder's Signature: _____

Date: [December 10, 2014](#)

THE AMERICAN INSTITUTE OF ARCHITECTS

AIA Document A310
Bid Bond

KNOW ALL MEN BY THESE PRESENTS, THAT WE Shenandoah Fleet Maintenance and Management, LLC
70 Main Street, Suite 42, Warrenton, VA 20186

as Principal, hereinafter called the Principal, and Capitol Indemnity Corporation
P.O. Box 5900, Madison, WI 53705-0900

a corporation duly organized under the laws of the State of WI
as Surety, hereinafter called the Surety, are held and firmly bound unto City of Fort Lauderdale

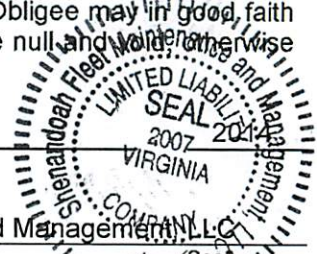
100 North Andrews Avenue, Fort Lauderdale, FL 33301

as Oblige, hereinafter called the Oblige, in the sum of Fifty Thousand Dollars and 00/100
Dollars (\$ 50,000),
for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our heirs,
executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for Fleet Maintenance & Management Services and Central Warehouse.
RFP #555-11442

NOW, THEREFORE, if the Oblige shall accept the bid of the Principal and the Principal shall enter into a Contract with
the Oblige in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or
Contract Documents with good and sufficient surety for the faithful performance of such Contract and for the prompt
payment of labor and materials furnished in the prosecution thereof, or in the event of the failure of the Principal to enter
such Contract and give such bond or bonds, if the Principal shall pay to the Oblige the difference not to exceed the
penalty hereof between the amount specified in said bid and such larger amount for which the Oblige may in good faith
contract with another party to perform the Work covered by said bid, then this obligation shall be null and void, otherwise
to remain in full force and effect.

Signed and sealed this 10th day of December

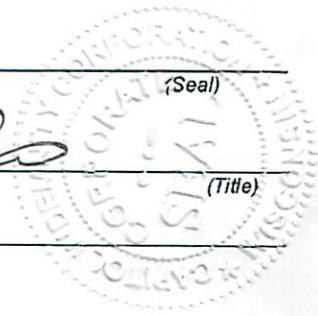


Handwritten signature of a witness in blue ink, with the label (Witness) below it.

Shenandoah Fleet Maintenance and Management, LLC (Principal)
By: [Handwritten Signature] VP/Manager (Title)

Handwritten signature of Carolyn S. Mullenau in blue ink, with the label (Witness) below it.

Capitol Indemnity Corporation (Surety)
By: [Handwritten Signature] Attorney-in-Fact Veronica Fox (Title)



MEMORANDUM FOR THE DIRECTOR, FBI

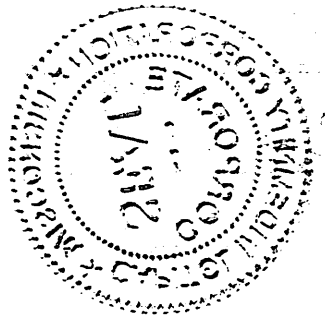
On 10/15/54, the following information was received from the New York Office: [Faded text]

It is noted that the above information was obtained from a confidential source who has provided reliable information in the past.



Very truly yours,
Special Agent in Charge

[Handwritten signature]



Very truly yours,
Special Agent in Charge

CAPITOL INDEMNITY CORPORATION
POWER OF ATTORNEY

60092401

KNOW ALL MEN BY THESE PRESENTS, That the CAPITOL INDEMNITY CORPORATION, a corporation of the State of Wisconsin, having its principal offices in the City of Middleton, Wisconsin, does make, constitute and appoint

VERONICA FOX; CAROLYN MULLENAUX;
NEIL BILLER; JOYCE BARRETT; CHRISTOPHER PULLIAM

its true and lawful Attorney(s)-in-fact, to make, execute, seal and deliver for and on its behalf, as surety, and as its act and deed, any and all bonds, undertakings and contracts of suretyship, provided that no bond or undertaking or contract of suretyship executed under this authority shall exceed in amount the sum of

ALL WRITTEN INSTRUMENTS IN AN AMOUNT NOT TO EXCEED \$20,000,000.00

This Power of Attorney is granted and is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of CAPITOL INDEMNITY CORPORATION at a meeting duly called and held on the 15th day of May, 2002.

