

King & George, LLC

Bid Contact	Scott King kge@kinggeorge.us Ph 817-820-0881	Address	5409 Edwards Ranch Rd Floor 4 American Fork , UT 84003
Qualifications	MBE		
Bid Bond	 (Status: Bond not found)		
Bid Notes	Copy of Bid Bond part of attached file RFP 12623-825 Proposal - King George Fleet Services.pdf		

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch. Docs
12623-825--01-01	Fleet Maintenance and Management Services: A - Total Targeted and Non-Targeted - Years 1, 2, 3, 4 and 5 Combined	Supplier Product Code: Supplier Notes: Attachments include the Excel Pricing Sheet and the complete proposal with Bid Bond in PDF format.	First Offer - \$24,425,159.66	1 / n/a	\$24,425,159.66 Y Y
12623-825--01-02	Fleet Maintenance and Management Services: B - Targeted and Non-Targeted for 2-year Renewal 1	Supplier Product Code:	First Offer - \$10,387,451.66	1 / n/a	\$10,387,451.66 Y
12623-825--01-03	Fleet Maintenance and Management Services: C - Targeted and Non-Targeted for 2-year Renewal 2	Supplier Product Code:	First Offer - \$10,684,100.93	1 / n/a	\$10,684,100.93 Y
Lot Total					\$45,496,712.25
Supplier Total					\$45,496,712.25

Bid Bond from

Surety

Bid Bond Number

Bond Type

Bond Form

Bid Date

Bid ID

Security Percent %

Job Description

Agency ID

Name

Address , , ,

Phone

Contact Name

Bond Status

Execution Date

Contractor ID

Name

Contractor Tax ID

Assigned Contractor ID

Address , , ,

Phone

Name

Address , , ,

Surety ID

Name

NAIC Number

State of Incorporation

Contact

Address , , ,
Phone
Terror Rider

King & George, LLC

Item: **Fleet Maintenance and Management Services:A - Total Targeted and Non-Targeted - Years 1, 2 , 3, 4 and 5 Combined**

Attachments

Pricing_Sheet_V5.xlsx

RFP 12623-825 Proposal - King George Fleet Services.pdf

12623-825 Pricing Sheet

Targeted Operating Budget Services - Detailed Price Proposal

Salaries and Wages	Year 1	Year 2	Year 3	Year 4	Year 5
Management / Admin. Personnel	\$ 687,536.64	\$ 687,536.64	\$ 708,162.74	\$ 725,866.82	\$ 744,013.49
Labor (based on fleet size and category as included in the bid documents)	\$ 1,829,088.00	\$ 1,829,088.00	\$ 1,883,960.64	\$ 1,931,059.68	\$ 1,979,336.17
Other Personnel	\$ 116,928.00	\$ 116,928.00	\$ 120,435.84	\$ 123,446.74	\$ 126,532.91
Salaries and Wages Sub Totals	\$ 2,633,552.64	\$ 2,633,552.64	\$ 2,712,559.22	\$ 2,780,373.24	\$ 2,849,882.57

Additional Items	Year 1	Year 2	Year 3	Year 4	Year 5
Indirect Shop Supplies	\$ 3,720.00	\$ 3,720.00	\$ 3,720.00	\$ 3,720.00	\$ 3,720.00
Fringe Benefits	\$ 509,082.07	\$ 509,082.07	\$ 516,454.07	\$ 522,603.07	\$ 528,900.07
Overhead	\$ 167,808.09	\$ 164,461.89	\$ 160,078.56	\$ 157,878.56	\$ 157,878.56
Corporate Admin. and Management Fees	\$ 270,435.68	\$ 270,162.63	\$ 276,853.45	\$ 282,709.31	\$ 288,895.11
Start-Up Costs	\$ 25,000.00	N/A	N/A	N/A	N/A
Additional Items Sub Totals	\$ 976,045.85	\$ 947,426.60	\$ 957,106.08	\$ 966,910.94	\$ 979,393.73

Estimated Cost - Supplied by the City	Year 1	Year 2	Year 3	Year 4	Year 5
Sub Provider Services	\$ 352,000.00	\$ 356,000.00	\$ 360,000.00	\$ 365,000.00	\$ 370,000.00
Estimated Costz Sub Provider Totals	\$ 352,000.00	\$ 356,000.00	\$ 360,000.00	\$ 365,000.00	\$ 370,000.00

Targeted Yearly Totals	\$ 3,961,598.49	\$ 3,936,979.24	\$ 4,029,665.29	\$ 4,112,284.17	\$ 4,199,276.31
Targeted - Years 1, 2, 3, 4 and 5 Combined Total	\$ 20,239,803.50				

Non-Targeted Operating Budget Services - Detailed Hourly Rate Proposal

Position Description	Estimated Number of Hours for Years 1, 2, 3, 4 and 5	Price Per Hour	Sub Totals
In-House Technician Labor - Regular Business Hours	4,900	\$ 36.77	\$ 180,194.56
In-House Technician Labor - Overtime Hours	1,000	\$ 55.16	\$ 55,161.60
Labor Total			\$ 235,356.16

Non-Targeted Operating Budget Services - Outsourced Repairs

Estimated costs for vehicles that require work to be outsourced. These costs shall be passed through to the city as a cost-for-cost with no markup allowed.					
Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Outsourced Body and Mechanical Repairs - Estimated Annual Total - Supplied by the City	\$ 770,000.00	\$ 780,000.00	\$ 790,000.00	\$ 800,000.00	\$ 810,000.00
Outsourced Repair Costs - Totals	\$ 770,000.00	\$ 780,000.00	\$ 790,000.00	\$ 800,000.00	\$ 810,000.00
Non-Targeted Labor and Outsourced Repair Costs Combined Total	\$ 4,185,356.16				

Targeted and Non-Targeted - Years 1, 2, 3, 4 and 5 Combined Total	\$ 24,425,159.66
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Company Name

King George Fleet Services, LLC
Proposer's Signature and Date

Scott King 4/25/2022

12623-825 Renewal Pricing Sheet

Targeted Operating Budget Services - Detailed Price Proposal

Salaries and Wages	Renewal 1	Years	Renewal 1 Subtotals
Management / Admin. Personnel	\$ 766,333.90	2	\$ 1,532,667.80
Labor (based on fleet size and category as included in the bid documents)	\$ 2,038,716.26	2	\$ 4,077,432.51
Other Personnel	\$ 130,328.89	2	\$ 260,657.79
Salaries and Wages Renewal 1 Total			\$ 5,870,758.10

Renewal 2	Years	Renewal 2 Subtotals
\$ 789,323.92	2	\$ 1,578,647.83
\$ 2,099,877.74	2	\$ 4,199,755.49
\$ 134,238.76	2	\$ 268,477.52
Salaries and Wages Renewal 2 Total		\$ 6,046,880.84

Additional Items	Renewal 1	Years	Subtotals
Indirect Shop Supplies	\$ 3,831.60	2	\$ 7,663.20
Fringe Benefits	\$ 544,767.07	2	\$ 1,089,534.14
Overhead	\$ 162,614.92	2	\$ 325,229.83
Corporate Admin. and Management Fees	\$ 297,561.96	2	\$ 595,123.92
Additional Items Renewal 1 Total			\$ 2,017,551.09

Renewal 2	Years	Renewal 2 Subtotals
\$ 3,946.55	2	\$ 7,893.10
\$ 561,110.08	2	\$ 1,122,220.16
\$ 167,493.36	2	\$ 334,986.73
\$ 306,488.82	2	\$ 612,977.64
Additional Items Renewal 2 Total		\$ 2,078,077.63

Estimated Cost - Supplied by the City	Renewal 1	Year 1	Renewal 1 Year 2
Sub Provider Services	\$ 375,000.00		\$ 380,000.00

Renewal 2 Year 1	Renewal 2 Year 2
\$ 385,000.00	\$ 390,000.00

Estimated Cost - Sub Provider Services - Renewal 1 Combined	\$ 755,000.00
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Estimated Cost - Sub Provider Services - Renewal 2 Combined	\$ 775,000.00
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Total Targeted - Salaries & Wages, Additional Items, Sub Provider - Renewal 1	\$ 8,643,309.19
Total Targeted - Salaries & Wages, Additional Items, Sub Provider - Renewal 2	\$ 8,899,958.47

Non-Targeted Operating Budget Services - Detailed Hourly Rate Proposal

Position Description	Estimated # of Hours for Each Renewal 2 Year Period	Renewal 1 - Price Per Hour	Sub Totals
In-House Technician Labor - Regular Business Hours	1,960	\$ 36.77	\$ 72,077.82
In-House Technician Labor - Overtime Hours	400	\$ 55.16	\$ 22,064.64
Labor - Renewal 1 Total			\$ 94,142.46

Renewal 2 - Price Per Hour	Sub Totals
\$ 36.77	\$ 72,077.82
\$ 55.16	\$ 22,064.64
Labor - Renewal 2 Total	\$ 94,142.46

Non-Targeted Operating Budget Services - Outsourced Repairs

Estimated costs for vehicles that require work to be outsourced. These costs shall be passed through to the city as a cost-for-cost with no markup allowed.					
Costs	Renewal 1 Year 1	Renewal 1 Year 2		Renewal 2 Year 1	Renewal 2 Year 2
Outsourced Body and Mechanical Repairs - Estimated Annual Total - Supplied by the City	\$ 820,000.00	\$ 830,000.00		\$ 840,000.00	\$ 850,000.00

Non-Targeted Operating Budget Services - Outsourced Repairs Cost - Renewal 1	\$ 1,650,000.00
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Non-Targeted Operating Budget Services - Outsourced Repairs Cost - Renewal 2	\$ 1,690,000.00
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Total Non-Targeted - Renewal 1	\$ 1,744,142.46
Total Non-Targeted - Renewal 2	\$ 1,784,142.46

Total Targeted and Non-Targeted - Renewal 1	\$ 10,387,451.66	B
Total Targeted and Non-Targeted - Renewal 2	\$ 10,684,100.93	C

King George Fleet Services, LLC
Company Name

Scott King 4/25/2022
Proposer's Signature and Date

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2.0 EXECUTIVE SUMMARY [RFP 4.2.2]

King George Fleet Services LLC (King George) is pleased to submit the following proposal in response to the Request for Proposal (RFP) and all Addendums. We are confident that the information presented will assure the City that the King George fleet maintenance approach is technically sound, economically feasible, and will exceed expectations. King George has the proven performance on similar contracts, capital, and resources to fulfill the requirements of this solicitation. As an experienced fleet services contractor, King George has the organizational and staffing resources, equipment/tools, and fleet management information system proficiency to provide efficient and responsive service. We possess similar, relevant Fleet Management and Maintenance experience at Corpus Christi Army Depot, Naval Support Activity Mid-South, Commonwealth of Virginia Vehicle Management Control Center, Plant City, Florida, and most recently the City of Arlington, Texas. As highlighted in our proposal, this relevant experience demonstrates the extent of our ability to perform this contract successfully. We use this experience to promote low-risk solutions that are both realistic and tested.

King George makes Preventive Maintenance services a cornerstone of our maintenance program and provides a dedicated, self-sustaining team of professional management, administrative, technical, and skilled personnel, whose mission is to manage and perform the broad range of services required of this contract. King George will strive to maintain the ASE 'Blue Seal of Excellence' shop designation and will place the highest emphasis on employing mechanics/technicians that hold ASE certifications, with a preference for qualified technicians with more than one ASE certification for cross-utilization purposes. All employees receive continuous training related to their position tasks, and our performance oversight and improvement leads to enhanced customer service. King George's Corporate Office management staff remain in continual communication with the on-site project team, monitoring their efforts, and making periodic site visits to ensure that the contract is progressing to the City's satisfaction. We highlight several best-value innovations in our proposal to effectively accomplish the City's fleet objectives. The City can be confident that, from start to finish on this contract, we are completely committed to providing quality workmanship, responsive service, effective cost control, and timely accomplishment of all work.

2.1 BUSINESS ENTITY, BACKGROUND, MAIN OFFICE, AND OFFICE LOCATION FOR THIS CONTRACT

King George Fleet Services LLC, an affiliate company of King & George, LLC [doing business as (dba) King George, LLC], will serve as the Prime Contractor for this effort. Parent company King George, LLC is an 8(a) certified Small Disadvantaged Business with significant vehicle fleet and support equipment maintenance experience. Prior to founding King George, our principals managed large Department of Defense (DoD) motor pool management and maintenance contracts such as at Wright Patterson Air Force Base (AFB) and Robins AFB. We have continued to gain extensive similar, relevant experience on multiple government and municipal fleet contracts. Throughout King George's history, we have taken pride in our ability to provide the kinds of quality services required by this RFP. We continually bring industry-recognized best practices to our contracts to improve efficiency, provide greater customer satisfaction, and offer an overall better quality of service. We utilize proven management tools, employ a strong customer-driven management team, and guarantee continuity of operations due to our 100% success rate in contract phase-in, excellent record of quality performance, and exceptional cost containment.

The bidding entity for this solicitation is:

Proposer Name: King George Fleet Services LLC

Address of Main Office: 3703 Indian Springs Trail, Arlington, Texas 76016

Federal Tax ID: 86-1790661

Dun & Bradstreet Data Universal Numbering System (DUNS): 117911114

Florida Registration Number: M22000005734

King George, LLC is an experienced commercial and Government services contractor, specializing in general contracting and construction management, facilities operations and maintenance, vehicles and equipment maintenance, call centers, and environmental services. King George's vehicle and equipment maintenance experience consists of repair, preventive maintenance, fleet operations, and management of heavy vehicles and equipment, light vehicles and equipment, emergency services vehicles, small engine equipment, and aircraft ground support equipment for government and commercial clients. King George was founded in 2010 and incorporated in the state of Texas in May 2011 by two executives, Scott King and George Bernard, whose previous careers involved operations leadership of four top 50 Government contractors. Combined, these executives won and operated more than \$5 billion in contracts before founding King George. As a minority-owned small-business, King George has received certification by the Small Business Administration (SBA) as an 8(a) contractor and is licensed as a Historically Underutilized Business (HUB) in the state of Texas. King George is ranked in INC. 5000's fastest-growing companies as the leadership team has rapidly transformed the company from a small startup to a business that currently has over \$45 million in yearly revenue, more than 850 employees, and operations of 100 contracts that encompass 140 commercial and federal sites. King George Fleet Services LLC is a member of the King George, LLC family of companies, registered in the city of Arlington, Tarrant County, Texas, formed to better maintain our core competency of fleet repair and maintenance services. The same corporate personnel who manage King George, LLC, perform oversight of this affiliate/division and have meaningful involvement in all contract operations. King George possesses relevant and extensive experience with a diversified array of vehicles as detailed in **Section 3.0 Experience and Qualifications**.

2.2 OFFICERS, PRINCIPALS, SUPERVISORY STAFF, AND KEY INDIVIDUALS DIRECTLY INVOLVED WITH THE WORK AND THEIR OFFICE LOCATIONS

The City of Fort Lauderdale may contact the following about information related to this effort:

Mr. Jeffrey Scott King, President

3703 Indian Springs Trail
Arlington, Texas 76016

Phone: 817-778-9822 Email: scott@kinggeorge.us

The following is information related to the management within our organization.

TITLE	NAME	OFFICE LOCATION
Chief Executive Officer (CEO)	George Bernard	320 Hemphill Street Fort Worth, Texas 76104
President	J. Scott King	
Chief Financial Officer (CFO)	Jack Robinson	
Vice President	Chris Rhynerson	
Operations Director	Toby Dickinson	
Director	Dean Bailey	
Quality, Environmental, Safety, and Health (QES&H) Director	Steve Birkbeck	
Contracts Manager	Carla Shupp	

2.3 KEY ELEMENTS OF THE PROPOSAL

King George offers proven procedures, plans, and recommendations for updating and improving operations performance on this contract to accomplish the City's stated objectives. These best practices will be aimed at controlling long- and short-term costs, improving service or equipment performance, and reducing the environmental impact of the facilities. Key to maintaining PM program compliance is a well-managed fleet maintenance operation utilizing highly trained and qualified personnel, quality parts, the Collective Data Fleet Management Information System (FMIS) for effective service scheduling and recordkeeping, and defined repair priorities that guarantee consistent quality service to all users. We will implement a PM program that minimizes equipment failure by maintaining a constant awareness of the condition of equipment and correcting defects and predictive repairs before they become serious problems; further minimizing unscheduled repairs and reducing lost productivity resulting from fleet downtime.

King George recognizes that our single most important asset in accomplishing the contract will be our people. We institute a robust training and retention program that ensures we maintain an exceptional staff that completes the job right the first time. King George will make PM services a cornerstone of our maintenance program and dedicate professional automotive technicians and/or subcontractors to execute services consistent with best-in-class fleet management practices. King George will strive to maintain the ASE 'Blue Seal of Excellence' shop designation and will place the highest emphasis on employing mechanics/technicians that already hold ASE certifications, with preference for technicians with more than one ASE certification for cross-utilization purposes. For any mechanics not already ASE certified, we will encourage and assist these technicians in obtaining ASE certificates by covering the cost of tests in support of our technicians receiving ASE certifications, as well as covering the cost of annual EVT manufacturer training courses and offering monetary incentives upon completion of training.

King George will implement paperless and technology initiatives to reduce resource usage and improve communication. We will utilize information technology for notifications and emails to the departments on vehicles status, what is ready, what is it awaiting, etc. By going paperless, King George conserves resources and improves efficiency. Utilizing computerized systems (FMIS, our metrics dashboard, and our Incident Management System for QC metrics and automatic emails to City Departments for PM appointment no-shows) offers an efficient method for gathering timely reports on all aspects of fleet management and eases scheduling. Reports can be generated faster and more accurately, allowing the fleet manager to make timely proactive decisions, while easily tracking PM schedules, work orders, detailed maintenance histories, tire logs, accidents/claims/warranties/recalls, and monitor/manage labor, invoicing, and inventory.

Another key to a successful program is realizing that the vehicle operator is the first line of defense against unexpected breakdowns and repairs. It is important that the driver communicate vehicle problems immediately to fleet management. This allows the vehicle operator to participate in the PM program, proactively reducing breakdowns. We take any driver complaints to heart, both in diagnosing problems and in correcting any potential deficiencies with our technicians' services. We pair in-depth Safety and Quality Assurance Programs that ensure safe work practices and prompt correction of defects with a high level of cooperation with the City in maintaining PM program compliance. As mentioned previously, we send out notifications via email to the applicable department heads well in advance of PM due dates to schedule service. We also recognize that missed PM appointments threaten the integrity of the entire program, and our system sends out email notifications for any missed appointment. As a team effort, the PM program can be a great success.

Our scheduling and task implementation processes include procedures to minimize impacts to the City's performance. As work is performed, we leverage the real-time capabilities of the FMIS for administrative and performance tracking purposes. The Contract Coordinator and Department stakeholders have full visibility into our performance as assessed to the established standard and can readily verify that we have met performance. On other current contracts, we have even been able to configure reports to show where we have performed above expectation at no extra cost to the customer. In compiling our reports, the City is provided with a repository of verified data traceable to each Scope of Work item and performance standard.

This allows forecasting of new requirements and adjustment to performance to meet contingency requirements. Based on the reprioritization, King George can revise job plans and reallocate resources within cost and performance guidelines. We use a combination of reports, teleconference, and on-site visits to address issues. Issues may include quality control indicators of nonconforming products or services, customer complaints, or negative trends in vehicle or equipment performance. Issues can also include changes, modifications, and preparation for fluctuations or emergency conditions.

The General Manager and the City can easily hold meetings with any of the corporate management staff to highlight issues and discuss resolution. As we have a fleet maintenance contract in nearby Plant City, we can even hold in person meetings if necessary. We discuss performance metrics such as responsiveness, number of work orders, and status of outstanding work. This meeting is also used to address program-wide changes or initiatives. The goal of these meetings is to also identify risk and to reduce as much as possible those with high severity and or probability. If an issue involves subcontractor performance, we use a combination of corporate oversight and on-site visits. We expect our subcontractors to provide consistent services that fully meet the specifications of this contract. If there is an indication of non-compliance, our General Manager will meet with the subcontractor to identify the issue and corrective action plan. If necessary, the General Manager may initiate action to replace the subcontractor or supplier if necessary.

Exhibit 2.3-1 summarizes why King George is the best value to the City of Fort Lauderdale. All of these initiatives and processes lead to the following objectives that King George will accomplish:

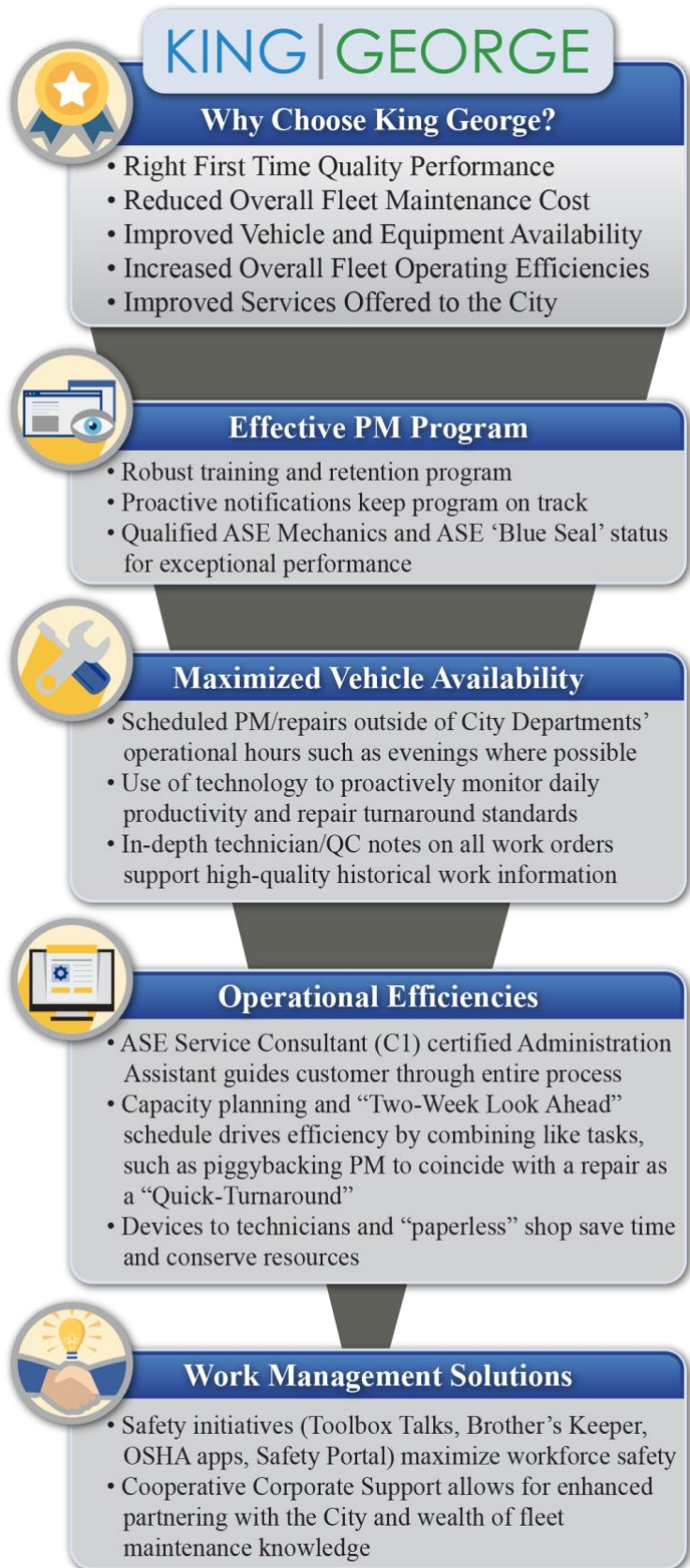


Exhibit 2.3-1: Why Choose King George Fleet Services?

- We will ensure City vehicles and equipment remain safe, reliable, and function effectively by providing the right mix of trained Technicians and Management oversight
- We will maintain maximum productivity and quality of work with the minimum use of labor, parts, and materials
- We will provide timely, responsive, and efficient repairs, including a “Quick Fix” service at minimal cost
- We will aggressively identify repairs covered by manufacturer or supplier warranties
- We will conduct a PM program that:
 - Minimizes overall maintenance and repair costs and lengthens vehicle life due to systematic care
 - Maximizes vehicle availability and minimizes the incidents of equipment breakdowns
 - Minimizes the need for spare, reserve, or backup equipment
 - Ensures State mandated safety and emissions requirements are met
 - Provides services in manner that minimizes inconvenience to customers and promotes high rate of compliance with service schedules
- We will purchase quality parts at the least possible cost
- We will minimize downtime by stocking the proper types and quantities of parts at the most advantageous locations, while maintaining the inventory at the most economical level
- We will minimize the waste stream due to maintenance and repair activities
- We will improve the quality of data and availability of information to support better management decisions regarding the size of the City’s fleet, the types of vehicles purchased in the future, replacement cycles, and other important fleet management considerations

In summary, we will consistently provide the resources to maintain the schedule while delivering elite level customer service to the City’s vehicle operators. We provide the City of Fort Lauderdale with the low-cost, low-risk, and high-performance solution. We have an experienced program management and site fleet maintenance team to assure responsive service. Our staffing plan features a straightforward organizational structure that promotes clear lines of communication and an effective span of control with ready access to all corporate resources. King George understands the special vehicle/equipment requirements of this contract, and we will partner with the City to improve the services provided to all the residents of Fort Lauderdale. With the strong leadership of our managers and Transition Team members, extensive experience, pre- and post-award preparation, and a detailed Transition Plan, we are the best-value solution for the City to transition to a new, but proven team for the Fleet Maintenance and Management Contract.

3.0 EXPERIENCE AND QUALIFICATIONS [RFP 4.2.3]

This Section provides an overview of King George's recent and relevant performance experience in fleet maintenance and management experience and financial condition information to verify the quality of our firm and ability to successfully perform this contract. King George understands the importance of having the required number of safe, fully serviced, and operational vehicles ready, available, and on the street at all times. With corporate fleet experts that possess decades of relevant experience, we have successfully addressed the challenges related to managing and maintaining fleets under diverse operating environments.

Over the past 10 years, King George has managed more than 17,000 vehicles nationwide. From Federal Government contracts to State, City, Local, and private industrial contracts, we demonstrate the capability to perform all requirements outlined in the RFP.

King George's existing fleet maintenance contracts each incorporate the requirements for a scheduled PM program. We will use the FMIS to record dates/hours of last PM performed, date/hours that next PM is due, and any extenuating circumstances or special items that must be considered when scheduling the vehicle or piece of equipment for its next periodic inspection. We have the capability to forecast parts required in the PM process, including filters, brake pads, fluids, and other materials that may be needed. This forecasting allows us to have the part on the shelf when the PM is performed, reducing downtime waiting for parts to be delivered from a supplier.

3.1 PREVIOUS COMPANY FLEET MAINTENANCE EXPERIENCE

King George has significant vehicle fleet and support equipment maintenance experience. Prior to founding King George, our principals managed large DoD motor pool management and maintenance contracts such as at Wright Patterson Air Force Base (AFB) and Robins AFB. We have continued to gain extensive similar, relevant experience at Corpus Christi Army Depot (CCAD), Naval Support Activity (NSA) Mid-South, the Fleet Maintenance contract at Plant City, Florida, Commonwealth of Virginia Vehicle Management Control Center, and most recently the Fleet Maintenance contract for the City of Arlington, Texas. King George is an experienced fleet maintenance contractor that understands the nuances of complying with local/state/federal regulations, offers innovative best practices and technology solutions, and has the financial stability and experience to deliver low-risk, high-quality services. King George has successful past performance, which is reflected with the trends of exemplary performance in the following areas:

- **Successful Completion of Tasks:** Our management team develops schedules, monitors and reports progress, and develops programs for correcting scheduling issues. Our highly qualified staff ensures timely completion of all contract activities and requirements. Management reviews the progress on the contracts in order to provide technical and administrative guidance necessary to keep projects on schedule and within budget. In addition to the fact that all of our contracts have had options renewed, we have received a magnitude of kudos and praise for our ability to complete services on-time. King George is fully dedicated to the customer and understands the necessity for adherence to schedules while also having the flexibility to accommodate special requests. Our success and probability of future success can be gauged by the ratings, positive comments, and successful completion of tasks notated by our clients.
- **Timeliness/Quality of Service:** We view our commitment to Quality as a central component of our corporate culture and base these principles on International Organization for Standardization (ISO) 9001:2015 Standards. ISO is the world's largest developer of voluntary international standards, and it facilitates the creation of products and services that are safe, reliable, and of good quality, leading to increased productivity while minimizing errors and waste. We guarantee outstanding customer service and have the results on numerous contracts that prove we can make it happen. King George has an established network of management and technical staff throughout the country which enables us to ensure each customer site is always operating at the highest level. King George emphasizes quality workmanship in every facet of our operations, at every job site, and in every task that we perform. No work effort is too small to escape emphasis because every process contributes to overall performance excellence and the high degree of customer support required by our contracts and our company.

- **Setting Projects Up for Success:** King George strives to be innovative and is constantly searching for new ways to improve our services. We utilize structured cost control systems and innovations in management and maintenance methods providing our customers with cutting-edge technology and a highly trained workforce for outstanding service. Our portfolio of relevant services provides the proven expertise and innovative solutions that maximize value; increase energy efficiency; and create a comfortable, healthy, safe, and productive environment for our clients. We have the capabilities to furnish the labor, material, and equipment services required to support similar activities worldwide. King George's experienced workforce and proven systems enable us to anticipate, avoid, and remove risk, ensuring safe, cost-effective, and environmentally sound project delivery.
- **Recency of Tasks Performed:** All contracts presented are recent as they are currently being performed or have been performed in the past three years.

On the following pages, we present details for the contracts we have used as project references in our proposal to substantiate our capability to perform the work required of this RFP. The referenced projects provide evidence of the quality of our firm's performance in the following areas:

- **Recent previous experience in municipal fleet operations of a similar nature** – All referenced projects have been performed within the past five years, with most currently ongoing. The project fleets on our selected projects are large and diverse, ranging up from 68 to 6,600 vehicles. Most of our fleet maintenance contracts have fleets as large or greater than the City of Fort Lauderdale contract. We manage and maintain sedans; pickups; sports utility vehicles; police patrol cars; vans; on and off-road vehicles; medium trucks; dump trucks; heavy trucks; trash trucks; utility boom bucket trucks; street sweepers; light, medium, and heavy equipment; Weight Handling Equipment (WHE)/cranes; Material Handling Equipment (MHE); construction/industrial equipment; snow equipment; generators; trailers; forklifts; motorcycles; emergency sedans, vans, and sports utility vehicles; ambulances; buses; tractor tow and aircraft tow support equipment; fueling trucks; and fire-fighting apparatus.
- **Demonstrated ability to provide services in a manner that enhances the City's productivity** – We manage City Fleets for Plant City, Florida, and the City of Arlington, TX, with great success. We maintain 900+ vehicles at Plant City with an average availability rate of 98.2% and 840+ vehicles at Arlington with an average availability rate of 96%. We meet all required Performance Standards, minimum operational fleet availability, vehicle turnaround time standards, and daily fleet availability standards. As further evidence of our customer's satisfaction and trust in the King George team, the City of Plant City, Florida, recently awarded King George the first of three one-year extension periods.
- **Methods and procedures for managing and dealing with non-target services** – King George manages Non-Target and DoD-equivalent IDIQ/Non-Recurring work on every referenced contract. We treat Non-Target the same we would Target work and show that category of work as much attention. Our goal is to provide each contract with the highest level of customer service while maintaining control of risk, cost, and schedule for Target and Non-Target work. Our management procedures allow us to capacity plan, and the ability of our employees to self-synchronize to upcoming workloads allows us to easily integrate Non-Target services into our work performance. The following excerpt from Peggy Echols, Contracting Officer, on past Contractor Performance Assessment Report (CPAR) for Corpus Christi Army Depot states: "King & George LLC. and its employees have done a very good job in providing CCAD with the needed services required by the contract. The contractor has been very flexible with the increase in unscheduled maintenance and new requirements. The overhaul of the blade shop has caused a need for more ground support equipment to be utilized for movement and storage of main and tail rotor blades. The contractor altered their work to accommodate the increase in required GSE. To meet the deliverables schedule with less personnel, the contractor has empowered each individual to work individually and take pride in the work produced." The NSA Mid-South contract 2020 CPAR states that King George "continues to perform above standards in regards to cost control of IDIQ [Non-Target] projects and contract modifications", and "IDIQ work continues to be a very good example of planning, management, oversight, and performance".

- **Overall target service cost performance** – King George manages a large amount of Target costs, ranging from \$1,282,019.20 to \$14,600,549.81 per year on the selected contracts. We have demonstrated effective cost control in performance of our contracts as reflected in our customer questionnaire ratings. The Corpus Christi 2018 CPAR states: “All costs were kept within contract specifications. The Supply administrator has saved CCAD monies by shopping around for the best price and using local vendors. This saves on shipping costs and down time of the equipment.”
- **Ability to meet the needs of diverse customers** – King George performs for a wide array of commercial and government clients, ranging from local municipalities and state agencies to federal agencies such as the USACE, U.S. Air Force, US Navy, the FAA, and the National Oceanic Atmospheric Administration. Our depth and breadth of project management competencies and lessons learned across the performance of over 80 contracts further builds on our ability to deliver to our customers.
- **Number of repeat and long-term contracts** – We have had award options renewed on every contract and have never had a contract terminated early, which speaks to the quality of our services. We have also received follow-on contract awards, such as on Corpus Christi Army Depot, where we performed motor pool operations and maintenance for two consecutive contracts.

3.1.1 PROJECT 1 – FLEET MAINTENANCE CONTRACT, PLANT CITY, FLORIDA

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input checked="" type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	19-046FT-ME
Client Name (Agency):	City of Plant City, FL
Client POC:	Mark Emery, Fleet Coordinator & Procurement
Dates of Performance:	10/01/2019 - 09/30/2024
Client POC Phone:	813-957-0371
Contractor Role:	<input checked="" type="checkbox"/> Prime <input type="checkbox"/> Joint Venture
Size and Composition of Client's Fleet:	We perform vehicle fleet maintenance and management for 1,290 vehicles and equipment, consisting of sedans; pickups; sports utility vehicles; vans; medium trucks; dump trucks; heavy trucks; trash trucks; street sweepers; light, medium, and heavy equipment; snow equipment; generators; trailers; police sedans; motorcycles; emergency sedans, vans, and sports utility vehicles; ambulances; and fire apparatus.
Scope of services provided:	<p>King George provides all supervision, labor, tools, parts, materials, supplies, office equipment, repair guides, diagnostic repair materials, and subcontractors services required necessary to provide Target and Non-Target fleet services for the City of Plant City, Florida, in accordance with generally accepted fleet practice, and in accordance with the performance standards specified in the contract.</p> <p>King George performs timely service on all fleet vehicles and equipment in accordance with each unit's original equipment manufacturer (OEM) recommended Preventive Maintenance (PM) services; and where such services are not defined, in accordance with the Vehicle Preventive Maintenance Program. We maintain a PM schedule for every vehicle/piece of equipment in the fleet and monitor for PM program compliance.</p> <p>Additional Target services include Repairs to Vehicles and Equipment; "Quick Fix" Repairs; Warranty and Recall Work; Managing Subcontractor/Outside Repairs; Road-side Services; Towing/Transporting Vehicles; Road Testing; Welding and Fabrication; Vehicle Safety Inspections; Vehicle Preparation; Vehicle Decommissioning/Disposal; and Waste Management.</p> <p>King George procures and furnishes all parts, materials, supplies, and fluids (except vehicle fuel) required for the operation and maintenance of all City vehicles in accordance with generally accepted parts management practice, and that will ensure meeting the fleet availability and other relevant standards of performance of the contract. King George owns and maintains an inventory of parts, materials, supplies, and fluids of an appropriate size and composition for the City's fleet at the City vehicle maintenance facility. King George provides parts procurement, stocking, and disbursement services during all hours for which we provide vehicle maintenance and repair services.</p> <p>Non-Target services consist of Accident Repairs (physical damage to vehicles caused by operator error or by another vehicle which results in a completed police accident report); Repairs to Excluded Equipment not specifically included in the fleet inventory covered by the contract (i.e. rental and temporary units); Modifications (changes to the equipment configuration and/or appearance of a vehicle requested specifically by the City, including changes required by statute that are not capitalized into the cost of the vehicle with exception of safety-related items that are required for the safe operation of City equipment); Service Prep (any modification, up-fitting or other task completed to ready a vehicle for service as defined as a nontarget service); Other Services provided at the request of the City not specifically defined in the contract; and Stand-By fleet maintenance and repair support outside normal working hours.</p>

King George implemented a Quality Assurance Program, effectively managing fleet availability, PM program compliance, maintenance and repair performance, parts availability, vehicle safety and reliability, customer service, and cost reduction initiatives. We meet all required Performance Standards, minimum operational fleet availability, vehicle turnaround time standards, and daily fleet availability standards.

King George performs all required recordkeeping and reporting for the contract. We operate the fleet management information system, along with our internal system and dashboards, to maintain Vehicle Master Records for each unit in the fleet, Vehicle Inventory, Maintenance History, and Fueling Information. King George provides monthly reports and attends annual meetings, as well as preparing and submitting Fleet Inventory Reports and Fleet Cost and Performance Reports.

Total Contract Value: \$2,964,466.00 (Value is only for a term of two years. Final value to be determined upon three additional one-year extension awards.)

Annual Contract Value:	Base Year (10/01/2019-09/30/2020):	\$1,459,000.00
	Option Period 1 (10/01/2020-09/30/2021):	\$1,504,000.00
	Option Period 2 (10/01/2021-09/30/2022):	\$1,804,909.00

3.1.2 PROJECT 2 – CITY OF ARLINGTON FLEET MAINTENANCE CONTRACT

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input checked="" type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George Fleet Services
Contract Number:	21-0003
Client Name (Agency):	City of Arlington, TX
Client POC:	Al Mantell, Contract Administrator
Dates of Performance:	09/01/2021 - 08/31/2026
Client POC Phone:	817-459-5451
Contractor Role:	<input checked="" type="checkbox"/> Prime <input type="checkbox"/> Joint Venture
Size and Composition of Client's Fleet:	We perform vehicle fleet maintenance and management for 1,258 units (854 covered by the target services portion), consisting of sedans, pickups, police patrol cars, on and off-road vehicles, medium duty trucks, construction/ industrial equipment, fire-fighting apparatus, and Handitran buses.
Scope of services provided:	<p>King George provides all supervision, labor, tools, parts, materials, supplies, office equipment, repair guides, diagnostic repair materials, and subcontractors services required necessary to provide Target and Non-Target fleet services for the City of Arlington, Texas, in accordance with generally accepted fleet practice, and in accordance with the performance standards specified in the contract. King George performs timely service on all fleet vehicles and equipment in accordance with each unit's original equipment manufacturer (OEM) recommended Preventive Maintenance (PM) services; and where such services are not defined, in accordance with the Vehicle Preventive Maintenance Program. We maintain a PM schedule for every vehicle/piece of equipment in the fleet and monitor for PM program compliance.</p> <p>Additional Target services include Service Writing/Customer Service; Vehicle Safety, Emissions, and Other Inspections; Repairs to Vehicles and Equipment; Fire Apparatus Repairs; "Quick Fix" Repairs; Tire Services; Warranty and Recall Work; Managing Subcontractor/Outside Repairs; Field Service and Road Calls; Seasonal Equipment Preparation; Road Testing; Waste Management;; Vehicle Specification Development; Replacement Planning; Investigations and Audits Support; Handitran Compliance; and Other Services such as delivery/pickup of vehicles/ equipment and locksmith services. King George procures and furnishes all parts, materials, supplies, and fluids (except vehicle fuel) required for the operation and maintenance of all City vehicles in accordance with generally accepted parts management practice, and that will ensure meeting the fleet availability and other relevant standards of performance of the contract. King George owns and maintains an inventory of parts, materials, supplies, and fluids of an appropriate size and composition for the City's fleet at the City vehicle maintenance facility. King George provides parts procurement, stocking, and disbursement services during all hours for which we provide vehicle maintenance and repair services.</p> <p>Non-Target services consist of Extended Life Repairs; Capital Improvements; Vehicle Preparation and Decommissioning; Accident Repairs (physical damage to vehicles caused by operator error or by another vehicle which results in a completed police accident report); Repairs to Excluded Equipment not specifically included in the fleet inventory covered by the contract (i.e. rental and temporary units); Modifications (changes to the equipment configuration and/or appearance of a vehicle requested specifically by the City, including changes required by statute that are not capitalized into the cost of the vehicle with exception of safety-related items that are required for the safe operation of City equipment); Service Prep (any modification, up-fitting or other task completed to ready a vehicle for service as defined as a nontarget service); and Other Services provided at the request of the City not specifically defined in the contract.</p>

King George implemented a Quality Assurance Program, effectively managing fleet availability, PM program compliance, maintenance and repair performance, parts availability, vehicle safety and reliability, customer service, and cost reduction initiatives. We meet all required Performance Standards, minimum operational fleet availability, vehicle turnaround time standards, and daily fleet availability standards.

King George performs all required recordkeeping and reporting for the contract. We operate the fleet management information system, along with our internal system and dashboards, to maintain Vehicle Master Records for each unit in the fleet, Vehicle Inventory, Maintenance History, Fueling Information, Reference Files and Procedures, and Billing. King George provides monthly reports and attends annual meetings, as well as preparing and submitting Fleet Inventory Reports and Fleet Cost and Performance Reports.

Total Contract Value: \$13,229,876.75 (Value is only for a term of three years. Final value to be determined upon two additional one-year extension awards.)

Annual Contract Value: Base Year (9/1/2021-8/31/2022): \$3,999,648.90

3.1.3 PROJECT 3 – TRANSPORTATION MOTOR POOL OPERATIONS AND MAINTENANCE, CORPUS CHRISTI ARMY DEPOT

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input checked="" type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	W58RGZ17D0110
Client Name (Agency):	Army Contracting Command-Redstone, Redstone Arsenal, AL
Client POC:	Chris Parker, Contracting Officer Representative
Dates of Performance:	09/01/2017 - 08/28/2020
Client POC Phone:	361-961-0262
Contractor Role:	<input checked="" type="checkbox"/> Prime <input type="checkbox"/> Joint Venture
Size and Composition of Client's Fleet:	We perform vehicle fleet management for 958 vehicles and maintenance of 424 vehicles. We maintain a total of 4,488 pieces of equipment, consisting of general-purpose, emergency response, material handling, and ground support equipment.
Scope of services provided: <p>King George operated two consecutive contracts (11/17/2014 to 08/31/2017 and 09/01/2017 to 08/28/2020) providing motor pool operations services for the Aviation and Missile Command at the Corpus Christi Army Depot (CCAD). King George performs scheduled and unscheduled preventive maintenance and repair to over 4,000 pieces of equipment including vehicles (fleet of approximately 1,000), forklifts, tow tractors, aerial/scissor lifts, electric utility vehicles, pallet stackers, mobile cranes, mobile hydraulic testers, generators, and Aviation Ground power Units (AGPU). King George also performs scheduled and unscheduled maintenance on approximately 3,000 pieces of ground support equipment to include but not limited to all mobile aircraft maintenance platforms, aircraft component (transmission, engine, rotor head, blades, etc.) dollies, aircraft tow bars, B1 and B4 maintenance stands, dummy landing gear and bogie wheels, trailer, blade and wing dollies, step stands, and parts carts.</p> <p>Vehicle Management/Maintenance Support: Registered Vehicles – King George performs maintenance, supervision, and administration services for motor pool operations and management. On average, King George handles 500 to 1,000 pieces of equipment per month to maintain a safe and reliable fleet at all times. Preventive Maintenance/Inspections – Scheduled maintenance is performed as directed by GSA maintenance schedules. We coordinate with the hand receipt holder/operator of the vehicle for pickup and delivery of the vehicle to the Motor Pool. Tires are changed on pickup/stake bed trucks, vans, and sedans and tires are delivered along with the vehicle to the approved repair facility. Maintenance Support Services include safety inspections; fabrication; scheduled, unscheduled and warranty maintenance; repairs; and emergency roadside assistance for vehicles and equipment; and execution of all actions required for the turn-in of excess vehicles/equipment and materials. Maintenance Machinery/Shop Equipment upkeep – King George maintains all shop equipment and maintenance, including all equipment in a multi-bay maintenance shop. Radio Installations – King George performs maintenance, removal, and installation services for vehicle-mounted radio communications. Accident/Abuse/Misuse Program – We process vehicle accident reports and other required reports. Towing/Roadside Service – King George is responsible for responding to Customer calls concerning Government Vehicles and Equipment. King George will coordinate a tow truck to come on base and pick up the Government Vehicle or dispatch the tow truck company to the location of the Government vehicle. If an MHE or GSE piece of equipment is broke down, then the Motor Pool team is dispatched with either the shop truck or shop scooters to bring in the item that is not moving or able to be driven to the Motor Pool for repair.</p>	

Operations: Work reception 24/7/365. Service Calls – per year: 50 Emergency; 3102 scheduled; 1750 routine. Real Property Installed Equipment (RPIE) – Maintain, repair equipment; RPIE inventory/records. Work Order Planning – Manage, control, plan, produce work orders and checklists, and schedule maintenance through Computerized Maintenance Management System (CMMS). Customer Service Center – King George maintains a work control center that is responsible for entering service requests, maintenance/inspection logs, and coordination between the vehicle user and the maintenance department. Technical Library – All vehicle manuals, service records, inspections, etc. are maintained on the CMMS for easy access for all departments. Warranty – King George complies and ensures that warranty maintenance is accomplished. PM/Recurring Work Plan (RWP) – We perform scheduled and unscheduled preventive maintenance on CCAD's fleet of vehicles, MHE, GSE, and support equipment. CMMS – Utilize a database containing all contract data such as maintenance and repair information; cost; inventory (parts, materials, tools, equipment); logs (day/date, type of work, priority, area); utilization of system ensures cost control; provides accurate scheduling.