"RESOLVED, that the President, Executive Vice President, Vice President, Secretary or Treasurer, acting individually or otherwise, be and they hereby are granted the power and authorization to appoint by a Power of Attorney for the purposes only of executing and attesting bonds and undertakings, and other writings obligatory in the nature thereof, one or more resident vice-presidents, assistant secretaries and attorney(s)-in-fact, each appointee to have the powers and duties usual to such offices to the business of this company; the signature of such officers and seal of the Company may be affixed to any such power of attorney or to any certificate relating thereto by facsimile, and any such power of attorney or certificate bearing such facsimile signatures or facsimile seal shall be valid and binding upon the Company, and any such power so executed and certified by facsimile signatures and facsimile seal shall be valid and binding upon the Company in the future with respect to any bond or undertaking or other writing obligatory in the nature thereof to which it is attached. Any such appointment may be revoked, for cause, or without cause, by any of said officers, at any time."

IN WITNESS WHEREOF, the CAPITOL INDEMNITY CORPORATION has caused these presents to be signed by its officer undersigned and its corporate seal to be hereto affixed duly attested, this 2nd day of May, 2011.

Attest:

Richard W. Allen III

Richard W. Allen III
President
Surety & Fidelity Operations



CAPITOL INDEMNITY CORPORATION

David F. Pauly

David F. Pauly
CEO & President

STATE OF WISCONSIN } S.S.:
COUNTY OF DANE

On the 2nd day of May, 2011 before me personally came David F. Pauly, to me known, who being by me duly sworn, did depose and say: that he resides in the County of Dane, State of Wisconsin; that he is President of CAPITOL INDEMNITY CORPORATION, the corporation described herein and which executed the above instrument; that he knows the seal of the said corporation; that the seal affixed to said instrument is such corporate seal; that it was so affixed by order of the Board of Directors of said corporation and that he signed his name thereto by like order.



CERTIFICATE

Daniel W. Krueger

Daniel W. Krueger
Notary Public, Dane Co., WI
My Commission Is Permanent

STATE OF WISCONSIN } S.S.:
COUNTY OF DANE

I, the undersigned, duly elected to the office stated below, now the incumbent in CAPITOL INDEMNITY CORPORATION, a Wisconsin Corporation, authorized to make this certificate, DO HEREBY CERTIFY that the foregoing attached Power of Attorney remains in full force and has not been revoked; and furthermore, that the Resolution of the Board of Directors, set forth in the Power of Attorney is now in force.

Signed and sealed at the City of Middleton, State of Wisconsin this 10th day of December, 2011.



Alan S. Ogilvie

Alan S. Ogilvie
Secretary

THIS DOCUMENT IS NOT VALID UNLESS PRINTED ON GRAY SHADED BACKGROUND WITH A RED SERIAL NUMBER IN THE UPPER RIGHT HAND CORNER. IF YOU HAVE ANY QUESTIONS CONCERNING THE AUTHENTICITY OF THIS DOCUMENT CALL, 800-475-4450.

CIC-POA (5-11)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/05/2014

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 BB&T - Barger Insurance 539 E. Nelson Street Lexington, VA 24450 540 463-3166	CONTACT NAME: Sheryl Riley PHONE (A/C, No, Ext): 540-464-5423 FAX (A/C, No): 888-632-8491 E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : Travelers Indemnity Company 25658 INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	
INSURED Shenandoah Fleet Maintenance PO Box 3121 Warrenton, VA 20188		

COVERAGES CERTIFICATE NUMBER: 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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	X	X	Y6607C222870TIL	01/01/2014	01/01/2015	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$5,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			Y8107C222870TIL	01/01/2014	01/01/2015	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$0			YSMCUP7C222870TI	01/01/2014	01/01/2015	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	YOUB7C218045	01/01/2014	01/01/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A	Garagekeepers Legal Liability			Y8107C222870TIL	01/01/2014	01/01/2015	Included Comp/Coll \$1000 ded

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
City of Fort Lauderdale is included as Additional Insured with respect to General Liability Coverage.
Notice of Cancellation will be mailed to the First Named Insured per Policy provisions.
BID PURPOSES ONLY

CERTIFICATE HOLDER City of Fort Lauderdale Public Works Dept-Fleet Services 100 North Andrews Avenue Fifth Floor Conference Room Fort Lauderdale, FL 33301	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Notification by BB&T Insurance Services and/or BB&T Insurance Services of California
(collectively BB&T)
Mid-Term Cancellation of Insurance Policies

The Acord 25 Certificate of Insurance has undergone a major change. The updated version has been mandated by ACORD and various State Insurance Departments. In particular, the new certificate alters the previous cancellation wording to “SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS”.

This change is in response to various State Insurance Departments that have issued memorandums, bulletins and advisory opinions confirming that certificates of insurance should accurately reflect the policy terms and conditions, including the notice of cancellation provisions. Notice of cancellation is a policy right typically granted to the insured. According to the bulletins, advisory opinions, etc. noted above, no insurer should issue a certificate of insurance providing the notice you request. The insured can cancel immediately and State law grants the right to the insurer to cancel for reasons such as nonpayment in a relatively short timeframe.