Facilities Management/Maintenance: King George also provides all labor, management, supervision, tools, materials, equipment, and janitorial services necessary to manage 2 buildings and all operations to ensure successful performance. Buildings include Paint and Grinding Facilities, Vehicle Wash Facility, and Waste Disposal Facility. We provide ancillary facilities support services to 41,493 square feet of space required to maintain airfield equipment, GSE, and transportation motor pool operations. King George assures continuous operations in order to prevent disruptions that could adversely affect services.

Painting and Grinding: King George provides all painting equipment and supplies required to maintain 500 to 1,000 pieces of equipment per month.

Vehicle Wash Facility: King George is responsible for the operations, maintenance, and upkeep of the vehicle wash facility and is aware of the possible waste containments used in the area. King George provides all supplies required to wash vehicles and airfield equipment.

Dispatch: King George provides daily and recurring dispatch of all CCAD vehicles. Types of vehicles dispatched include Government-owned/Government-operated vehicles, Government-owned/Contractor-operated vehicles, GSA leased vehicles, material handling equipment, and support equipment.

Material Management: Supply and Procurement – King George procures \$70K monthly through Army procurement systems. The contract includes all recordkeeping, vehicle and equipment marking and preparation, MHE accidents/incidents reporting, dispatch, trip ticketing, maintenance, management, and recording of fuel usage, oil issue, calibration, AOAP, and auxiliary management functions. Material Control – We provide material handling equipment pick-up and delivery service; deliver and make ready for vehicles and protocol support services. We ensure bench stock is on hand for common repairs and upkeep.

Parts Store: King George operates and maintains a contractor-operated parts store. King George requisitions, receives, stows, and issues parts to support the maintenance/repair of the CCAD vehicle fleet and airfield equipment.

Training: King George provides training, testing, and licensing of drivers/operators. We conduct equipment and vehicle training and refresher courses and ensure all licenses are current. King George provides the following types of training: Flight Line Operations, Non-Tactical Vehicles, Material Handling Equipment, Flight Line; Remedial; and Motor Vehicle Sustainment/Accident Prevention; Forklift Renewal; Pallet Stacker Renewal.

Safety: King George schedules, performs, and documents safety/reliability inspections on all vehicles, support equipment, Material Handling Equipment, and Ground Support Equipment. Load tests are performed on all required equipment. Environmental Compliance – King George implemented and maintained an Environmental Management System (EMS). The EMS framework is IAW 14001 ISO

Standard. **Quality Control** – Established a complete Quality Control Program in accordance with ISO 9001:2015 standards to ensure the requirements of the contract.

Records Management: Complete records are maintained with an accurate account of all materials and parts used. This information is recorded on each work order completed. King George maintains a copy of all delivery tickets, sales slips, invoices, and other documents identifying items acquired for individual work or job records.

Fuel Services: King George provides fuel services and fuel reports on gallons used and for what vehicles. Provide fuel-dispensing services including, but not limited to, unleaded, JP8, LP, diesel for all government MHE, vehicles, airfield support equipment. King George averages 25 to 50 fuel fill-ups per month. Unleaded and MOGAS fuel services are provided via fuel truck in conjunction with the Government Administered Fuel Contract for fuel transportation services. King George dispenses the fuel, monitors, and records fuel issued daily. King George issues motor oil for government-owned vehicles/MHE/support equipment, etc.

Waste Management: King George transports waste materials to reception sites and turns waste oils through the CCAD Industrial Waste Management Section and equipment such as a banding machine and hazardous waste containers.

Total Contract Value: \$4,632,257.40

Annual Contract Value:	Base Year (9/1/2017-8/31/2018):	\$1,728,774.20
	Option Period 1 (9/1/2018-8/31/2019):	\$1,282,019.20
	Option Period 2 (9/1/2019-2/28/2020):	\$ 810,732.00
	6-Month Extension (2/29/2020-8/28/2020):	\$ 810,732.00

3.1.4 PROJECT 4 – BASE SUPPORT VEHICLES AND EQUIPMENT (BSVE), NSA Mid-SOUTH

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input checked="" type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	N6945017D1723
Client Name (Agency):	NAVFAC Southeast
Client POC:	David Fulcher, FSCM/COR
Dates of Performance:	10/01/2017 - 09/30/2026
Client POC Phone:	901-874-5287
Contractor Role:	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Joint Venture <u>KJS MP Joint Venture, LLC [Mentor Protégé Joint Venture between King George and J&J Worldwide Services (King George managing member)]</u>
Size and Composition of Client's Fleet:	We perform vehicle fleet management for 116 vehicles and maintenance of 231 vehicles. We perform corrosion control/allied trade services and maintain general purpose, emergency response, material handling, and construction equipment.
Scope of services provided:	
<p>As the managing member of KJS MP Joint Venture, LLC (KJS) (a Joint Venture Mentor Protégé between King George and J&J Worldwide Services), King George provides base operations support services at Naval Support Activity (NSA) Mid-South, Millington, Tennessee; the Naval Surface Warfare Center, Carderock Division; and Large Cavitation Channel, Memphis, Tennessee. KJS maintains and manages more than 315 facilities totaling approximately 7.2 million square feet. The buildings and structures we maintain include offices, barracks, a fitness center, warehouses, administrative, a Child Development Center, hazardous waste storage, and training buildings. KJS performs annexes Facility Investment, Custodial, Pest Control, Integrated Solid Waste Management, Other (Splash Park), Grounds Maintenance and Landscaping, Pavement Clearance, Utilities Management, Electrical, Wastewater, Water, Base Support Vehicles and Equipment (BSVE)/Transportation, and Environmental. We operate a 24-hour work reception desk, responding to more than 8,100 trouble calls each year; over 12,000 preventive maintenance services per year; daily monitoring of the Energy Management System (EMS); 180 IDIQ delivery orders per year. This contract includes both Recurring Work and Non-Recurring Work Items, to include operation, maintenance, and repair of facilities and equipment, preventive maintenance, repair of the exterior/interior facilities, snow and ice removal, and structural work such as carpentry, masonry, and painting.</p> <p>The fleet maintenance portion of this contract is performed under the BSVE/Transportation annex. As the managing member of KJS, King George performed the following BSVE/Transportation services: operations, support services, and maintenance/repair of vehicles. Services include Operations (Shuttle Services, Fuel Delivery); Support Services (Dispatching, GSA Leased Vehicles); Maintenance (Government-Owned Vehicles/Equipment); Preventive Maintenance (PM), Inspection, Testing (CESE, MHE; BSVE Repair/Trouble Calls; New/Reassigned Used Vehicle Service).</p> <p>King George maintains 231 vehicles and 50 pieces of equipment at Naval Support Activity Mid-South. King George maintains the BSVE, CESE, WAP, MHE, and WHE records and reports in accordance with applicable regulations. King George provides Warranty Management. King George provides full management and operations of the Transportation Motor Pool; provides Shuttle Bus Transportation serving 4,300 per year; provides courier services.</p>	

Vehicle Dispatch: dispatches all vehicles to authorized users with appropriate operator qualifications – 165 dispatched/received per year and inspected returned vehicles for proper operations, mileage, and fuel usage; and vehicle dispatch operations for movement of passengers and cargo and dispatching vehicles to authorized users. King George performs maintenance, supervision, and administration services for vehicles, equipment, and buses. King George ensures BSVE is maintained and repaired based on manufacturer recommendations and specifications, provides monthly maintenance schedules, ensures adequate parts are available and data records kept. King George coordinates and schedules required maintenance and repair for GSA Leased Vehicles to ensure maintenance is kept up to date and ensures records are input in the Government CMMS.

Total Contract Value:	\$78,242,377 (contract ongoing)	
Annual Contract Value:	Base Year (10/1/2017-9/30/2018):	\$7,223,192.62
	Option Year 1 (10/1/2018-9/30/2019):	\$7,487,803.64
	Option Year 2 (10/1/2019-9/30/2020):	\$7,590,157.00
	Option Year 3 (10/1/2020-9/30/2021):	\$7,654,626.00
	Option Year 4 (10/1/2021-9/30/2022):	\$9,253,454.81

3.1.5 PROJECT 5 – BSVE, NAVAL AIR FACILITY (NAF) EL CENTRO

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input checked="" type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	N6247318D5606
Client Name (Agency):	NAVFAC Southwest
Client POC:	Todd Mitchell - FSCM/COR
Dates of Performance:	04/01/2020 - 09/30/2026
Client POC Phone:	760-339-2237
Contractor Role:	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Joint Venture <u>KJS Support Services Joint Venture, LLC</u> <u>[Mentor Protégé Joint Venture between King George and J&J Worldwide Services (King George managing member)]</u>
Size and Composition of Client's Fleet:	We maintain a fleet of 230 vehicles and equipment, consisting of emergency vehicles (ambulances, fire trucks, police sedans, and pickups), utility boom bucket trucks, automobiles assigned to Commanding Officers and their staff, buses, automobiles assigned to base tenant activity staff, emergency service vehicles, cranes, and Material Handling Equipment (MHE).
Scope of services provided:	<p>As the managing member of KJS Support Services Joint Venture, LLC (KJS) (a Joint Venture Mentor Protégé between King George and J&J Worldwide Services), King George furnishes all labor, supervision, management, tools, materials, equipment, facilities, transportation, incidental engineering, operators, and other items necessary to provide services for Ground Electronics, Airfield Facilities, Passenger Terminal and Cargo Handling, MWR Recreational Services, Facility Management, Facility Investment, Custodial, Pest Control, Swimming Pool Operations, Grounds Maintenance, Pavement Clearance, Utility Management, Electrical, Natural Gas, Wastewater, Water, Base Support Vehicles and Equipment, and Environmental at NAF El Centro, seven miles west of the city of El Centro, CA.</p> <p>The fleet maintenance portion of this contract is performed under the BSVE/Transportation annex. We perform maintenance, repair, inspection, testing, and certification of base support vehicles and equipment to ensure they are safe, fully functional, and operational. As the managing member of KJS, King George performed fleet maintenance and operation such as shuttle bus services, supply transportation, dispatching services, fuel dispensing, washing and waxing, maintenance, and ensuring adequate parts are available to expedite maintenance repairs in order to meet allowable downtime standards. We prepare and submit Shop Repair Orders for all work performed on all vehicles and equipment and maintain copies in each history file. Vehicles are maintained in accordance with OEM recommendations. We provide all tools, testing equipment, technical training, and technical related data necessary to service and maintain new or used vehicles and equipment throughout the contract. We are responsible for in-service and maintaining vehicles no matter the make or model, as the Government may replace them with newer models through the period of performance.</p> <p>Priority 1 BSVE includes emergency vehicles (ambulances, fire trucks, police sedans, and pickups), utility boom bucket trucks, and automobiles assigned to Commanding Officers and their staff. Work on BSVE in this category starts immediately after being reported down or received in the shop during regular working hours and within two hours after regular working hours.</p> <p>Priority 2 BSVE includes designated buses, automobiles assigned to base tenant activity staff, emergency service vehicles, cranes, and MHE. We completed work on BSVE in this category within two hours after being reported down or received in the shop during regular working hours and within four hours after regular working hours.</p>

For Priority 3, we completed work within eight hours and complete it within five working days after being reported down or received in the shop. We manage the overall maintenance effort, so BSVE downtime does not exceed the allowable downtime standards. Downtime hours per individual alpha group do not exceed 10% of the total available hours per individual alpha group per month.

Total Contract Value: \$72,818,606 (contract ongoing)

Annual Contract Value:

Base Year (4/1/2019-3/31/2020):	\$7,276,651.04
Option Year 1 (4/1/2020-3/31/2021):	\$7,439,156.69
Option Year 2 (4/1/2021-3/31/2022):	\$8,423,320.00

3.1.6 PROJECT 6 – TRANSPORTATION MANAGEMENT AND LOGISTIC SUPPORT SERVICES FOR 36 LOGISTICS READINESS SQUADRON SUPPORT SERVICES, ANDERSEN AFB, GUAM

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input checked="" type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	N4019220D7040
Client Name (Agency):	Air Force/NAVFAC Marianas
Client POC:	Christine G. Manglona, Contracting Officer
Dates of Performance:	01/05/2021 - 06/30/2023
Client POC Phone:	671-366-6622
Contractor Role:	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Joint Venture <u>Invicta Defense, LLC [Mentor Protégé Joint Venture between King George and J&J Worldwide Services (King George managing member)]</u>
Size and Composition of Client's Fleet:	We maintain a fleet of 1,260 vehicles and equipment, consisting of sedans; pickups; sports utility vehicles; vans; medium trucks; tractor tow and aircraft tow support equipment; heavy trucks; fueling trucks; street sweepers; light, medium, heavy equipment; buses; trailers; police sedans; forklifts; emergency vehicles including Aircraft Rescue and Fire Fighting (ARFF).
Scope of services provided:	<p>As the managing member of Invicta Defense, LLC (Invicta) (a Joint Venture Mentor Protégé between King George and J&J Worldwide Services), King George furnishes all labor, management, supervision, tools, material, and equipment required to perform Base Transportation Management and Logistics Support Services for the 36 Logistics Readiness Squadron (36 LRS) at Andersen Air Force Base Guam.</p> <p>We perform a Transportation/Vehicle Management program consisting of mission vehicles and equipment maintenance and repairs, vehicle and equipment operations to include dispatch, Material Handling Equipment (MHE), operators, liquid movements, people movements, operator licensing and training, inspection and certification, and specified administrative program management. We provide qualified and licensed operators, Automotive Service Excellence (ASE) certified maintenance mechanics or equivalent, and Emergency Vehicle Technicians (EVT) certified emergency vehicle technicians per NFPA 1071 and NFPA 1911. King George provides a Transportation Program Manager to manage the Vehicle Management and Ground Transportation elements; Vehicle Management Superintendent (VMS) to oversee Andersen AFB mission fleet; Fleet Management and Analysis (FM&A) Supervisor to supervise and perform the scheduling and analysis of maintenance performed on vehicles and equipment; and War Reserve Material (WRM) Program Manager to oversee storage and maintenance requirements for WRM equipment assigned to the organization and ensuring all WRM assets are properly inspected, maintained, marked, documented, and stored in accordance with applicable instructions to include specific technical orders and instructions. Vehicle Management work includes Government rental billing support; Foreign Object Damage (FOD) Program; tool and equipment accountability; operations, support services, and maintenance of fleet vehicles/equipment (Received and/or Reassigned Vehicles and Equipment Services; systems processing for vehicle fleets in Diego Garcia, Singapore, Camp Aguinaldo (Philippines), and Australian Defense Joint Logistics Command. We maintain and repair Government owned vehicles/equipment, manage the vehicle control function, and establish a vehicle control program IAW AFI 24-301 and 24-302. King George manages the overall maintenance effort so equipment downtime does not exceed allowable downtime standards; coordinate and complete all scheduled and unscheduled maintenance and repairs including field services; perform installation, transfer, and/or repair of specialized equipment including, but not limited to special lights, radios, racks, shelves, tow-hitches, and other customer requested accessories; and provide required vehicle accident repair support (maintain</p>

an accident/abuse logs and Vehicle Accident Reports). Vehicles are maintained in accordance with OEM recommendations, AFI 24-301 and TO 36-1-191. We provide all tools, testing equipment, technical training, and technical related data necessary to service and maintain new or used vehicles and equipment throughout the contract. King George is responsible for in-service and maintaining any Government replaced units, which may change in mix, manufacturer, model, and types. We perform the following services on all new vehicles and equipment added to the fleet: prepare history jacket, property record information sheet, Preventive Maintenance (PM) record, and initial new Work Orders; perform an initial safety inspection; clean windows; install parts/equipment shipped with vehicle; apply corrosion preventive compounds, if not applied by the manufacturer; service all fluid levels and tire pressures; and apply appropriate vehicle markings as required. Reassigned Used Vehicles Service includes an oil change, tune-up, lube, reliability inspection, and repair of any deficiencies noted during the required inspections.

We provide an effective Preventative Maintenance and Safety Inspection Program and accomplish Preventive Maintenance & Inspections (PM&I) and special inspections/tests/certifications, contingent on customer delivering the vehicle on or before PM due date, IAW intervals established in TO 36-1-191, AFI-24-302 and other applicable technical/commercial publications for AAFB vehicles and equipment. We calibrate, maintain, repair, replace, and upgrade shop equipment in accordance with industry standards and manufacturer recommendations. We also respond to disabled vehicles/equipment on or off base to include Northwest Field. Transportation trouble call repairs consist of battery replacement, tire repair, engine jump-starts, and other minor repairs or service necessary to return vehicles and equipment to safe and serviceable operation. Also includes towing into shop, field service, and installation/repair of specialized equipment. Disabled vehicles/equipment are responded to within one hour during Government regular working hours and two hours outside regular working hours. We provide prepping, priming, painting, touch-up, and corrosion control services to include initially rustproofing all newly assigned vehicles. The vehicle corrosion control plan is based off a 4-year rotation period. Vehicles also have touch up paint as required unless it is more economical to perform a complete paint job.

King George performs FM&A to include collecting, accumulating, storing and inputting maintenance data; preparing and distributing records, reports and products, special studies, reports and analysis related to vehicle maintenance functions and costs as requested by KO/COR; annual utilization/rotation analysis; and monthly reconciliation. Materiel control includes management of maintenance parts documentation and data IAW AFI 24-302. We manage an effective HAZMAT and HAZWASTE program and accumulate, store, sample, test, inspect, package, transport, and prepare for disposal all transportation related HAZMAT/HAZWASTE.

King George performs provide transportation services when dispatched to ensure the mission of the Government is accomplished safe and timely manner. Service is provided within plus or minus 15 minutes of schedule. Services that are not scheduled shall be provided within one hour of request during regular working hours and within two hours of request outside regular working hours. We provide Distinguished Visitor (DV) drivers as required; flight-line aircrew and Prime Knight service within 10 minutes of requested time for permanent, alert, and transient air crews and transient passengers to/from designated aircraft and aircrew lodging; Bus Transportation Service; Classified and Sensitive Cargo Handling; serve as the primary Vehicle Control Official for Ground Transportation; and provide operator testing and licensing services for all military and Government civilian personnel who will be operating any Government-owned vehicles. In addition, we operate the Government-furnished vehicle washing facility to provide vehicle washing, cleaning, waxing, and polishing services prior to vehicle dispatch.

Total Contract Value:	\$22,300,324.98 (contract ongoing)	
Annual Contract Value:	Mobilization (1/6/2021-3/31/2021):	\$337,926.48
	Base Period (4/1/2021-12/31/2021):	\$7,726,556.74

3.1.7 PROJECT 7 – VEHICLE MANAGEMENT CONTROL CENTER, COMMONWEALTH OF VIRGINIA

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input checked="" type="checkbox"/> - 7 <input type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	DGS-210205-KAG
Client Name (Agency):	Commonwealth of Virginia Department of General Services
Client POC:	Kevin Crain, Fleet Services Manager
Dates of Performance:	06/01/2021 - 05/31/2031
Client POC Phone:	804-367-6982
Contractor Role:	<input checked="" type="checkbox"/> Prime <input type="checkbox"/> Joint Venture
Size and Composition of Client's Fleet:	We manage a fleet of 6,600 vehicles.
Scope of services provided:	<p>King George manages the repair and maintenance of the Commonwealth of Virginia Department of General Services pool vehicles and other agency-owned vehicles enrolled in the Vehicle Management Control Center program (VMCC).</p> <p>The VMCC coordinates all repairs and maintenance services for vehicles and roles within the program across the Commonwealth using the contractor's network of maintenance and repair facilities. We review and approve all estimates against industry standards using an estimating guide. King George issues payment to the vendor on all approved repairs. We provide 24/7 contact center support to coordinate all repair, maintenance, and roadside assistance needs of the vehicle operators.</p>
Total Contract Value:	\$7,505,536.00 (Value is only for a term of two years. Final value to be determined upon eight additional one-year extension awards.)
Annual Contract Value:	Base Period (6/1/2021-5/31/2022): \$3,747,287.09

3.1.8 PROJECT 8 – BSVE, NATIONAL CAPITOL REGION FACILITY SUPPORT SERVICES

RELEVANT PROJECT EXPERIENCE	
Project Number:	<input type="checkbox"/> - 1 <input type="checkbox"/> - 2 <input type="checkbox"/> - 3 <input type="checkbox"/> - 4 <input type="checkbox"/> - 5 <input type="checkbox"/> - 6 <input type="checkbox"/> - 7 <input checked="" type="checkbox"/> - 8
Contractor's Name:	King George, LLC
Contract Number:	N4008019D0311
Client Name (Agency):	NAVFAC Washington
Client POC:	Mohammed Haque – Contract Specialist
Dates of Performance:	07/01/2019 - 06/30/2024
Client POC Phone:	202-685-3141
Contractor Role:	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Joint Venture <u>Invicta Global, LLC [Mentor Protégé Joint Venture between King George and J&J Worldwide Services (King George managing member)]</u>
Size and Composition of Client's Fleet:	We maintain a fleet of 68 emergency vehicles and Weight Handling Equipment (WHE)/cranes.
Scope of services provided: <p>As the managing member of Invicta Global, LLC (Invicta) (a Joint Venture Mentor Protégé between King George and J&J Worldwide Services), King George furnishes all labor, supervision, management, tools, materials, equipment, facilities, transportation, incidental engineering, and other items necessary to provide recurring maintenance requirements for various types of vehicles, equipment, and systems at various locations and buildings throughout the installation and supporting annexes required at 12 geographically dispersed mission commands in D.C., Maryland, and Virginia, encompassing 958 services locations totaling approximately 13.5 M SF.</p> <p>The fleet maintenance portion of this contract is performed under the BSVE/Transportation annex. King George performs maintenance, repair, inspection, testing and certification of emergency vehicles and equipment to ensure they are safe, fully functional and operational, to include 68 fire/emergency vehicles. We also receive and respond to trouble/service calls 24/7. We respond to disabled Emergency Vehicles within a 90-mile radius of the nearest installation (14 Navy Bases total). Trouble calls (approximately 70 annually) are used to perform repairs such as battery replacements, tire repairs, engine jump-starts installation/repair of specialized equipment and other minor repairs or services required to return vehicles and equipment back to safe operation, which may include towing into a repair shop or back to an installation. We also perform inspection, testing and certification, including all DOT inspections for all emergency vehicles and equipment. Inspections are completed as specified in National Fire Protection Agency (NFPA) 1911 - Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus; NAVFAC P-300 (as applicable) and 49 CFR 396 for all required Department of Transportation (DOT) inspections. These include annual DOT and service/safety inspections, as well as semiannual PM inspections and service. This contract also includes Weight Handling Equipment (WHE) and cranes, which involves regular crane inspections that are performed to standards IAW EM 385-1-1, NAVFAC P-307, 29 CFR Part 1910 and 29 CFR Part 1926 (daily, monthly, quarterly, yearly) and retaining the current documentation of inspections. We also complete load testing; yearly, monthly and daily inspection logs; as well as obtain rope/sling certifications. Daily pre-use inspections and testing are performed on all load hoisting and lowering mechanisms, boom hoisting and lowering mechanisms, swinging mechanisms, travel mechanisms (if to be used that day) and safety devices. We perform PMs on all rigging gear.</p>	
Total Contract Value:	\$72,818,606 (contract ongoing)
Annual Contract Value:	Base Year (7/1/2019-1/31/2020): \$10,652,884.15 Option Year 1 (2/1/2020-1/31/2021): \$14,080,743.06 Option Year 2 (2/1/2021-1/31/2022): \$14,600,549.81

3.2 FIRM'S INITIATIVES TOWARDS SUSTAINABLE BUSINESS PRACTICES THAT DEMONSTRATE COMMITMENT TO CONSERVATION

King George is dedicated to sustainable business practices for all contracts and incorporates social responsibility into our business strategy. King George uses best practices gained from contracts compliant under the United States Green Building Council (USGBC) and Leadership in Energy & Environmental Design (LEED). By maintaining buildings to strict LEED standards, we develop procedures to focus on reducing the exposure of building occupants and maintenance personnel to potentially hazardous chemical, biological, and particulate contaminants, which adversely affect air quality, human health, building finishes and systems, and the environment. Additionally, King George is certified to the ISSA CIMS-GB criteria. To achieve such certification, King George has undergone a comprehensive assessment of its operations by an independent accredited CIMS-GB assessor and has successfully demonstrated commitment to delivery of environmentally preferable services designed to meet customer needs and expectations. CIMS-GB certification and USGBC council affiliations assures a commitment to a prosperous and sustainable future through cost-efficient and environmentally sound green building practices.

We have experience reviewing and validating utility bills and utility data, reviewing electric, natural gas, and water meter readings and consumption at contract locations across the world. We provide documented recommendations to improve facility efficiency and include life cycle cost analysis calculations. We support federal agencies in meeting energy and sustainability requirements such as the Energy Independence and Security Act of 2007, the Energy Policy Act of 2005, the Guiding Principles for Sustainable Federal Buildings, requirements from Executive Orders, and internal agency requirements.

King George provides a progressive energy management and water usage reduction program (the "Energy Program") at the facilities we care for. The "Energy Program" is interwoven with guidelines set forth in the EPA's Energy Star program and water usage reduction goals. We have used tools like Advanced Metering to benchmark and track buildings' energy usage, as well as follow any changes to LEED rating system, as directed by the USGBC, Executive Orders and mandates. King George provides corporate reach-back to Certified Energy Managers (CEMs), LEED professionals, Professional Engineers, and senior-level Facilities Management experts. This support provides in-depth knowledge on innovative technical and operational strategies that can address complex energy management issues. We base our energy initiatives on key strengths of highly qualified support professionals with leadership in facility management and operations best practices and strategies and energy efficient sourcing of ENERGY STAR and FEMP products in our purchasing practices. We are confident that we can be partners with the City in the reduction of energy use, as we've done for so many others in the past.

We also partner with employees to solicit additional ideas for resource conservation. King George invests the time in training employees on the importance of sustaining the environment and share what the organization is doing to help conserve resources. We encourage everyone in our organization to take steps such as powering down equipment at the end of the day and enabling energy savings settings on all computers and desktops. We offer spot awards for employees that offer inventive solutions to problems to encourage further resource conservation initiatives. King George has multiple custodial and grounds contracts and understands how important cleanliness and safety are to the jobsite and the environment. Appearance of the facility and surrounding grounds and how our employees interact with customers can help set the right tone. We train our employees in litter-prevention best practices and require them to demonstrate these practices to develop a sense of ownership and responsibility. We are committed to keeping the shop and surrounding grounds in a neat and orderly fashion, free of debris and litter. King George incorporates daily policing of the grounds into our Quality checklists and incorporate litter prevention into regular employee tasks.

King George implements paperless and technology initiatives to reduce resource usage and improve communication. We utilize technology for notifications and emails to the departments on vehicle status, what is ready, what is awaiting, etc. By running the shop as a paperless office, King George saves time spent filing paper documents, saves much-needed garage space, improves efficiency while saving money

on printer supplies, promotes the environment, and eases the transfer of information while heightening security by eliminating harder-to-track paper documents.

3.3 BUSINESS INFORMATION

King George Fleet Services LLC is a Limited Liability Company (LLC) and is registered to do business in the State of Florida. The required business entity information is as follows:

Address: 3703 Indian Springs Trail, Arlington, Texas 76016

Phone: 817-528-4631

Fax: 817-820-0881

Email: scott@kinggeorge.us

Website: www.kinggeorge.us **Point of Contact:** Scott King, President

As mentioned in **Section 2.1**, the relative size of the firm is \$45 million in yearly revenue, more than 850 employees, and operations of 100 contracts that encompass 140 commercial and federal sites. King George has a well-established history of offering reliable, high-quality programs to our government and commercial clients. As the company has grown and developed, King George has maintained an overarching commitment to quality and outstanding levels of customer service. This commitment has led to a corporate culture of adherence to the highest standards of achievement and conduct, resulting in ethical business practices, focus on quality measures, and sound fiscal practices. It is important to note that King George has never:

- Filed a voluntary petition for bankruptcy
- Been adjudicated as bankrupt, nor had an arrangement for reorganization, adjustment, or composition approved by a court under the federal bankruptcy
- Had any litigation brought by current or past customers due to non-compliance of contractual obligation
- Defaulted on any of its contracts
- Had a performance bond called

King George also has a reputation for quick payment to vendors and service providers and maintains sufficient assets and lines of credit to ensure business continuity for daily operations, including employee payroll and compensation, overhead, and program management—major points to consider when evaluating a potential City contractor. King George has the depth of resources to meet financial obligations and the ability to responsibly draw on established lines of credit if needed. King George has an established relationship with Bank of America and is an excellent client. King George currently has a working capital revolving line of credit with Bank of America in the eight-figure range, secured by accounts receivable, as well as deposit accounts in the seven-figure range, treasury services, and an equipment line of credit. All of the foregoing business has been satisfactorily conducted by King George, and the company is in good standing with Bank of America.

3.4 MANAGEMENT, TECHNICAL, AND SUPPORT STAFF

Our corporate office will provide full support for the performance of this contract. We have a proven track record of checks and balances that allow us to proactively manage our performance in all areas. If the job is not being performed correctly, we will know and be able to implement immediate corrective actions. This system allows us to virtually eliminate complaints. We feel that it should always be our job, not yours, to oversee quality control and deliver best-in-class service.

Mr. Toby Dickinson, King George's Operations Manager, and Mr. Scott King, King George's President, will maintain visibility of contract success and they, or other corporate representatives, will visit the project site to evaluate contract performance and meet with the City Contract Coordinator or other designated City representatives to assure complete satisfaction with contract performance. During these reviews, King George will:

- Evaluate program objectives attained through cost and performance initiatives
- Identify opportunities for project improvement

- Discuss the short/long term goals and assure King George services are aligned to meet those goals.

Mr. King will assist Mr. Dickinson and the General Manager during the Phase-in and throughout the life of this contract. He has a project support role to the General Manager and Mr. Dickinson. Mr. King has the authority to coordinate with the General Manager and obligate corporate resources as required to meet contract requirements and technical initiatives.

Contract performance issues relating to quality and safety are escalated directly to the corporate President and CEO. All other contract problems/issues follow the chain of command from employee to the onsite supervisor and escalated through the General Manager to the corporate Operations Manager, President, and CEO. Corporate personnel analyze potential problem areas and implement approved remedial action through the General Manager, monitor contract performance against standards, and audit the jobsite for training, certification, and subcontracting compliance. The site personnel will receive direct corporate support and assistance from all members of the King George corporate staff. Key home office personnel are available to provide technical support to King George's onsite team. Below we have listed additional details of our corporate personnel's functions in terms of contract support. Priority/escalation levels for issues arising during contract performance were discussed in the paragraphs above.

- Executive Management – George Bernard (King George's CEO) and Scott King (King George's President): Has authority to bind and negotiate on behalf of King George. Provides direction, resources, oversight, and operational support. Schedules project reviews with the City Contract Coordinator. Provides direction of budgeting, program development, and City interface. Assists with King George's management oversight; participates in an annual evaluation of the contract. Authority to approve corporate support to the contract.
- Dean Bailey – King George's Information Technology (IT) / Human Resources (HR) Director: Provides computer/fleet management information systems support in all areas of information management and computer support; interfaces with the City for any IT issues/needs that may arise; Responsible for all HR activities, including company policies/procedures, insurance/benefit programs, and wages/salaries.
- Carla Shupp – King George's Contracts Manager: Advises in every aspect of contract administration including managing, negotiating, supporting and executing contracts, procurement, and subcontracting.
- Toby Dickinson – King George's Operations Manager: Provides Transition assistance, budgeting, technical assistance, project reviews, program development, and City interface.
- Steve Birkbeck – King George's Quality, Environmental, Safety, and Health (QES&H) Director and Facility Security Officer: Assists with quality control and oversees King George's security procedures.
- Chris Rhynerson – King George's Vice President: Provides business development, pricing, competitive bid strategy support.
- Jack Robinson – King George's CFO: Assists in the evaluation, selection, and implementation of financial and accounting systems and procedures; supports payroll and accounts payable.

Our on-site key personnel for this contract consist of the General Manager, Mr. Donald Behler. The General Manager reports directly to King George's Corporate Operations Manager, Mr. Toby Dickinson, an experienced manager that understands the intricacies of operating municipal fleets. We provide the resume for Mr. Dickinson to verify his credentials managing multiple similar contracts. Following the Corporate Operations Manager's resume, we are including Mr. Behler's resume to validate his qualifications and experience, technical skills, and managerial ability. We know that compatibility with the customer is the most important quality our manager must possess in order to maintain effective working relationships. These relationships are essential to every service contract. We want the City to know our onsite General Manager will be someone they can work with in the cooperative pursuit of service excellence under this contract. Our General Manager, Mr. Behler, has a wealth of fleet operational experience and project management experience at a similar contract for the City of Allentown, Pennsylvania. Mr. Behler understands the intricacies of a mixed municipal fleet and will partner with the City to successfully guide the maintenance of Fort Lauderdale's fleet.

TOBY DICKINSON
PROPOSED POSITION: CORPORATE OPERATIONS MANAGER

Highlights

- 30+ years of experience managing multiple maintenance contracts throughout Texas, Oklahoma, New Mexico, and the Southeast United States, ranging from Shop Manager, Regional Manager, Division Manager, to Corporate Fleet Manager.
- Experience monitoring contract cost, budget, and performance and managing large fleet employee training and certification programs.
- Heavy equipment maintenance experience and has managed 24-hour operations, including Tractor Trailer Shop, Heavy Equipment Shop, Parts Operation, and Fleet MIS Team

Work History

Corporate Operations Manager • King George, LLC • Fort Worth, TX • 2019 – Present

Mr. Dickinson's overall responsibility is ensuring that Project Managers meet and exceed performance requirements. He serves as customer liaison to ensuring customer needs are anticipated and met. He monitors contract cost, budget, and performance and manages Company Wide Fleet Employee Training and Certification Programs. He provides corporate oversight of fleet maintenance contracts at locations such as Plant City, Florida; Arlington, Texas, and the Commonwealth of Virginia.

Vice President of Fleet Services • Centerra Integrated Services • Austin, TX • 2015 – 2019

Mr. Dickinson's overall responsibility was ensuring that Project Managers met and exceeded performance requirements. He served as customer liaison to ensure customer needs were anticipated and met. He monitored contract cost, budget, and performance and managed Company Wide Fleet Employee Training and Certification Programs.

Fleet Services Division Manager • Centerra Integrated Services • Austin, TX • 2006 – 2015

Mr. Dickinson's overall responsibility was ensuring that Project Managers met and exceeded performance requirements. He served as customer liaison to ensure customer needs were anticipated and met. He monitored contract cost, budget, and performance and managed Company Wide Fleet Employee Training and Certification Programs.

Corporate Manager and Vice President • TECOM • Austin, TX • 1998 – 2006

Mr. Dickinson's overall responsibility was ensuring that Project Managers met and exceeded performance requirements. Serve as customer liaison to ensuring customer needs are anticipated and met. He monitored contract cost, budget, and performance and managed Company Wide Fleet Employee Training and Certification Programs.

Regional Fleet Manager • TECOM • Austin, TX • 1996 – 1998

Mr. Dickinson's overall responsibility was for 11 fleet shop operations in Texas, Oklahoma, and New Mexico. He coordinated customer needs with each Shop Manager. He managed budget, cost, and performance of each Shop Manager.

Area Manager • TECOM • Austin, TX • 1993 – 1996

Mr. Dickinson's responsibility was for five shop operations in West Texas and New Mexico. He managed budget, cost, and contract performance for each contract.

Shop Manager • TECOM • Austin, TX • 1989 – 1993

Mr. Dickinson managed Heavy Equipment Maintenance Operations in Hobbs, New Mexico. He managed 24/7 operations, including Tractor Trailer Shop, Heavy Equipment Shop, Parts Operation and Fleet MIS Team. He provided Daily, Weekly, and Monthly Customer and Company Cost, Budget, and Performance Reporting. Mr. Dickinson also managed Employee Training and Certification Programs.

DONALD W. BEHLER
PROPOSED POSITION: GENERAL MANAGER

Highlights

- Hardworking General/Project Manager offering more than 27 years of leadership experience working with municipal government fleets.
- 38+ years of experience in the automotive/light to heavy duty vehicle industry.
- Quality-driven and proactive with advanced understanding of contract management/administration.
- Adapts well in emergency situations while maintaining daily operations.
- Knowledgeable in all aspects of fleet management and repair with thorough understanding of priorities in municipal government fleets.

Work History

Project Manager • Centerra Integrated Services • Allentown, PA • 2002 – Present

Oversees all aspects of fleet maintenance for a fleet of approximately 550 vehicles for the City of Allentown. Directed daily operations of technicians and shop professionals. Achieves project deadlines by coordinating with city officials. Assists the City of Allentown in the writing of specifications of new vehicles. Ensures all seasonal pieces of equipment are 100% operational. Manages personnel to repair damaged vehicles involved in accidents. Identifies, reviews and applies policies and procedures. Reduces expenditures by effectively negotiating vendor and service contracts to drive savings. Identifies pieces of equipment that are not cost worthy to maintain for the City of Allentown. Adheres to budget requirements with excellent planning and consistent expense monitoring. Maintains open communication by presenting regular updates on project status to customers. Reports regularly to managers on project budget, progress and technical problems.

Shop Foreman • TECOM • Allentown, PA • 1994 – 2002

Trained and coached employees to improve performance and skills. Oversaw maintenance and repair of Allentown fleet vehicles. Supervised shop scheduling and directed daily operations of team of 16 technicians and shop professionals. Oversaw inventory to ensure critical needs were met in a timely manner. Ensured quality and safety goals were met. Maximized productivity by keeping detailed records of daily progress and identifying and rectifying areas for improvement. Built relationships with customers and departments to efficiently manage repairs. Coordinated schedules and kept accurate and detailed records of work performance of staff per contract.

Fleet Maintenance Mechanic • City of Allentown, PA • 1983 – 1994

Prepared vehicles for annual State inspections. Maintained heavy duty and light duty vehicles to keep fleet moving at optimal efficiency. Adhered to manufacturer's specifications for optimal safety and reliability when completing repairs and maintenance services. Assessed equipment for damage, wear, battery life and fluid levels. Performed road call services to disabled vehicles. Diagnosed electrical failures. Initiated an ambulance rotation cycle for the city, to reduce mileage on units. Used critical thinking to break down problems, evaluate solutions and make decisions. Offered friendly and efficient service to customers, handled challenging situations with ease.

Light-Duty Mechanic • Freedman's Texaco • Bethlehem, PA • 1981 – 1993

Performed general automotive servicing.

Active-Duty U.S. Army / Tracked Vehicle Mechanic • 1978 – 1981

Achieved the rank of Sergeant; received accommodation medal for outstanding service during annual A.G.I –Fort Hood, TX; held position as assist motor pool sergeant. Graduated from United States Army Armor School - Fort Knox, KY. Served in South Korea and Fort Hood, Texas as a Heavy Tank and Truck Technician. Served in United States Army Reserves as a Tracked Vehicle Technician.

DONALD W. BEHLER
PROPOSED POSITION: GENERAL MANAGER

Education/Certifications/Training

- Certificate, Automotive Maintenance, Lehigh County Vocational Technical School
- High School Diploma, William Allen High School, Allentown, PA
- Vehicle Maintenance Management and Primary non-commissioned officer's courses, Military Professional School
- Master ASE Certifications in Automotive Vehicles
- Master ASE Certifications in Heavy Trucks
- EVT Certifications in Fire, Ambulance and Patrol vehicles
- LEED 30-Hour and 100-Hour

Signed Statement of Commitment

April 22, 2022

I, Donald W. Behler, would accept employment with King George Fleet Services if offered the position.



DONALD W. BEHLER

4.0 APPROACH TO SCOPE OF WORK [RFP 4.2.4]

In our experience providing fleet maintenance services on similar contracts, we understand the complexity of managing a fleet in a municipal environment and have successfully mitigated all potential risks/issues confronting a fleet services contractor. Through this experience, we have developed economies and solutions to most of these problems which enable our contract sites to conserve costs, maintain flexibility and productivity and meet all performance requirements. Additionally, we constantly strive to improve our contract performance by frequently and objectively analyzing our work methods, skill-mix, organizational structure, and labor resources. We rely heavily upon actual cost and productivity data extracted from advanced fleet management computer systems to pinpoint areas for possible improvement. Since every contract and customer is unique, what works at one contract site may not be feasible or recommended at another. Therefore, we examine each solution on its own merit weighing potential benefit against risk/cost. New ideas are implemented on a trial basis and closely measured to see if the desired results are achieved. This approach enables us to take the lead in service quality improvements rather than merely reacting to a situation. Consequently, we can offer proven contract service solutions at a reasonable and realistic cost. Through this procurement, King George will:

- **Reduce the Overall Fleet Maintenance Cost.** Our vast experience with all types of fleets has resulted in fleet management techniques that improve mechanic productivity, control subcontractor and parts costs, and keep overall fleet maintenance costs within budget.
- **Improve Vehicle and Equipment Availability.** As the City has a limited number of spare vehicles and to minimize downtime, we will make every effort to schedule PM and repairs outside of the City Departments' operational hours such as evenings. For breakdowns, when it is not possible to fix units during non-use hours, all jobs are prioritized to get critical vehicles back in service without delay. Through BG oil treatments such as MOA/DOC, 44K fuel conditioner, Engine Performance Restoration, Diesel Particulate Filter, and Emissions System Restoration and Transmission Cleaner and Conditioner, we extend vehicle life while reducing maintenance costs.
- **Increase Overall Fleet Operating Efficiencies.** To increase fleet efficiencies, we propose a PM schedule to effectively increase a vehicle's life span in accordance with good fleet practice standards. For improved performance, we will monitor daily productivity and 24-hour turnarounds. King George also emphasizes the importance of high-quality historical work information. We expect all technicians to keep in-depth comments/notes on every work order so that services can be easily tracked and any potential issues mitigated.
- **Maintain High-Level Customer Service with the City Departments.** A well-managed fleet maintenance operation utilizing highly trained and qualified personnel, quality parts, FMIS, efficient service scheduling, and defined repair priorities guarantees consistent quality service to all users. King George will implement paperless and technology initiatives to reduce resource usage and improve communication. We will utilize technology for notifications and emails to the departments on vehicle status, what is ready, what is awaiting, etc. By running the shop as a paperless office, King George saves time spent filing paper documents, saves much-needed garage space, improves efficiency while saving money on printer supplies, promotes the environment, and eases the transfer of information while heightening security by eliminating harder-to-track paper documents.