We agree that for this Certificate of Insurance issued to you (the named Certificate Holder at the provided address) upon notification to us by either the Companies Affording Coverage or the First Named Insured (Insured), BB&T will endeavor to promptly advise you of any final cancellation of the policy(ies) prior to its date of expiration. Failure by BB&T to provide such notice shall not impair, delay or negate the effectiveness of such cancellation, nor shall it impose any obligation or liability of any kind.

We appreciate your understanding of the legal restrictions impacting our ability to fully comply with your request.

BB&T Insurance Services and/or BB&T Insurance Services of California

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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY

**BLANKET ADDITIONAL INSURED
(CONTRACTORS)**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

1. WHO IS AN INSURED – (Section II) is amended to include any person or organization that you agree in a "written contract requiring insurance" to include as an additional insured on this Coverage Part, but:
 - a) Only with respect to liability for "bodily injury", "property damage" or "personal injury"; and
 - b) If, and only to the extent that, the injury or damage is caused by acts or omissions of you or your subcontractor in the performance of "your work" to which the "written contract requiring insurance" applies. The person or organization does not qualify as an additional insured with respect to the independent acts or omissions of such person or organization.
2. The insurance provided to the additional insured by this endorsement is limited as follows:
 - a) In the event that the Limits of Insurance of this Coverage Part shown in the Declarations exceed the limits of liability required by the "written contract requiring insurance", the insurance provided to the additional insured shall be limited to the limits of liability required by that "written contract requiring insurance". This endorsement shall not increase the limits of insurance described in Section III – Limits Of Insurance.
 - b) The insurance provided to the additional insured does not apply to "bodily injury", "property damage" or "personal injury" arising out of the rendering of, or failure to render, any professional architectural, engineering or surveying services, including:
 - i. The preparing, approving, or failing to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders or change orders, or the preparing, approving, or failing to prepare or approve, drawings and specifications; and
 - ii. Supervisory, inspection, architectural or engineering activities.
3. The insurance provided to the additional insured by this endorsement is excess over any valid and collectible "other insurance", whether primary, excess, contingent or on any other basis, that is available to the additional insured for a loss we cover under this endorsement. However, if the "written contract requiring insurance" specifically requires that this insurance apply on a primary basis or a primary and non-contributory basis, this insurance is primary to "other insurance" available to the additional insured which covers that person or organization as a named insured for such loss, and we will not share with that "other insurance". But the insurance provided to the additional insured by this endorsement still is excess over any valid and collectible "other insurance", whether primary, excess, contingent or on any other basis, that is available to the additional insured when that person or organization is an additional insured under such "other insurance".
4. As a condition of coverage provided to the additional insured by this endorsement:
 - a) The additional insured must give us written notice as soon as practicable of an "occurrence" or an offense which may result in a claim. To the extent possible, such notice should include:
 - c) The insurance provided to the additional insured does not apply to "bodily injury" or "property damage" caused by "your work" and included in the "products-completed operations hazard" unless the "written contract requiring insurance" specifically requires you to provide such coverage for that additional insured, and then the insurance provided to the additional insured applies only to such "bodily injury" or "property damage" that occurs before the end of the period of time for which the "written contract requiring insurance" requires you to provide such coverage or the end of the policy period, whichever is earlier.

COMMERCIAL GENERAL LIABILITY

- i. How, when and where the "occurrence" or offense took place;
 - ii. The names and addresses of any injured persons and witnesses; and
 - iii. The nature and location of any injury or damage arising out of the "occurrence" or offense.
- b) If a claim is made or "suit" is brought against the additional insured, the additional insured must:
- i. Immediately record the specifics of the claim or "suit" and the date received; and
 - ii. Notify us as soon as practicable.
- The additional insured must see to it that we receive written notice of the claim or "suit" as soon as practicable.
- c) The additional insured must immediately send us copies of all legal papers received in connection with the claim or "suit", cooperate with us in the investigation or settlement of the claim or defense against the "suit", and otherwise comply with all policy conditions.
- d) The additional insured must tender the defense and indemnity of any claim or "suit" to

any provider of "other insurance" which would cover the additional insured for a loss we cover under this endorsement. However, this condition does not affect whether the insurance provided to the additional insured by this endorsement is primary to "other insurance" available to the additional insured which covers that person or organization as a named insured as described in paragraph 3. above.

5. The following definition is added to SECTION V. – DEFINITIONS:

"Written contract requiring insurance" means that part of any written contract or agreement under which you are required to include a person or organization as an additional insured on this Coverage Part, provided that the "bodily injury" and "property damage" occurs and the "personal injury" is caused by an offense committed:

- a. After the signing and execution of the contract or agreement by you;
- b. While that part of the contract or agreement is in effect; and
- c. Before the end of the policy period.