Throughout this Technical Proposal, we further describe our procedures and plans to accomplish the City's stated objectives and to effectively provide all services specified in the RFP. This includes a combination of efforts described below to assure the most responsive program to the City.

- **High Quality of Mechanics through Training and Education.** During the hiring process, each employee is subject to an extensive background check. Information on qualifications, certifications, training history, and expiration dates are captured. Specific contract requirements, such as a CDL or Hazardous Material endorsement, are examined at this stage; only eligible employees move forward in the process. Information capture from the employee is used to develop training programs specific to each employee and customer requirement. Individual training records are maintained electronically and

contain the following documentation: training qualifications, certifications, permits, and licenses. In addition, training records will comply with contract requirements and contain confirmation of initial and refresher training provided to each employee. During the Transition, the Corporate Director of Quality and Safety will develop individual employee training records to verify employees are task certified by contract start. King George will strive to have all technicians hold more than one certification. We are also committed to achieving Blue Seal status by staffing each shop with at least 75 percent of technicians holding ASE certification and each area of support offered being covered by at least one ASE certified technician. Our company offers incentives to encourage all employees to obtain ASE certification and ensure all employees attain at least one ASE certification every year.

- **Management and Customer Service Advantages.** King George has commitment from a highly qualified General Manager, Mr. Donald Behler. Mr. Behler has over 27 years of municipal fleet maintenance leadership experience and multiple ASE certifications, assuring the City of excellent customer service. In addition, we propose to employ Service Writers with ASE C1 certification to effectively coordinate the entire service experience with the vehicle user, freeing up the General Manager to better focus on other operational aspects of the contract. King George offers a paperless site for resource conservation, devices to technicians, and utilization of technology and email notifications for ease of scheduling and tracking service. We use technology such as our online dashboard, in addition to the FMIS, to proactively monitor performance, ensuring daily productivity rates and turnarounds required by the contract.
- **Safety Advantages.** King George is committed to promoting a work environment that goes beyond compliance by embracing safety and health initiatives such as the “Brother’s Keeper” program. This peer-based, two-man safety concept provides indicators for workers to monitor each other for safe practices directly applicable to hazardous situations, i.e., solvents and exhaust fumes, electrical hazards, and working in climatic conditions. Managers/Leads also conduct weekly Toolbox Talks (safety meetings that are designed to heighten employee awareness of workplace hazards and OSHA regulations). These Toolbox Talks serve as a supplement to the formal OSHA safety training that we provide and are intended to keep safety front and center in the workers’ minds. Toolbox Talks include such topics as tool safety and awareness (tools, when used improperly or not kept in good condition, can risk serious injury). We further promote a safe workplace through technology applications. King George loads worker tablets with the OSHA App, a quick link to OSHA’s laws and regulations. We also include the OSHA-NIOSH Weather Safety Tool App, which allows workers/leads to calculate the heat index/wind chill for their worksite. Based on the results, it displays a risk level to workers and provides reminders about the protective measures that should be taken at that risk level. It protects workers from weather-related illness and provides reminders about drinking enough fluids, scheduling rest breaks, and planning for and knowing what to do in an emergency. King George’s on-line Safety Portal is also designed to make safety information readily available to all personnel, is monitored by our leadership, and is transparent to the City. The Safety Portal includes Injury Reporting (provides a simple way to address work-related injury reporting and track safety metrics); a quick link to safety standards; and links to monthly safety discussions and OSHA-required training.
- **Capacity Based Resource Management.** Capacity planning requires the effective integration of new work into planned work. This must be accomplished while maintaining right-sized staffing and maximum workforce productivity. Insufficient staffing leads to an inability to meet planned work and performance deadlines. Excess staffing in anticipation of work leads to poor workforce utilization and cost burdens. Our Office Manager, Service Writer, working leads, and General Manager use capacity planning techniques to identify when a job could be completed as opposed to when required. This drives efficiency by combining like tasks, where we can piggyback PM to coincide with a “Quick Fix” service. We also utilize the “Two-Week Look Ahead”. We use the FMIS to build our schedule in order to capture and report forecasted and completed work. This information is used for the “look ahead” scheduling process. The Admin Office resource loads the schedule with the required personnel, materials, and equipment as specified in the job plan. The General Manager works with the Office Manager and working leads to review the schedule for the upcoming week and adjusts as needed to meet due dates.

Targeted Services to be Performed

King George can provide the full scope of services identified in the RFP for Fleet Maintenance and Management Services to support the City of Fort Lauderdale. As an established Fleet Services contractor, we understand the complexities and time constraints that drive the day-to-day management decisions required of a Fleet Manager. We recognize that the City's fleet contains a wide spectrum of vehicles and equipment including general purpose sedans, pickup trucks and vans, police cruisers and undercover vehicles, fire department and life safety equipment (including ambulances), construction equipment, Public Works equipment, and auxiliary equipment. We understand that these vehicles are essential to the operation of, and services provided by the City. King George will provide the necessary personnel for our team to successfully perform all required Target Services to include all PM, repair work, and other maintenance services according to a priority system authorized by the City.

Quick Fix. King George regards Quick Fix Services to be those repairs which require less than one hour of mechanic's time when the vehicle operator chooses to wait for the service and do not involve overhaul or replacement of major components. Examples of such work include wiper, fuse, headlight, and bulb replacement; battery replacement; topping off fluids; airing up and repairing tires; and other similar tasks. Typically, Quick Fix Repairs can be accomplished with maintenance personnel, such as the Small Engine Technician or Light Duty Technician. King George will make this service available during normal business hours, and these repairs commence within 15 minutes of vehicle arrival. Quick Fix Repairs performed while the vehicle operator is waiting will be assigned the highest repair priority when they do not interfere with emergency vehicles or critical turnarounds. To prevent the need to bring the vehicle to the garage, when minor parts and/or fluids are needed for vehicle/equipment operators to top off fluids (e.g., diesel exhaust fluid), our Admin Office will issue the operator a work order to provide to the parts warehouse for issue of the required items.

Preventive Maintenance (PM). Key to maintaining PM program compliance is a well-managed fleet operation utilizing highly trained and qualified personnel, quality parts, FMIS for effective service scheduling and recordkeeping, and defined repair priorities that guarantee consistent quality service to all users. We will implement a PM program that minimizes equipment failure by maintaining a constant awareness of the condition of equipment and correcting defects and predictive repairs before they become serious problems; further minimizing unscheduled repairs and reducing lost productivity resulting from fleet downtime.

The General Manager uses the FMIS to build and maintain a PM schedule for every vehicle/piece of equipment in the fleet based on the mileage, hours, and/or time for each type of vehicle as listed in the RFP. This schedule is submitted within 90 days of contract start and annually on the first month of the fiscal year for City review and approval to ensure that the inspections reflect new vehicles/ equipment in the fleet composition. The General Manager compiles all the vehicle and equipment maintenance requirements to develop an Annual Work Plan (AWP) that is used to build the Annual Work Schedule (AWS). From the AWS, the General Manager produces monthly schedules with bi-weekly PM due reports to ensure all PM actions are completed on time and provide ample advanced notice to all department heads of the vehicles in their control which require PM Service. With the schedule in place, the General Manager monitors the work in progress to verify Mechanics are meeting the PM timelines. All vehicles, equipment, and rolling stock will be set up on the PM Schedule or inspection schedule. The goal is to schedule vehicles for service to accommodate the operator's schedule and maintain an even workload in the shop. The City's Fleet Manager will have 100% access to daily and weekly work order schedules and reserves the right to direct reprioritization of work orders in the best interests of the City.

We have found that the most reliable solution to performing PMs on time is to proactively schedule the maintenance and to track that scheduling through completion in the FMIS. We will schedule PM Services for vehicles and equipment 30 days in advance in order for the City to have minimal interference with their normal work schedules. Additionally, this advance notice permits the parts department ample time to ensure that required maintenance parts are available to meet upcoming schedules. King George will provide the

City with a report listing all vehicles in each department due for service. Our General Manager sends an email to each affected department at least 24 hours in advance of a scheduled PM appointment to alert them of the scheduled activity. User Departments are responsible for delivering vehicles to the shops on the due date for scheduled service. Vehicles that fail to show up for PM Service when scheduled will be listed on our Monthly Reports. While King George will diligently work with the City to enforce PM compliance, we understand that King George is not held responsible for service no-shows in our monthly PM compliance percentage calculation. Those units which fail to appear on the rescheduled date will be reported to the City Fleet Manager who will be asked to contact the User Department Head and request immediate delivery of the vehicle. Continued failure to make the vehicle available for rescheduled PM could possibly be considered vehicle abuse. Our scheduling and notification process is detailed in [Exhibit 4-1](#).

King George's Service Writer ensures that each City customer is greeted properly, and the vehicle is assessed for the necessary service. The Service Writer will open a Work Order in the FMIS and estimate service completion. We employ highly qualified Service Writers, with at least one year of fleet industry and customer service experience, to coordinate the process of obtaining information from the customer and setting the repair or maintenance process in motion as quick, easy, and understandable as possible, eliminating the need for the General Manager to chase status on vehicles. If the Service Writer does not

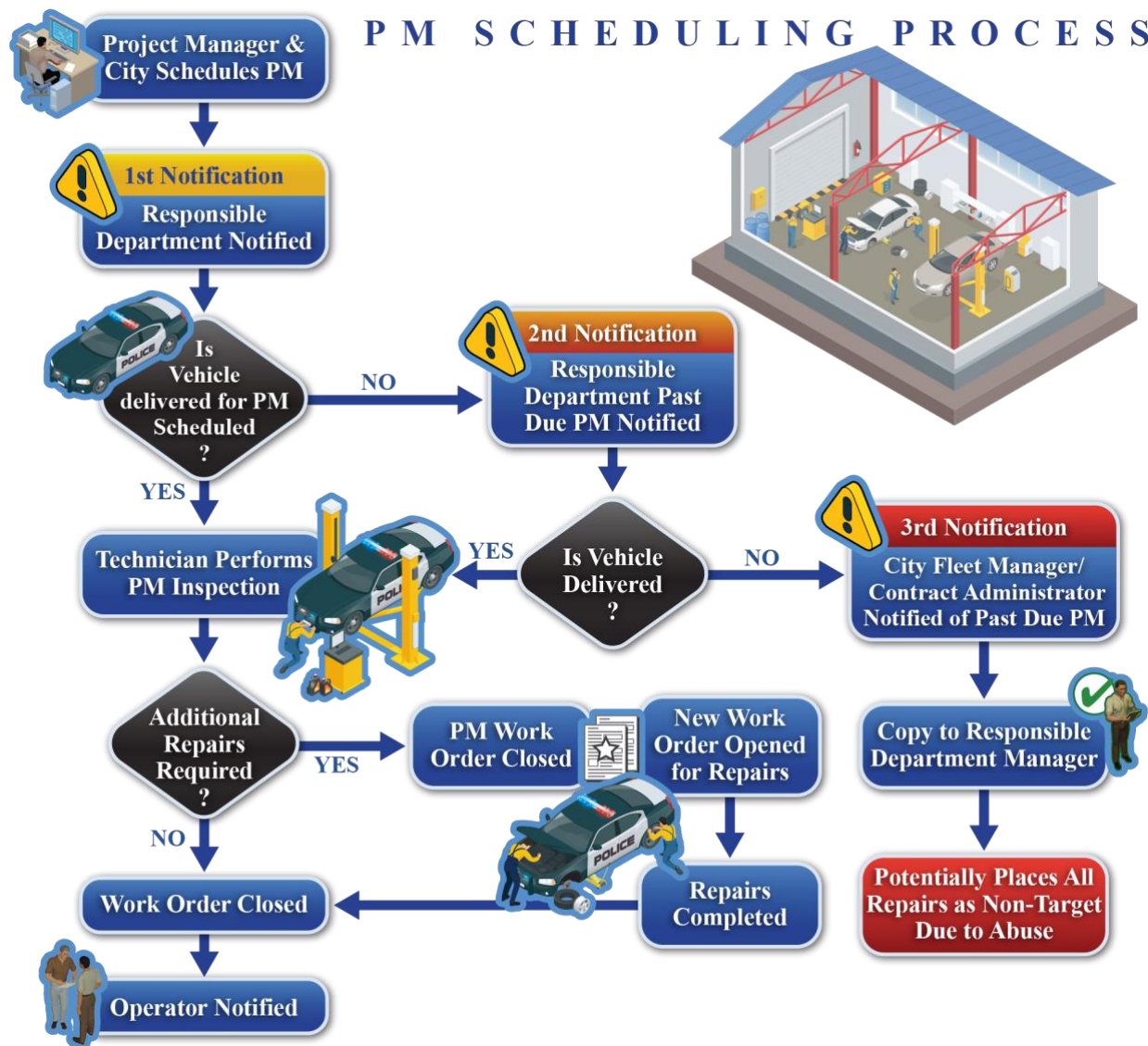


Exhibit 4-1: PM Scheduling and Notification Process.

already hold the ASE Automobile Service Consultant (C1) Certification, we will assist them in obtaining the endorsement in an ongoing effort to maintain ASE “Blue Seal” status and to ensure we have the highest qualified staff. The Service Writer is the central point of contact and liaison between King George and City departments. They know where the vehicle is within the shop and where it needs to go next. If a part is required from outside the shop, the Service Writer notes its scheduled delivery and updates the staff and the customer. They will track the repairs, update the FMIS with vehicle information, process warranties, and check all units in the shop for recalls or PM due. King George’s Service Writer provides the customer a detail of services to be provided and an estimate for time of completion, as well as any updates on additional repairs or services needed that are discovered during the PM service. We will also notify the User Department of needed repairs discovered in the process of servicing the vehicle. Whenever practical, such repairs will be performed at the time of discovery, unless abuse is suspected or when said repairs cannot be completed within the established turnaround time for PM Service. No vehicle will be returned to the user if a safety defect exists. However, non-safety-related repairs may be deferred and rescheduled at a later date if they cannot be reasonably accomplished in conjunction with the PM Service. The Service Writer notifies the vehicle user when the work is completed on the same day that the vehicle is available. All appointment start times, completion times, and work order details are updated in the FMIS in real-time, with timely input of all labor, parts, and sublet data.

King George will complete the PM Services on or before the required contract standards. From the time of delivery to the shop, it is our goal to accomplish every scheduled PM Service within 30 minutes for light duty vehicles, two hours for heavy duty vehicles, 14 hours for fire rescue pumpers and aerial ladders, 12 hours for sewer cleaning trucks and street sweepers, and eight hours for all other equipment. King George understands the sensitivity of emergency vehicle repair. These vehicles need to be available at any time and our technicians will ensure any front-line fire apparatus are the shop priority.

King George will staff a roving technician to execute field services for critical equipment and heavy machinery not easily transported to the shop, such as fire apparatus, large cranes, rollers, large backhoe loaders, and tractors. Unless prior approval of the City is received, Aircraft Rescue and Firefighting (ARFF) apparatus PMs are performed as field services at the Fire Station. No less than eight full-time EVTs, or one for every six fire apparatus, will be assigned to this contract. A certified EVT will be available for 24-hour on-call fire apparatus repairs.

King George recognizes that our single most important asset in accomplishing the contract will be our people. We institute a robust training and retention program that ensures we maintain an exceptional staff that completes the job right the first time. King George will make PM services a cornerstone of our maintenance program and dedicate a sufficient number of professional automotive technicians to execute services consistent with best-in-class fleet management practices. King George will strive to maintain the ASE ‘Blue Seal of Excellence’ shop designation and will place the highest emphasis on employing mechanics/technicians that already hold ASE certifications, with preference for technicians with more than one ASE certification for cross-utilization purposes. For any mechanics not already ASE certified, we will encourage and assist these technicians in obtaining ASE certificates by covering the cost of tests in support of our technicians receiving ASE certifications, as well as covering the cost of annual EVT fire apparatus manufacturer training courses and offering monetary incentives upon completion of training.

King George will implement paperless and technology initiatives to reduce resource usage and improve communication. We will utilize information technology for notifications and emails to the departments on vehicles status, what is ready, what is it awaiting, etc. Utilizing computerized systems (Collective Data, our own metrics dashboard, and our Incident Management System for QC metrics and automatic emails to City Departments for PM appointment no-shows) offers an efficient method for gathering timely reports on all aspects of fleet management and eases scheduling. Reports can be generated faster and more accurately, allowing the fleet manager to make timely proactive decisions, while easily tracking PM schedules, work orders, detailed maintenance histories, tire logs, accidents/claims/warranties/recalls, and monitor/manage labor, invoicing, and inventory.

Another key to a successful program is realizing that the vehicle operator is the first line of defense against unexpected breakdowns and repairs. It is important that the driver communicate vehicle problems immediately to fleet management. This allows the vehicle operator to participate in the PM program, proactively reducing breakdowns. We take any driver complaints to heart, both in diagnosing problems and in correcting any potential deficiencies with our technicians' services. We pair an in-depth Quality Assurance Program that ensures any defect is promptly corrected with a high level of cooperation with the City in maintaining PM program compliance. As mentioned previously, we send out notifications via email to the applicable department heads well in advance of PM due dates to schedule service. We also recognize that missed PM appointments threaten the integrity of the entire program, and our system sends email notifications for any missed appointment. As a team effort, the PM program can be a great success.

Vehicle Dielectric, Structural, and X-ray Safety Inspections. King George uses local certified vendors for all mandatory inspections and services not able to be performed in-house to ensure that all City aerial devices, fire apparatus, cranes, and other required assets ("claw" trucks, manlift/boomlift, bucket trucks, fire ladder trucks, Grove RT530 crane, service body trucks with cranes, gradall machine, skywatch trailer, overhead hoist, and 1,850 feet of ground ladders) comply with all statutory requirements and industry standards/practices, as well as the requirements of good fleet management practices, and NFPA guidelines for fire apparatus lift devices. King George incorporates these requirements into the PM Schedules adding specific inspections and testing to our PM Checklists for those units. Our certified and licensed personnel or a licensed third-party subcontractor accomplishes all tests and inspections within the month scheduled. Any identified deficiencies discovered during inspection/testing are reported to Fleet Services and the applicable user department and are corrected prior to placing the equipment back into service. Each time a fire rescue pumper, aerial ladder, or aerial tower truck pump has major engine, transfer case, and/or pump repairs/overhauls these vehicles are retested and certified in accordance with NFPA and ISO standards.

Repairs. King George will make specific repairs to vehicles and equipment which has malfunctioned or broken down. Required repairs may be identified during PM Inspections or reported by users. Repairs shall be made as required; however, we will work closely with the City to limit the nature and extent of repairs to those which are consistent with the specific vehicle age, mileage, and cost-to-repair criteria.

When King George estimates repairs to exceed \$1,250 for light duty vehicles; \$2,500 for heavy duty vehicles; or \$3,750 for off-road equipment, we will provide Fleet Services with a written analysis which includes an estimated cost of repair, the replacement cost, the age of the vehicle, total accumulated mileage, the maintenance history file on the unit, and the estimated life of the vehicle after the repair is accomplished. The analysis will compare the repair costs to the cost of a new replacement unit and a recommendation made to repair or replace the vehicle or equipment. King George understands that the City has the final decision on such repairs and may elect to either proceed with the repair or replace the unit depending on the individual situation. By monitoring repairs closely and performing detailed life cycle analysis, King George can help the City to control their fleet management costs.

Customers and the City are kept apprised of the service time estimate and details following the process described for PM service. We inspect repairs upon completion and during the work process. This is part of our continual quality surveillance and supported by the supervisors. Minor repairs require at least a sign-off approval of the responsible supervisor before the vehicle is allowed to leave the shop. Major repairs, depending on their extent, may require the signature of our General Manager. King George documents repairs by work orders which we will track in the FMIS. A complete repair history of any vehicle is available in summary form for on-screen display from the system. Permanent detailed records of all parts, labor, sublet transactions and cost will be retained in the history folder for each repair or maintenance action.

Road Calls and Towing. Our technicians will provide 24/7 Emergency Road Service to perform minor field repairs similar to "Quick Fix" services, including towing service, to recover disabled City fleet vehicles. Road calls for vehicles disabled outside the shop area are performed as service calls which we will track in the FMIS. Our road call performance metric is to respond within 30 minutes of the call during

normal working hours and within 60 minutes for after-hours calls. We will ensure that at least one of our mechanics is always available on-call to respond to such emergencies. If necessary, King George will coordinate with the City and manage towing services through the City's contract with West Way Towing, Inc. to support this contract's requirements.

Warranty and Recall Work. King George will be responsible for the management of all warranty and recall work for both vehicles and parts. This work will be done in-house whenever possible; otherwise, it will be directed to a dealership. We intend to work towards becoming qualified to perform Manufacturer Warranty Repairs in-house. We have done this at other locations and find that it allows us to better serve our customers. We believe having the ability to perform Warranty Work will minimize the downtime to the fleet and reduce costs for transporting vehicles to the dealer for repairs. We have access to all Technical Service Bulletins from the manufacturers and can obtain all necessary tools/parts required to perform Warranty and Recall Work.

King George will also track all Warranty Repairs through the FMIS, enabling us to quickly and accurately administer warranty claims and core reimbursement ensuring accurate real-time parts records. When new vehicles and equipment are purchased, we will coordinate with Fleet Services to obtain all warranty information on these assets. In some cases, factory-sponsored training of mechanics may also be required. Any payments or adjustments we may receive from the OEM for warranty or recall work performed will be credited to the City.

Road Testing. King George technicians perform a functional road test upon completion of PM work and required repairs or adjustments. During the road test, the technician will verify that the vehicle or piece of equipment is safe to operate before the vehicle or piece of equipment is returned to service. The road test will emphasize the proper function and operation of the repaired or adjusted parts or systems. Any deficiencies are noted and corrected. Results of the road test and affirmation that the repaired or adjusted asset is safe to operate will be documented on the work order before release of the vehicle to the user. Any emergency vehicle out-of-service will be properly marked with signage to detail as such.

Assessment of Confiscated Vehicles. King George will assist the City in fleet related technical matters, including the assessment of confiscated vehicles. On request, we will evaluate confiscated vehicles for the City and provide a report listing the work required to bring the vehicle up to a safe operating condition prior to being brought into the City's fleet. Any work performed to bring confiscated vehicles up to fleet standards will be performed on a Non-Target basis, while the maintenance performed after the vehicles are brought into the fleet will become part of the Target work. Should the City decide not to bring certain vehicles into the fleet, we will assist the City in preparing those vehicles for disposal.

New Vehicle Preparation and Vehicle Disposal. King George understands that receiving and processing new equipment as well as disposing of end-of-life equipment is critical to ensuring that the City's fleet stays up to date with current technology and allows the various City Departments to complete their mission safely and efficiently. To this end, we take great pride in supporting the City through all facets of fleet unit turnover.

Upon receipt of new vehicles, our General Manager will ensure that our mechanics thoroughly inspect the new vehicles and perform any work needed to verify the new vehicles are safe and suitable to be brought into service for the City. Prior to being brought into service, our General Manager will ensure that all appropriate entries will have been made in the FMIS to bring the unit live in the system. In addition to initial inspections and cleanings, King George will install City-Purchased Equipment such as license plates, fire extinguishers, on-board fuel data collection devices (CANceivers from EJ Ward), Global Positioning System (GPS), Automatic Vehicle Locator (AVL), first aid kits, decals (excluding major decals such as vehicle wraps), accessory equipment, and special equipment (including such items as roof lights, security screens, rear seat inserts, gun locks, trunk organizers for law enforcement vehicles). King George will coordinate with the City and the City's communications vendors to ensure all radio/computer equipment installation before units are put into service. Should our inspections reveal that additional work is needed to bring a vehicle into service, King George will document the additional work as well as a complete time

and material cost of these services. This data will be submitted to the City for possible reimbursement by the new vehicle vendor and/or the out-sourced vendor. All newly acquired vehicles will be entered into the FMIS to support the five-year replacement plan. If the vehicle is a replacement for an existing vehicle in the City's fleet, we will coordinate the exchange of the existing vehicle.

King George will also decommission vehicles at the end of their service life. The decommissioning process will be unique for each piece of equipment to be disposed, but will generally include removal of tags, special equipment such as fuel management software and/or GPS units, and decals/markings, exterior and interior cleaning, performing minor repairs, re-installing OEM backseats into police vehicles that previously had cages installed, and ensuring that the appropriate documentation associated with the disposal of the vehicle is kept complete and up to date. Pending disposition, we park decommissioned vehicles on City property at a location acceptable to the City and King George. We do not strip any parts from these vehicles without express approval of the Fleet Manager or City designee. Upon final disposition, we will remove the vehicle records from the active files after they have been transferred from City ownership.

Welding and Fabrication. King George believes that to continually offer best value to our customers, we must provide more than simple oil changes and tire rotations. To this end, we employ ASE-certified technicians who have experience in welding and fabrication. We will staff a full-time Body & Paint Technician (certified welder) and will cross-utilize technicians with proper welding qualifications for additional enhanced support of all welding/fabrication contract requirements. Fabrication is by its nature one of the more hazardous functions performed in a shop environment. Welding, grinding, and other means of working metal can pose many hazards and must be done in a safe manner. Our Safety Plan and the training derived from this plan addresses the processes employed to protect the workers, the equipment, and the facility. Procedures such as the use of proper Personal Protective Equipment (PPE), Lock-Out/Tag-Out, the use of proper Hazard Communication Procedures, and the use of fire watches ensure that we provide welding services in the safest manner possible. We ensure adequate supplies to include rods, gasses and metal stock for repairs are kept on hand to perform these repairs. Rust repairs on beach vehicles are excluded from our targeted welding service and will be invoiced as non-target work.

Investigations and Audits. Upon request, King George will support and provide technical advice in any fleet related investigation. Such fleet related investigations include accidents, fire, technical issues, etc. This support may include failure analyses and audits related to the City's fleet.

Loaners and Fleet Sharing Vehicles. King George will assist the City with the Motor Pool and fleet vehicle sharing as required to effectively sustain the program. Anticipated tasks required on this program include managing the reservation system, issuing clean vehicles to City staff in accordance with City procedures, inspecting vehicles upon loaning and again upon return, maintaining records, and providing reports as directed by Fleet Services.

User Abuse Repairs. As a responsible fleet contractor, we will notify the City of all possible repairs caused by suspected user abuse. Our General Manager will work closely with City representatives to determine if repairs are in fact due to abuse/misuse and then evaluate needed repairs. We will document each case and provide this documentation to the City Contract Coordinator. If the damages are determined to be the result of abuse/misuse, the work will be performed as non-target work, but will not commence until the user's department provides an account number or a Risk Management claim number to pay for the repairs. If it is found that the damages are not the result of abuse/misuse, the work will be performed as target work.

Emergency Service. King George has real world experience supporting our customers through weather related emergencies and other crisis situations that could result in work stoppage or slowdown. Our corporate team has a combined 100+ years of experience working on DoD and state/local/city government contracts, many of which we have encountered emergency situations on during our tenure. For example, on our Naval Support Activity Mid-South contract, our responsive service during a snowstorm was applauded by the government:

“During a winter storm event, the Mid-South was hit harder than expected with ice and snow. ‘KJS’ [joint venture between Managing Member King George and Minority Partner J&J Worldwide Services] ability to respond on a moment’s notice was instrumental to the success of the snow removing services they provided. KJS’ additional services as requested from NSA leadership saved the government in excess of \$3k-\$4K in additional expenses if the work had to be outsourced. KJS’ leadership team is noteworthy.”

King George has also mitigated labor shortages partly due to crisis situations in the past to great effect by using advanced scheduling and local recruitment. For instance, on our Corpus Christi Army Depot Fleet Maintenance contract, we faced a brief workforce shortage in 2017 caused by a culmination of two key developments: 1) the economy was in an upswing, creating an increased demand in skilled labor and wages above the market, and 2) a storm event that caused regional flooding, leading to several closures. In response, King George immediately shared the potential impact of these events with the customer, and onsite management and corporate leadership refocused efforts to quickly resolve the issues through intensifying recruitment efforts and implementing advanced scheduling to mitigate future events. We created a 30-day look-ahead schedule to alleviate any potential incidents such as natural disasters hindering our timely performance, and as noted in a recent project evaluation, King George continued to perform the contract ahead of schedule.

Upon notification of an emergency (including major storms, hurricanes, tornadoes, etc.), King George is prepared to mobilize the shop within one hour and provide repair and maintenance services for the duration of emergency situations. We will conform to the requirements in the City’s Continuity of Operations Plan (COOP) and we will provide maximum contingency support using existing resources. We understand activation could be seven days per week, as required by the City and we may be required to assist, at the request of the Fleet Manager, in the operational readiness of equipment in the event of an emergency declared by the City. Upon notification of an emergency situation, we are capable of providing support in the form of vehicle maintenance, up to 24 hours per day with two 12-hour shift operations, throughout the duration of the event or as otherwise determined by the City’s designated representative. Our General Manager will represent the Garage Operations as King George’s Emergency Representative, where he will receive directions from the City’s designee. In addition to providing “all-hands” support should the shop be called to contingency services, we designate a trained and qualified technician on a rotational basis to ensure we provide 24/7 coverage for call out situations, or other emergent response which does not require mobilization of the entire shop. By identifying designated technicians for these situations, we ensure that at least one of our technicians is always available on-call to respond to unforeseen situations. King George will invoice all labor (overtime) incurred during an emergency separately from the annual maintenance and service budget; however, any parts replaced during an emergency will be included in the Target budgeted costs. King George coordinates with the City in determining priorities to resolve conflicting requirements which may be brought about by the activation or exercise of multiple Emergency or Contingency Plans.

Our Contingency Plan identifies procedures to be used by local and corporate managers to ensure a qualified workforce is available during emergencies and natural disasters and that work is accomplished to meet contract specifications during an emergency. During the course of the contract, King George personnel will attend training events, exercises, and drills to test the effectiveness of our Plan. We continue to review our plan and adjust as new guidance is published or as conditions change. In support of emergency coverage, we accomplish the following:

- Maintain a directory that includes work location, home/cell/‘other’ numbers, email, and home address
- Prepare a ‘calling tree’ by functional department to supplement the directory
- Update critical employee personal data and verify/track employee sick/vacation days taken
- Consider curtailment of normal activity and the transition of field/service labor forces to other activities requested by clients
- Conduct coordinating discussions with localized workforce, labor unions, etc.
- Liaise with various supply chains to secure necessary materials during the pandemic period

- Identify how supplies will be obtained, stored, and issued.
- Ensure our on-call EVT is activated for any required front line and fire apparatus high priority maintenance and repairs service calls to minimize downtime of that critical equipment

Waste Management. King George will dispose all waste materials in accordance with City, County, State and Federal laws and regulations, at our expense. We will train all employees in working with and handling hazardous materials, as detailed in **Section 4.1.1.7 Environmental Impact Reduction**, and will obtain all necessary permits for storage, handling, and disposing of waste materials and keep on file for audit purposes and readily available for review by the City. Concerning wastes generated in the performance of this contract, our Environmental Control Plan includes, but is not limited to, the following disposal policies:

- Tire Disposal – King George will render tires non-usable prior to disposal and will dispose of all used tires in accordance with Local, State, and Federal Regulations. Tires will be disposed of at least monthly or more frequently as required to eliminate unsightly storage areas.
- Battery Disposal – King George will enter into a contract with our local battery supplier to purchase batteries on an exchange basis in order to eliminate the storage of unserviceable batteries. Used battery cores will be stored in a well-ventilated area and protected from spills and leaks.
- Waste Oils – King George will collect used oils for licensed disposal. An approved oil tank will be used for storing the used oil in the work area. In addition, we will dispose of all fluids, oils, and/or other liquids that have collected in the vehicle lift pits and skimmers at the garage facility. Used oil filters will be drained for 24 hours, and then crushed. We will contract with a local company, licensed in waste disposal, to remove spent filters regularly and provide proper legal disposal.
- Parts Cleaning Solvents – Only approved cleaning basins with solvent collection and spill guards will be used for parts cleaning in the shops. Cleaning solvents shall be replaced only by an EPA-licensed company specialized in providing this service.
- Air Conditioner Freon Recovery System – As required by the Stratospheric Ozone Protection Law and the Clean Air Act Amendment of 1990, Public Law 101-549, King George will use an approved Freon Recovery and Recycling System when repairing and servicing air conditioning units.
- Waste Coolant – Used antifreeze, if not collected and reprocessed in the shops by recycling machines, will be placed in a 55-gallon drum with markings to identify the product. Funnels, preferably screw-on type with locking cap, will be used to prevent spills. King George will contract with a licensed local firm to pick up such waste.
- Brake Linings – At all times, the applicable Federal, State and Local Regulations regarding asbestos control/exposures/health protection will be observed for worker safety. Used brake linings will be neutralized by sealing them in plastic bags or placing them in a box prior to disposal.

Fuel Station Management. King George will coordinate repairs at the City of Fort Lauderdale's five refueling sites to assure an un-interrupted flow of fuel transaction data to the fuel management system. This work will be performed as a Targeted budget item. If there is a problem with the system at one of these sites, we will notify Fleet Services of the estimated technician response time within two hours of the time the problem is reported.

We will be responsible for data collection and record keeping and for collecting, analyzing, and reporting fuel and related information as required by the City and according to EPA and State regulations. We will be present during fuel deliveries to record and verify the amount of fuel delivered, observe the delivery process, report any problems, and inject fuel additives, stabilizers, etc. (purchased by the City) into the fuel tanks as directed.

We will conduct a visual inspection on all fuel site locations according to City procedures. We will conduct and log visual inspections of the fuel storage areas as required by City procedures. Daily, we will verify the amount of water in the storage tanks at all sites. When the water level exceeds two inches in depth, we will notify the City in accordance with the City's Standard Operating Procedures, and we will manage the

removal and disposal of the water in accordance with all EPA and state regulations and procedures as a non-target service.

King George will monitor inventory levels to identify potential leaks and identify when fuel needs to be re-ordered so predetermined minimum stocking levels are not violated. We understand that fuel will be purchased after we notify the City that a delivery is required. We will have personnel on call 24 hours a day, 7 days a week to respond to fuel system problems within 30 minutes of notification by the City. We will notify the City immediately should we identify any problems, including actual or suspected spills, during our site visual inspections; with written notification following within one hour. King George will coordinate appropriate notifications with the City. We mitigate potential emergencies prior to hurricane season by testing the fuel trucks and filling the tanks with fuel. King George will ensure that we have a minimum of three personnel licensed to drive the City's fuel delivery trucks, and that they are trained in their operation, to replenish the fuel in the tanks, and to dispense fuel.

Car Wash and Vacuum Station Management. King George will not be responsible for performing maintenance at the automated car wash unit, but we will administer agreements with City subcontractors to maintain, monitor, and repair the automated car wash. We will supply car wash products, clean the area of trash and debris daily, and invoice the City for these services as non-target costs. Bi-weekly, we will also pressure wash the walls and floor within the enclosure of the car wash and brush clean the car wash as a targeted service.

Additional (Targeted) Operating Services. In addition to the target services identified above, under the target portion of this contract, King George will dispose of vehicles not disposed of through the auction process; perform make-ready service on seasonal and emergency response equipment; assist the City in authorized operator training; participate in test programs sponsored by approved equipment or parts manufacturers as directed by the City; provide or secure locksmith services; participate in Alternative Fuel Vehicle (AFV) and fuel consumption and emissions product testing as directed by the City; and perform repairs to worn vehicle interiors such as tattered/ripped seats, cracked dashboards, worn door panels, etc. King George will also staff an on-call technician to respond to heavy duty, transportation trams, and law enforcement vehicle service calls under the targeted cost (according to the on-call hourly rate estimated for the total annual hours provided in RFP paragraph 3.21.9.2.1) with actual hours worked for each call charged to the City in accordance with RFP paragraph 3.21.9.2.

Additional (Non-Targeted) Operating Services. King George is prepared to accept any additional non-target work that the City may require. We are ready to accept any authorized written task order and quickly provide a proposal for the work with an itemized quote including direct labor, parts, subcontract costs, and materials. We will use our proposed labor rates and parts costs to offer the City the most cost-efficient option for the work required. If accepted by the City within 10 days (longer period may be required for work over \$100,000 that requires City Commission approval), this additional work will be performed within the agreed schedule. Labor will not be invoiced as Non-Target if this work is performed during normal hours.

Accident and Vandalism Repairs. The General Manager will coordinate closely with the City Risk Management Claims Adjuster to obtain repair estimates, transport vehicles to/from the garage for repairs, coordinate any property damage claims, and ensure timely, first-rate repairs. Whenever possible, King George bids to perform these repairs internally. In addition to our bid, we provide a minimum of two additional competitive bids to the Contract Coordinator. As the City's One-Stop Shop, we can ensure our customers of the most cost-effective and timely repairs possible, while maintaining the tightest control over completion schedules. The only situation where we prefer not to provide a bid is if the scope of repairs would require a commitment of manpower which would negatively impact other fleet services provided to the City. While accident repairs are important, King George does not sacrifice either the quality or the timeliness of our contract responsibilities by over-committing our staff. After the Contract Coordinator has determined who will perform the work, King George will monitor the work and will either accept or reject the completed repairs.

In the event the accident was caused by a City employee, King George prepares an Accident Repair Report detailing the damage to the vehicle, the estimated cost of repairs, and the estimated downtime to affect these repairs. Using this information, the Contract Coordinator will evaluate each case on its own merits and will direct a unique course of action specific to each damaged vehicle or piece of equipment. The determination may be to repair the vehicle or equipment as non-target under this contract, contract out the work to an outside repair shop, or to salvage the vehicle. Windshield damage will be repaired if the damage is a minor “ding” that does not obstruct the vehicle operator’s view, otherwise the windshield will be replaced, and any electronics contained in the windshield will be calibrated before bringing the vehicle back into service.

Outside Repairs. King George shall be responsible for managing all Outside Repairs that cannot be performed economically in-house. King George will be responsible for continual review of the need for specific subcontractors/vendors. As a fellow small business, we understand the importance of small businesses and minority/woman-owned businesses, and the role they play in the growth of the community. When seeking subcontractors and vendors, we will aggressively pursue subcontracting to local Fort Lauderdale minority and woman-owned businesses. Supporting competitively priced and high-quality minority and woman-owned business accomplishes more than simply meeting a goal, it strengthens the community and broadens the local potential subcontractor base.

We will manage all repairs to City Vehicles performed by outside vendors, including scheduling, delivery of vehicles, inspection of work, and payment of invoices. Our commitment to excellence will extend to the selection of outside service vendors to support this contract. We will select only businesses with a proven ability to perform quality work at fair prices and meet the contract’s demanding time schedules. We recognize that work subcontracted to third-party vendors remains King George’s responsibility. When work is to be accomplished through outside services, the vehicles will be inspected prior to delivery to the service provider, and a Work Order initiated in the same manner as work performed in the shops. Each Work Order will provide specific details on the work to be performed, material to be provided, and delivery schedule, so there will be no miscommunication.

The completed repairs will be inspected when the vehicle is returned after road testing, then it is released to the user. Any evidence of substandard performance will be reported and documented by our Quality Assurance Program. All jobs sent out to vendors will be closely monitored to ensure that the use of Outside Repair Shops versus “In-House” work remains justified.

Scheduling Services to Minimize Disruption to the Conduct of City Business

In addition to the above-mentioned processes, we will make every attempt to schedule PM services to minimize disruption to the fleet or the City’s services. We will utilize the Second Shift for scheduling as much additional work as possible. When it is not possible to complete work during vehicle non-use hours, all jobs are prioritized to get critical vehicles back in service without delay.

King George provides ample resources for adjusting to planned and unplanned work. Our skilled staff has experience adjusting work capacity efficiently, managing daily Target services with an awareness for unscheduled Non-Target workload. Because work schedules are available in real-time in our FMIS, we can adjust technician schedules and re-assign resources to meet work requirements within the required timeframes. These updates are input directly as work is completed so that the General Manager has instant visibility to available resources. This use of real-time technology and integrated work scheduling allows flexibility at the laborer level without impacting monthly or long-term schedules or deliverables. The General Manager reviews schedule adjustments and evaluates their impact on other work. They also identify fluctuations, determine the cause, and recommend solutions such as workforce reallocation and scheduling. Our General Manager will discuss workload changes and strategies for making adjustments with the involved stakeholders based on the analysis. With the City’s approval, King George can adjust work requirements temporarily to account for workload surges. This method works well for smoothing out workload requirements and is a cost-effective strategy.

Work Controls and Establishing Priorities Among Competing Demands

King George provides efficient methods for monitoring, controlling, and scheduling work assignments, including adjusting to unplanned work. Workforce direction and control are accomplished by our General Manager, Operations Manager, and Second/Saturday Shift Foremen by coordinating with the Admin Office, who use the FMIS to track, schedule, and document fleet maintenance and repair activities. The goal of effective work control is to attain maximum utilization of existing resources and minimize peaks and valleys. This includes integrating Non-Target work without impacting ongoing work or creating backlog. We use a skilled staff with experience managing daily Target services with an awareness for unscheduled Non-Target workload. We leverage real-time work schedules in the FMIS to adjust technician schedules and re-assign resources to meet work requirements within the required timeframes. The General Manager and the City have full visibility into available resources and work adjustments based on any fluctuations and workforce allocation. King George management coordinates with the City to smooth out workload requirements temporarily to account for surges. The General Manager oversees resource allocation and mitigates potential issues through status meetings, management reports provided by the automated systems, personal observation, customer feedback, and other contract input such as trends in vehicle or equipment performance. In compiling our reports, the City is provided with a repository of verified data traceable to each Scope of Work item and performance standard. As corporate resources are readily available to the site, the General Manager can easily hold meetings with any of the corporate management staff to highlight issues and discuss resolution. We discuss performance metrics such as responsiveness, number of work orders, and status of outstanding work. This meeting is also used to address program-wide changes or initiatives. The goal of these meetings is to also identify risk and to reduce as much as possible those with high severity and or probability.

Our scheduling and task implementation processes include procedures to minimize impacts to the City's performance. As work is performed, we leverage the real-time capabilities of the FMIS for administrative and performance tracking purposes. The City Fleet Manager has full visibility into our performance as assessed to the established standard and can readily verify that we have met performance. On other current contracts, we have even been able to configure reports to show where we have performed above expectation at no extra cost to the customer. In compiling our reports, the City is provided with a repository of verified data traceable to each Scope of Work item and performance standard. This allows forecasting of new requirements and adjustment to performance to meet contingency requirements. Based on the reprioritization, King George can revise job plans and reallocate resources within cost and performance guidelines. We use a combination of reports, teleconference, and on-site visits to address issues. Issues may include quality control indicators of nonconforming products or services, customer complaints, or negative trends in vehicle or equipment performance. Issues can also include changes, modifications, and preparation for fluctuations or emergency conditions.

By using paperless technology initiatives and computerized systems (Collective Data, our own metrics dashboard, and our Incident Management System for QC metrics and automatic emails to City Departments for PM appointment no-shows), King George streamlines the work control process while conserving resources. Reports can be generated faster and more accurately, allowing the General Manager to make timely proactive decisions, while easily tracking PM schedules, work orders, detailed maintenance histories, tire logs, accidents/claims/warranties/recalls, and monitor/manage labor, invoicing, and inventory. This heightens security by eliminating harder to track paper documents and eases scheduling through efficient, timely reports on all aspects of the contract.

Tracking Accomplished Work

We use the FMIS to provide management visibility into work performance and resources used by specific tasks. Through the Collective Data FMIS, we track all Work Orders, which includes all time, materials, and subcontract services performed on the vehicle to include vehicle ID, department, mileage, time/date of service, operator's comments and signature as well as any mechanic's notes recorded during the PM/repair process. This creates a vehicle historical record, which can be used to support estimates for fluctuations and surges. We also use the FMIS for inventory management and procurement.

As work is completed at the shops, we collect specific key performance indicators. The comprehensiveness of our metrics collection system allows us to isolate performance data at the lowest possible level. These metrics allow us to compare performance internally as well as with contract standards. The metrics we collect provide an early indicator of negative trends in performance; allowing corrective actions to be taken before mission support or customer satisfaction are affected. In addition to technical performance measures, we include safety, quality, and environmental performance in dashboard assessments. The General Manager shares these metrics with the City in regular meetings and displays them in visible areas.

Prospects for and Improvement of Fleet Management

King George strives to be a proactive partner with our customers, and we continually look for process improvements to improve efficiency/optimization and make recommendations to the City. Fleet management includes complete coordination that covers every stage of the vehicle's lifecycle (from purchase to usage and maintenance to retirement). Our aim is to reduce operational costs, mitigate risks, ensure reliability and safety, and improve efficiency. King George will use a five-step approach for the future of the fleet:

- **1) Operator Refresher Training** – We support refresher training for vehicles and how equipment should be operated in the field. This course can be used as initial training for new emergency vehicle drivers to learn strategies to safely operate vehicles in emergency and non-emergency situations or as refresher course to promote critical thinking during high-pressure driving situations for experienced drivers. Students learn safe driving practices, defensive driving principles, responsibilities of an emergency vehicle driver, how to safely operate vehicles during emergent responses, and difficulties of driving apparatus. Refresher training helps ensure safe operational practices and raises overall fleet efficiency.
- **2) Right Equipment for the Right Job** – Our experienced fleet personnel analyze how the fleet is being used in the field. We can make recommendations to the City based on this analysis to assist in choosing a vehicle that is appropriate for its intended use. We focus on size, style and carrying capacity – what types and amounts of supplies, products, or equipment will your vehicle carry? For example, is a large truck being used when it's unnecessary for the intended work? Using a sedan in this case can help conserve fuel and cost to the City. King George also looks at routing, roads, and terrains – will the vehicle be used in an urban stop-and-go environment, or will it cover long distances on highways between stops? For example, if the vehicle is to be used in an off-road setting, such as a construction site, a 4WD or AWD may be necessary – but if it's for everyday urban use, a more compact vehicle may be preferable. We embrace the opportunity to get firsthand experience from the people who will actually operate the vehicles. We have discussions with user departments and actual operators of vehicles about how they will use vehicles to perform their jobs and get their honest opinions about how different vehicles could live up to the tasks they need to perform.
- **3) Utilization Rates** – We use the FMIS to better understand fleet-related information and learn what vehicles work best for the City's operations and why. King George performs a real examination with a practical approach to determine what vehicles/equipment may be under-utilized or over-utilized in an effort to balance the fleet. For instance, is a vehicle parked for an excessive number of hours a month? If so, why? Analyzing fleet utilization and making recommendations to the City can assist the City in increasing revenue potential with fewer resources and right-size its fleet. A knowledge of optimum vehicle utilization also helps predict and prepare for maintenance related issues.
- **4) Replacement/Life Cycle Analysis** – Our fleet management experts use real-world fleet maintenance data gathered through the FMIS to form a realistic life cycle strategy. We gather data on each asset, analyze the data, then determine an ideal vehicle life cycle strategy, based on a clear and unique value proposition. Without detailed data analysis, our customers risk overspending on maintenance or running the fleet into the ground before investing in replacements. Our in-depth records of vehicle history can help plan more strategically for a vehicle's life cycle and save the City money over time. Our life cycle analysis and recommendations can also be important in helping user departments maintain morale. With a strong vehicle life cycle program in place, even if they don't always have the newest vehicle in the

fleet, the users operating these vehicles on a daily basis can feel confident that you're willing to invest enough in them to make sure they have reliable equipment.

- **5) Specifications of the Fleet** – All of the previously listed approaches lead to this opportunity for improvement. King George blends all of the approaches together to assist the City in developing specifications and ordering of the right fleet replacements. We use our analysis recommendations to assist the City in ensuring user departments are always provided the most appropriate vehicles for their job roles and support streamlined maintenance programs, technician training, and parts inventories. Just as much as our specification analysis can help alleviate over-specification, it can also prevent under-specification, i.e., purchasing a Ford Ranger when an F-150 may be more appropriate for the intended use. Such spec list factors as selecting proper engine types and fuel types are increasingly important as fuel spend can be a huge budget concern for the City.

To take fleet specification even further, King George can make recommendations for cost-saving, sustainable options such as Alternative Fuel Vehicles (AFVs) and other safety initiatives. Reducing accident costs is a high priority for municipal fleets, and it may be worth considering vehicle technologies that are designed to enhance safety and mitigate the potential for accidents or equipment damage. One such device to consider is the Onspot onboard automatic snow chain system that is ready at the press of a button and can prevent a driver from getting into a situation where they become stuck or damage equipment to maneuver the vehicle to get traction (the system is often less of an expense than one tow bill or any replacement of major drive line components). King George can make suggestions to obtain AFVs that will both reduce emissions and operate at a low total cost of ownership. While AFVs require a higher upfront investment, the use of electricity, propane, and natural gas all have desirable benefits, including less reliance on foreign petroleum, reduced fuel costs, reduced maintenance costs, and contributions to local air quality improvement. Return-on-investment of an AFV deployment is dependent on fuel and maintenance savings, both of which are proportional to the mileage driven by the vehicle. Therefore, it is important to establish minimum vehicle utilization standards to avoid purchasing unnecessary vehicles and increase the miles per vehicle, maximizing the benefits that can be obtained by investing in AFVs. King George's analysis can help the City with determining if AFVs or similar initiatives are practical and beneficial. By using data on the times at which vehicles are needed and the functions they must perform, the City can develop a fleet right-sizing strategy. Consolidating miles onto a lesser number of new vehicles is a good way to reduce costs, streamline the fleet, and improve the AFV deployment economics.

If the City decides to proceed with this method in the future, King George will ensure our internal technical staff and key personnel are trained to perform diagnostics, maintenance, and repairs. Specific arrangements are made to ensure training for technicians that will be responsible for each type of AFV in use. Along with OEM training, we use in-depth courses offered through both private AFV education organizations and the National Alternative Fuels Training Consortium (NAFTC). Over time, the trained and experienced fleet technicians will be positioned to train and mentor others, enabling the fleet to scale up in capabilities to provide needed service and stay up to date on future technologies. In addition to training drivers and maintenance technicians, it is a common best practice to prepare emergency responder (fire, police, EMS) personnel through training programs from NAFTC and the NFPA on the specificities of the new technologies. This step will ensure proper handling of vehicles during first responder scenarios.

King George is dedicated to collaborating with the City to focus on future technologies and initiatives throughout the life of the contract while finding ways to enhance the efficiency of the fleet. We have veteran corporate fleet maintenance and management experts, committed site key personnel that understand the needs of the City, established advance scheduling procedures and data analysis methods, and capable systems for controlling work, cost, and quality. Those key features guarantee King George Fleet Services LLC as the low-risk solution for the City of Fort Lauderdale to transition to a proven team for the future of the fleet.

4.1 QUALITY ASSURANCE PLAN [RFP 3.4.1]

The General Manager provides regulatory oversight and guidance to our project operations with assistance from the shop leads. The General Manager serves as the Quality Manager and Site Safety and Health Officer (SSHO) and is the primary point of contact for all escalated quality/safety/health issues and promoting safe work practices. The site works closely with our Corporate Director of Quality and Safety to promote company-wide and contract-specific QC and Safety program compliance, training, and auditing. The General Manager has overall responsibility for preparing/enforcing King George's quality program on this contract. The General Manager works directly with the Service Writers and leads to coordinate surveillance, incorporate safety measures into job plans, and provide independent assessment. However, the technicians are the first line of defense as they are responsible for checking their own work.

4.1.1 METHODS TO ACHIEVE PERFORMANCE OBJECTIVES AND STANDARDS [RFP 3.4.1.1]

Our Commitment to Quality is rivaled only by our commitment to Safety. The focus of King George's Quality Assurance Program is the systematic, continuous improvement in all aspects and all levels of our fleet operation—people, methods, materials, and technology. We view our commitment to Quality as a central component of our corporate culture and base these principles on International Organization for Standardization (ISO) 9001:2015 standards. ISO is the world's largest developer of voluntary international standards, and it facilitates the creation of products and services that are safe, reliable, and of good quality, leading to increased productivity while minimizing errors and waste. It is through a daily awareness of and Commitment to Quality that we instill excellence into our work processes. We don't merely find and correct problems; we practice a worksite ethic that prevents them. This motivates our employees to do the job right the first time. We guarantee outstanding customer service and continuous improvement and have the results on numerous contracts that prove we can make it happen.

The King George Quality Culture relies on a system of Quality Assurance (QA) Processes, Quality Control (QC) Inspections, and a system of surveys for the individual customer when work is performed and for the Customer's Management Team to identify how we are doing, and how we may do better. Quality begins at the grass roots level. Our employees are encouraged to spot waste or errors in day-to-day work processes before they become defects or negative trends that may result in inefficiencies and loss. They are most likely to think of practical solutions to seemingly difficult problems. The General Manager uses King George's Incident Management System to document the QC requirements. We also utilize the Collective Data FMIS for QC documentation, as the Service Writer consults with the vehicle user upon service completion and acknowledges the work was performed right as part of the detailed notes of every Work Order. Key to our enforcement of the Performance Standards and Scope of Work requirements is a proactive inspection process that evaluates every functional area, including those performed by subcontractors. **Exhibit 4.1.1-1** shows how our quality process begins with well-defined policies and procedures. The QC/QA Program includes detailed inspection procedures for monitoring all contract services. Inspecting to levels that assure acceptable performance rates, the General Manager, Service Writer, and Leads perform inspections for specific requirements in each functional area.

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

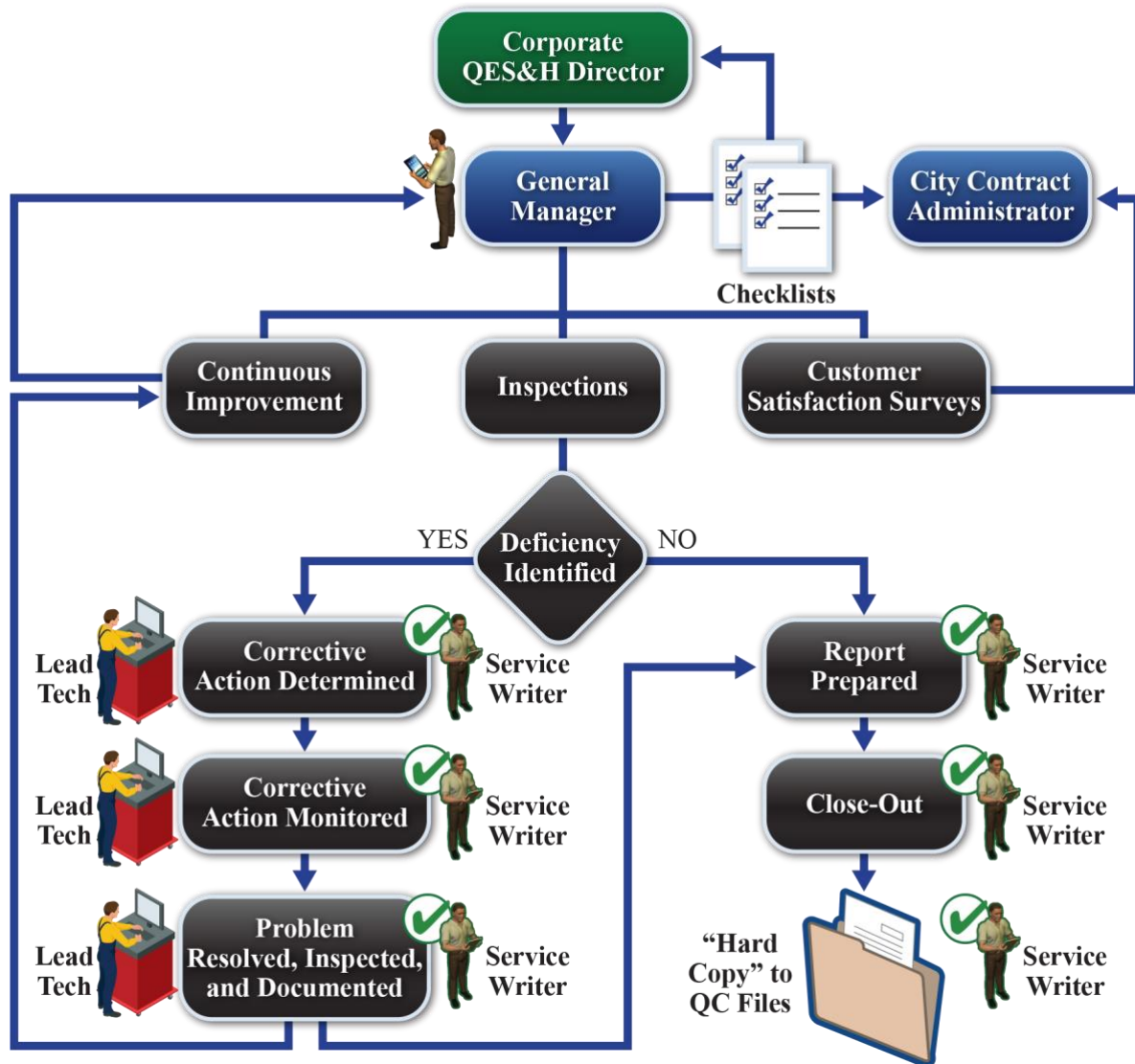


Exhibit 4.1.1-1: Quality Control Process.

QC implements the inspection process designed to evaluate our performance against Scope of Work objectives and standards.

4.1.1.1 Fleet Availability [RFP 3.4.1.1.1]

The ability to measure results is critical to any successful operation. Working in conjunction with the customer and our fleet maintenance operations team will develop missing key performance indicators that are important to our customer as well as our ability to run an effective operation. We deliver these metrics in reports and in dashboard formats where possible. King George will use the FMIS to track downtime by unit, total fleet downtime by class of vehicle, number of units with downtime greater than 5 days, number of units with downtime greater than 10 days, and all downtime calculations will be coded to represent the reasons for the specific downtime. After collecting 6-12 months of downtime data, King George will work closely with the City to develop meaningful performance metrics using this data going forward.

Our General Manager will update the Collective Data FMIS data to display current/monthly performance metrics and mission capable rates. King George personnel will ensure each month that contract rates remain in the “green” for an equal to or greater than 95% for completion of inspection services. Downtime will not exceed 4% for police patrol, fire/EMS, and light duty vehicles, or 8% for bucket trucks, medium and heavy trucks, and primary construction equipment. We understand that vehicles that do not receive inspection

before their calendar due date or before they exceed mileage intervals are considered late and effect our performance standards and performance incentives or penalties. King George's fleet personnel will meet or exceed all turnaround time standards identified in the RFP, and the General Manager will notify the Fleet Coordinator and user departments anytime a vehicle will be out of service for over 48 hours regardless of the turnaround standard for that specific asset.

King George understands and is sensitive to the needs of municipalities with regard to those vehicles which may have limited backup resources and those vehicles whose downtime could have a life safety impact within the community. Emergency Vehicles have both limited backup resources as well as have a potential life safety impact. As such, performance of maintenance and repairs on these equipment and vehicles will be prioritized to be performed in advance of other, less critical maintenance and repairs. By prioritizing properly, we ensure service never falls below the reserve units.

We utilize specialized dashboards and reporting to provide the customer with a quick and concise view of metrics such as fleet availability, PM performed, work order by reasons codes, request class, survey or feedback results, cost data, and our notable Top 10 which provides customers of the Top 10 costly items in various categories that help us, and our customer, make better fleet decisions. **Exhibit 4.1.1.1-1** is an example of this type of excel-based dashboard we provide to a municipal fleet customer. We will develop a similar dashboard for this contract in addition to all contract-required FMIS reporting as a best-value to the City.

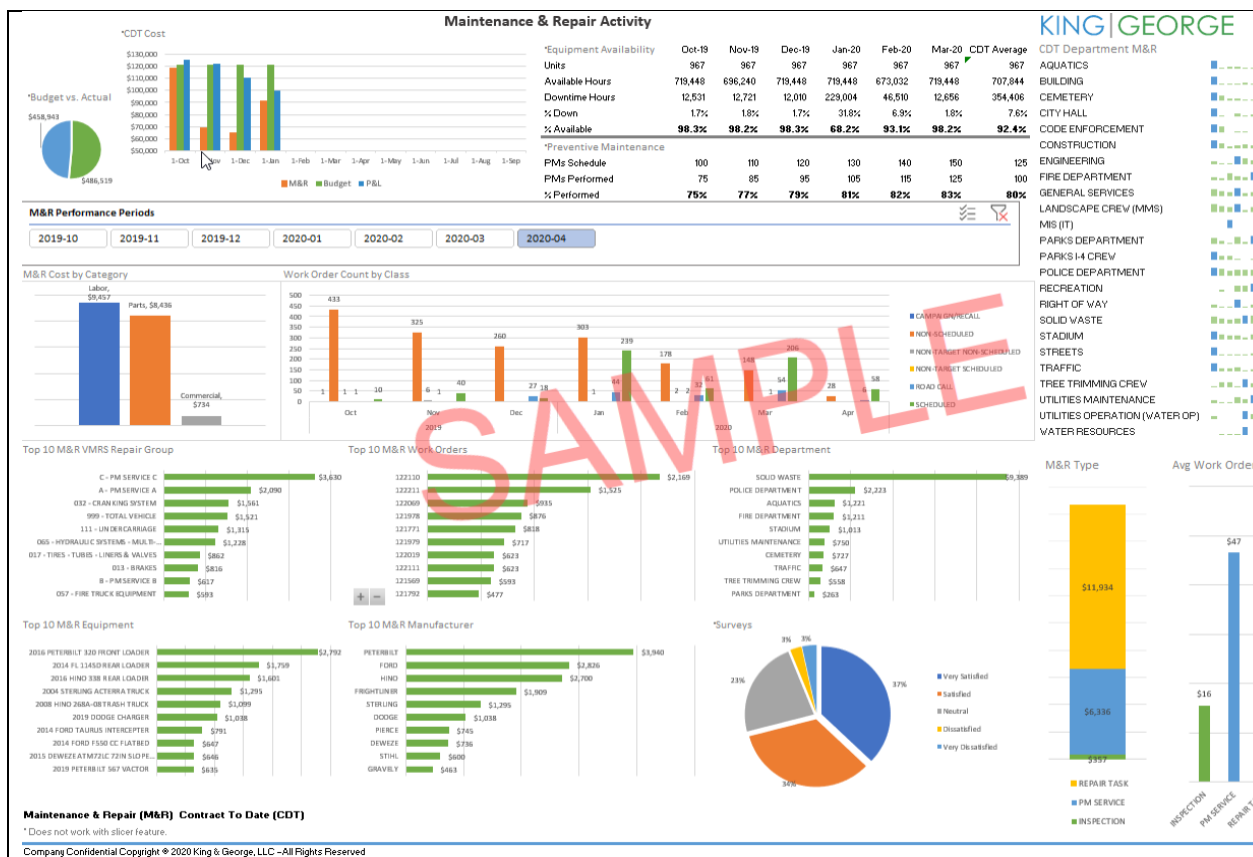


Exhibit 4.1.1.1-1: Fleet Metrics Dashboard.

Our innovative metrics reporting creates project transparency of all fleet maintenance activities for King George management and the customer to easily see operational availability and work order details.

4.1.1.2 PM Performance [RFP 3.4.1.1.2]

Collective Data tracks compliance with the PM Program and can readily produce reports to help evaluate compliance. The General Manager uses Collective Data to build and maintain a PM schedule for every vehicle/piece of equipment in the fleet. The General Manager compiles all the vehicle and equipment maintenance requirements to develop an Annual Work Plan (AWP) that is used to build the Annual Work Schedule (AWS). From the AWS, the General Manager produces monthly schedules with weekly updates to ensure all PM actions are completed on time. With the schedule in place, the Fleet Manager monitors the work in progress to verify Mechanics are meeting the PM timelines.

4.1.1.3 Maintenance/Repair Performance and Reworks [RFP 3.4.1.1.3]

Maintenance and repair performance are tracked using both the above tools, fleet availability, as well as PM Program compliance to develop an overall performance metric. Though our teams are highly skilled, we do not always get it right and we can expect to see an occasional re-work. Any comebacks, reworks, or rechecks are performed on a priority basis, documented, and used as learning opportunity to improve quality and continuously improve the vehicle maintenance program overall. All work will be performed by competent mechanics that possess the necessary skills, knowledge and certifications to accomplish all repairs with a guaranteed workmanship clause, which simply states that we warranty all our work and will re-perform any defective or negligent repairs at no cost to the City. King George Rework will be accomplished within 24 hours after City notification of corrective action.

We will use Collective Data to track and identify multiple repairs for the same deficiency on the same vehicle. Any repairs occurring before the expiration of our guarantee period will not be charged to the City. Specific repairs are guaranteed by King George for the lesser of 12 months/12,000 miles for engine and transmission overhauls and 90 days/4,500 miles for all other work. If a manufacturer's warranty is longer than those stated above, the longer warranty period will be applied for any such repairs. To ensure compliance and complete customer satisfaction, King George recognizes and agrees that the City will not pay any costs associated with reworks including, but not limited to towing fees, cost of actual rework, or cost for liquidated damages and additional penalties. The use of our metrics dashboard and the FMIS ensures we meet the quality standard of no more than a two percent rework ratio across the total fleet each month.

4.1.1.4 Vehicle Safety and Reliability [RFP 3.4.1.1.4]

Quality and safety are at the forefront of our program. We will never return a vehicle to operational availability if it is deemed unsafe to operate for its intended purpose. To ensure an unsafe vehicle is never returned to operations, we implement our lockout-tagout or similar program.

We understand the impact of having vehicles out-of-service and the trickle-down effect this can have on any operations and cost to operations. Though we can always control downtime we take steps to measure the various aspect of the work order process, timeliness of repairs, and what can be done to improve these processes. In addition, as mentioned previously, we look to identify any additional repairs or services that can be performed while the vehicle is already down to further limit future downtime. Equally important to performing maintenance and repair is the ability to know when not to repair or limit the nature and extent of repairs to those which are consistent with the specific vehicle age, mileage, lifecycle, cost-to-repair criteria, or cost-to-replace criteria.

Quality to us is performing any maintenance or repairs correctly the first time; diagnosing and seeking senior technician advice on the cause of the repair request. Our General Manager works in coordination with shop leads and the City to verify the work performed is to acceptable and lasting levels. Every performed repair is verified against the repair request and each repair is tested either through a test drive or other appropriate means.

Performance is measured by determining if any accidents or vehicle failures were brought about by the actions of our technicians. ANY incidences will generate a Deficiency Report (**Exhibit 1.a.5.1-2**) and require further evaluation and corrective actions. This Exhibit is a sample of a Deficiency Report; we intend

to utilize electronic forms as opposed to hard copy upon approval of the City. Failure to stock commonly used parts will also trigger the generation of a Deficiency Report and require further evaluation and corrective actions. Parts availability is best measured by the lead time associated with parts procurement. While not all parts may be stocked, we ensure commonly used parts are stocked as a performance metric.

4.1.1.5 Subcontractor Repair Work Verification to City OEM Standards [RFP 3.4.1.1.5]

We recognize that work subcontracted to third-party vendors remains our responsibility, and King George retains ultimate accountability for the quality and timeliness of all work performed (including labor, materials, and services provided by subcontractor sources). We also ensure that all selected subcontractors possess the same liability insurance coverage that King George will carry for this contract. King George uses a subcontract management process that assures technical and management control over service delivery. We provide clearly defined performance objectives accompanied by a set of milestones that stress what is to be accomplished and when. Subcontractors are fully integrated into the work management process. We will use the FMIS to provide visibility of subcontractor-performed work, including field estimates and status of work in progress. As work is performed, we collect and track labor, material, subcontract, and other direct costs. The General Manager requires variance explanations for each subcontracted summary element of cost, including equivalent headcount when actual labor and/or cost deviates from the estimate. Management monitors follow-on action to ensure costs remain within budgeted parameters. All jobs sent out to vendors will be closely monitored to ensure that the use of Outside Repair Shops versus "In-House" work remains justified.

Date:

DEFICIENCY REPORT		
To: General Manager		Area of Inspection: _____
From: _____		Employee/Vehicle/W.O. #: _____
Deficiency Description:		
Immediate Fix Possible? <input type="checkbox"/> Yes <input type="checkbox"/> No Recommendation/Fix Performed:		
Follow-Up Action:		
Date Scheduled:	Date Accomplished:	Accomplished By:

Exhibit 1.a.5.1-2: Deficiency Report.

As part of our subcontractor agreement process, we flow-down King George quality and safety standards and ensure each subcontractor is fully aware of our expectations. We require our subcontractors to comply/support the QC and Safety programs. The General Manager monitors subcontractor performance for compliance. We perform surveillance to ensure any substandard performance is detected and documented by our Quality Assurance Program as early as possible and does not impact performance standards. When work is to be accomplished through outside services, the vehicles are inspected prior to delivery to the service provider, and a Work Order initiated in the same manner as work performed in our shop. Each Work Order will provide specific details on the work to be performed, material to be provided, and delivery schedule, so there will be no miscommunication. The completed repairs are inspected when the vehicle is returned after road testing, then it is released to the user. If an issue involves subcontractor performance, we use a combination of corporate oversight and on-site visits. We expect our subcontractors to provide consistent services that fully meet the specifications of this contract. If there is an indication of non-compliance, our General Manager will meet with the subcontractor to identify the issue and corrective action plan. If necessary, the General Manager may initiate action to replace the subcontractor or supplier.

4.1.1.6 Maintaining Quality Workmanship and High Level of Customer Service [RFP 3.4.1.1.6]

Our means of involving every employee in quality improvement is a program of recognition and rewards. Through this program, we provide our employees not only with monetary incentives and achievement awards but also the freedom of self-expression to do their job as they know best. This fosters a commitment to excellence on an individual basis. When employees are praised and rewarded for their efforts, their productivity and participation generally increase. With this approach, we are bringing all personnel into the quality system, drawing upon their abilities to solve problems and meet the challenges of change.

As an experienced fleet maintenance contractor, we know that quality and productivity are closely linked and can result in a significant competitive advantage. While quality may not be entirely free, its value far exceeds its cost. For us, it is a by-product of close attention to detail that goes directly to our “bottom line.” Communicating the importance of quality service and customer satisfaction is the primary role of our onsite Management Team as well as our Corporate Support Staff. Their role is to listen, coach, encourage, provide direction, teach, and facilitate the process.

Performance is measured by evaluating a Customer Service Questionnaire (**Exhibit 4.1.1.6-1**) completed at the time of service. These questionnaires provide meaningful feedback from the end-users showing how well we are performing for our customers. This Exhibit is a sample of a Customer Service Questionnaire; we intend to utilize electronic forms as opposed to hard copy upon approval of the City.

4.1.1.7 Environmental Impact Reduction [RFP 3.4.1.1.7]

As a member of the U.S. Green Building Council (USGBC), King George recognizes our responsibility to provide a safe workplace and to ensure that all of our operations adhere to the continuing control of pollutants and other environmental protection measures of concern for the fleet. In this respect, King George is responsible for mitigating the adverse impacts of the project on the environment, embracing Leadership in Energy and Environmental Design (LEED) principles, EPA Environmental Regulations, Alternative Fuels, and the support of all Federal, State, and Local initiatives, laws, and regulations. Given the importance that we place on this aspect of contract management, King George has developed a written Hazardous Substances Awareness Program to comply with the requirements of the Federal OSHA Standard 29 CFR 1910.1200(e). This program includes guidelines on the identification of chemical hazards and the preparation and proper use of container labels, placards, and other types of warning devices.

Our General Manager, with assistance from Corporate Staff, will ensure that training and information necessary for safe use, handling, and storage of hazardous chemicals is provided to all employees. Our program includes continual training/certification and contingency plans to mitigate performance risks and update personnel training; environmental compliance; procurement, handling, storage, and disposal activities; documentation, including Safety Data Sheets (SDS), permits, and records; inspections; notifications; use of alternative fuels whenever possible; and managing solid waste.



SERVICE QUESTIONNAIRE

PLEASE TELL US ABOUT THE SERVICE YOU RECEIVED!

Whether our service was satisfactory or unsatisfactory we would like to know about it. Please take time to fill out this questionnaire and return it to our General Manager. We appreciate your comments.

	Yes	No
Was the vehicle ready when promised?	<input type="checkbox"/>	<input type="checkbox"/>
Was the vehicle returned in the same state of cleanliness	<input type="checkbox"/>	<input type="checkbox"/>
As when you entered our facility?	<input type="checkbox"/>	<input type="checkbox"/>
Were you handled courteously by shop personnel?	<input type="checkbox"/>	<input type="checkbox"/>
Were all requested repairs/services performed?	<input type="checkbox"/>	<input type="checkbox"/>

Exceptions: _____

Did you report all deficiencies to maintenance?	<input type="checkbox"/>	<input type="checkbox"/>
Was this repair a rework of a previous repair?	<input type="checkbox"/>	<input type="checkbox"/>

Please rate the quality of service which you received:

☐ Excellent ☐ Good ☐ Average ☐ Poor

Comments: _____

Suggestions: _____

Name: _____

Department: _____

Date _____

DO NOT WRITE BELOW THIS LINE

Date/Time: _____	Garage _____
RE: Repair Order #: _____	
Vehicle Check By: _____	
Vehicle #: _____	

Exhibit 4.1.1.6-1: Service Questionnaire.

All the necessary steps to prevent and to provide for the abatement and control of any environmental pollution regarding soil, water, air, and noise pollution which might arise or be expected to arise out of the maintenance activities required to perform the work under this contract will be performed in accordance with applicable federal, state, and local laws and regulations. King George personnel will initiate our spill response contingency plan and notify the City Fleet Manager for spill or release of any hazardous or

petroleum waste substance in the environment. Our written Hazardous Substances Awareness Program Handbook/Hazard Communication Program will be in the General Manager's office and made available to every King George employee.

As detailed previously in **Section 3.2**, King George has a firm commitment to green procurement and energy savings. Our membership in the USGBC assures a commitment to meet environmental preference "Green" procurement policies as specified in Executive Orders (EO)s, EPA Guidance, and contractual requirements. Through our Affirmative Procurement Program, we actively pursue environmental stewardship by carefully selecting and using Environmentally Preferred and "Green Seal" approved products that contain post-consumer recycled content and are of low toxicity or non-toxic.

Our purchasing guidelines and policies meet the EPA's direction to purchase environmentally preferred products. We purchase products made of recycled materials per EO 13693 Planning for Federal Sustainability in the Next Decade. We also follow the EPA Comprehensive Procurement Guideline Product Index and 40 CFR 247, Comprehensive Procurement Guideline for Products Containing Recover Materials. We do not procure or permit the use of products dispensed from aerosol cans containing the ozone-depleting substance chlorofluorocarbons (CFCs). We currently procure green products on other similar contracts. Our technicians are NOT allowed to use products not contained on our Authorized Use List (AUL). Our personnel are trained on the proper use and storage of all chemical containers and how to recognize potentially hazardous situations. King George's General Manager will work with the Corporate QES&H Director to provide the following:

- Manage and provide oversight to ensure environmental compliance, conservation, and pollution prevention programs are effectively and efficiently executed
- Provide environmental compliance management for all program service areas, including the provision of permits, plans, and policy actions
- Inspect and document inspections for all activities to ensure environmental compliance
- Provide emergency response support, including managing the identification, development, management, and exercising of the environmental component of the emergency response plans.

4.1.1.8 Cost Reduction Initiatives [RFP 3.4.1.1.8]

Costs are tracked through the Collective Data FMIS. Using this data, we have relatively quick feedback to evaluate if Cost Reduction Initiatives are effective. King George has experience working with City administration on similar contracts to proactively control costs. We partner with the City on those contracts and will collaborate in the same manner with the City of Fort Lauderdale, to identify pending costs, categorize which are discretionary in nature, and recommend to the City creative solutions to complex fleet challenges. We use a computerized financial management system to track labor, material, and other costs. This allows our managers to monitor budgets, estimates, and actuals related to the contract and provides full auditability for invoicing. King George's corporate finance resources and the on-site Admin Office perform cost tracking and analysis functions continuously. Results of this analysis are presented to the General Manager, who assigns actions to rectify any variances within our control or coordinate with the customer if circumstances suggest that City action is required. We provide assessments and cause-and-effect explanations for these variances along with recovery recommendations. With our technology integration, we can track material, labor, and associated costs to the work order level. This includes cost/schedule performance for each subcontractor traceable to the scope of work. We also track time phased hours, costs, and fees from the initial contract value to current contract value and from the current contract value to the subcontractor estimate. The General Manager requires variance explanations for each subcontracted summary element of cost, including equivalent headcount when monthly actual labor and/or cost deviates from the estimate.

4.1.1.9 User Feedback [RFP 3.4.1.1.8]

Our QA system is designed to provide feedback to the City based on customer contact, investigation of derogatory comments, rebuttal to derogatory comments, or corrective action(s). Collected and graded

surveys will be made available to the City Contract Coordinator as part of the City's performance evaluation process. We learn how we are doing by listening and paying close attention to the customer. King George solicits customer feedback through satisfaction surveys and customer feedback – both formal and informal. We manage a customer feedback program that solicits candid communication and provides for 100% follow up to all customer complaints. The survey results are one of the benchmarks against which we measure performance. We will issue a survey of individual vehicle operator satisfaction each time a vehicle has been serviced. King George will also conduct an annual customer satisfaction survey of designated representatives of from each user department. Data collected from these surveys (both on a monthly and an annual basis) will be provided to the City for review.

Exhibit 4.1.1.6-1, Service Questionnaire, shown previously in **Section 4.1.1.6**, is a representative sample of the documentation we leave with each customer after completing the service or repair. These surveys yield excellent feedback to improve our Quality Assurance Program, performance, inspection process, identify areas for immediate corrective action, and foster customer relations and partnerships. Every customer response is reviewed, and we immediately reply to each customer concern. Corrective action remedies may include one or more of the following:

- Additional employee training
- Procedural changes
- Improved work techniques
- Equipment changes
- Change of time or location where function is performed
- Personnel or responsibility assignment changes
- Disciplinary action

The General Manager is also prepared to meet with City officials and/or individual users related to service issues at any time as requested.

4.1.2 WORKSITE ETHIC [RFP 3.4.1.2]

Final responsibility for quality performance rests with the Project General Manager, but this is a responsibility shared by all onsite King George personnel. All employees are made acutely aware of the importance of quality performance and of their personal responsibility, not just to meet performance standards, but to exceed them. It is by doing a job right the first time that quality is most effective, not by rejecting work at the end of the line. The most effective means of quality control is to encourage participation in quality analysis and correction at the lowest organization level. The following are specific responsibilities and duties, which are assigned to each respective level of management:

- Corporate QES&H Director:
 - Establishes QC policies to ensure products and services conform to contractual requirements and require adherence to and conformance with these policies
 - Aware of contract performance status and participate in corrective actions
- General Manager:
 - Ensures compliance with policies established by the RFP and performance objectives and standards
 - Provides policy guidance to the management/supervisory team in the administration of the Quality Assurance Program
 - Ensures effective and timely corrective actions with minimum recurrence of problems through follow-up surveillance
 - Directs hazardous waste management activities in the maintenance shops
 - Ensures compliance with all applicable Federal, State, and local requirements, certifications, laws, and ordinances
 - Ensures compliance with all environmental and safety requirements in all contract areas
 - Routinely informs superiors of program support status, technical performance, and potential problem areas

- Maintains copies of material Safety Data Sheets (SDS) for ready access by all employees
- Ensures compliance with, and active participation in the QA/QC plan by all personnel, including any subcontractors/vendors
- Develops/inspects contract standards and conducts contract-wide trend analyses of inspection results
- Investigates and recommends corrective actions in response to any customer complaint or inquiry
- Monitors the distribution of written inspection criteria and contract standards
- Ensures all personnel are trained/qualified in the performance of inspections
- Maintains comprehensive records of all inspections
- Takes actions, as necessary, to correct deficiencies, when discovered, with assistance from appropriate lead personnel
- Completes reports and inventories on the purchase, quantities and disposal of all chemicals and materials for hazardous and ozone depleting chemicals.
- Lead Personnel/Service Writer
 - Perform self-inspections and safety surveillance of their areas
 - Complete and submit required reports to the General Manager
 - Take immediate action, within authority, to correct deficiencies noted by self-inspections, the General Manager, or City Contract Coordinator
 - Promote quality consciousness among all employees under their supervision
 - Implement an effective Hazardous Waste Management Program designed to minimize hazardous waste, reduce the amount of chemicals used in the shop, and ensure proper disposal
 - Ensure all training is documented in the employees' personnel files
 - Ensures the proper clean-up of all spills
 - Prepares guidelines and requirements for the training of personnel in environmental and hazardous waste procedures
 - Ensures effective and timely corrective actions with minimum recurrence of problems through follow-up surveillance
 - Performs scheduled and unscheduled inspections of completed work and work-in-progress
 - Performs inspections on incoming vehicles and equipment to determine required repairs; scheduled maintenance, and deferred maintenance status
 - Performs outgoing inspections on vehicles to ensure all work was performed properly
 - Provides documented assessment of Quality Control activities to the General Manager and the Corporate QES&H Director
 - Directs the storage and turn in of hazardous waste, non-hazardous waste and used lubricants
- On-Site Employees
 - Responsible for their own contribution to the safe, quality performance of their assigned duties
 - Developing innovative and more efficient methods to accomplish their assigned tasks
 - Promoting quality and safety consciousness among their peers
 - Participating in determining the cause of deficiencies and implementing corrective actions

We accomplish our quality control goals through established policies, procedures and standards, training, responsibility assignment, process review and enhancement, and participation in quality problem solving. Line management personnel systematically measure our services against established performance standards.

4.1.3 FORMAL QUALITY CONTROL PROGRAM [RFP 3.4.1.3]

QC is a collaborative effort between the Corporate QES&H Director promoting company-wide and contract-specific initiatives, the General Manager performing site level QC oversight, the Service Writer interacting with vehicle users to ensure work was performed right at service completion, and the technicians serving as the first line of defense as they are responsible for checking their own work and annotating detailed work order notes. The General Manager coordinates the correction of problems with the City and the Corporate Quality Office. As an added level of quality oversight, our Corporate Quality representatives will periodically visit the site to perform internal quality audits.

King George will implement a proactive QC system designed to identify and prevent non-conformance at the earliest stages of work performance. This includes systematic quality inspection and audits of all areas of contract performance. We incorporate goals within the Quality Assurance (QA) Program/QC Plan and makes them the basis for surveillance and inspection. As work is completed and reported, the staff review actual performance metrics to target goals through dashboard reporting programs. These reviews are shared with the City during partnering and performance meetings. We also share these metrics with our employees or subcontractors in regular meetings and display them in visible areas in the shop. The metrics we share relate directly to the performance of a shop, crew, or individual. The comprehensiveness of this metrics collection system allows us to isolate performance data at the lowest possible level, which gives employees meaningful data to gauge performance.

To achieve the best results, we use a continuous improvement process that focuses on customer satisfaction and open communication. King George constantly evaluates the effectiveness of the QA Program/QC Plan, recommends modifications to the operational approach, and tailors inspections to the specific requirements. We utilize a monthly Process Improvements Tracker report that suggests ways to streamline processes, improve service, and drive benefits to the City. Through this, we can align improvement activities at all levels of our organization, achieve performance advantages with superior capabilities, provide a consistent approach to continually enhance performance, and make continuous improvement an objective for every employee in the organization.

4.1.3.1 Inspection and Surveillance of Services

Our inspection system covers all the services contained in the Scope of Work, performance objectives and standards, and industry standards. The General Manager develops checklists and written instructions, where appropriate, to augment our program by attaching a tailored checklist for each inspection requirement based on the Performance Standards. The General Manager incorporates Performance Standards requirements into the tracking database and generates tailored checklists for each inspection. The General Manager ensures that we take appropriate corrective action and resulting changes implemented. The General Manager establishes measurements for each operational area based on the Scope of Work requirements. They will know exactly what is being measured, the source of the information, its reliability, and its intended use. Factors such as labor productivity, material usage and cost, energy use, quantity of work done, quality of work, timeliness of service, and job cost will be included as some of the basic information tracked. Effective control starts and ends with management observation and evaluation and is enhanced by proper organization of activities. We will ensure that our services meet or exceed the performance expectations of the RFP. **Exhibit 4.1.3.1-1** identifies inspection techniques and tools.

Inspection Types

Our program provides for three separate inspection phases. The first allows for systematic surveillance of activities as gauged by quality performance indicators. The second and third phases function to verify the accurate and thorough accomplishment of the first phase and to provide trend analysis, causative analysis, and management review. Specific methods of inspection, their frequencies and supporting documentation are further described in this section. The General Manager develops checklists and written instructions, where appropriate, to augment our program by attaching a tailored checklist for each inspection requirement based on the performance objectives and standards.

Self-Inspection. The first inspection phase is used at the functional level. The self-inspection process permits supervisors, leads, and individual workers to maintain a constant awareness of actual versus expected performance, and to implement corrective procedures. Self-inspection instructions outline procedures, list how often they should be performed, and include checklists for conducting the inspection.

QC Inspection. The second inspection phase of our approach is performed by the General Manager at the site. The primary function will be to validate the self-inspection program. The General Manager conducts scheduled and nonscheduled inspections, as well as audits to verify the elements' self-inspection results. The General Manager also performs trend and causative analysis for the corporate management review.

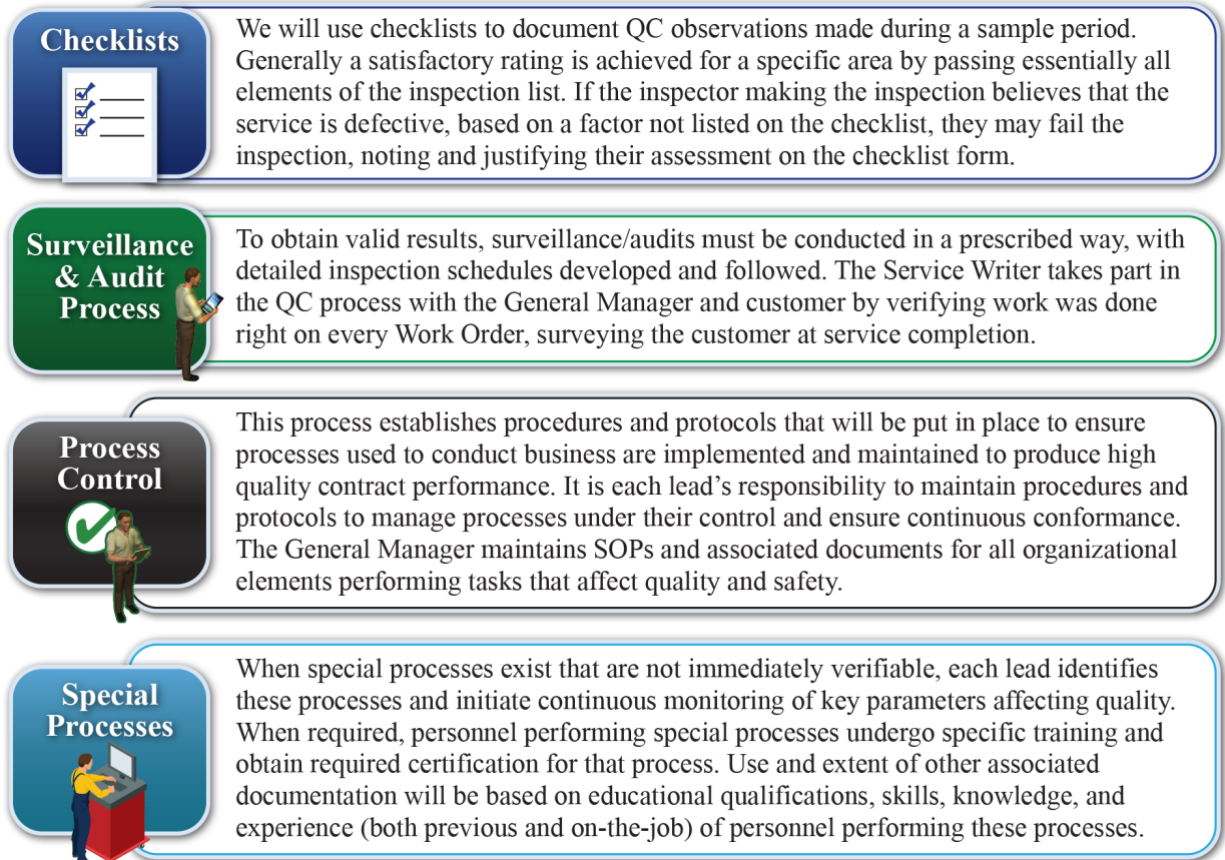


Exhibit 4.1.3.1-1: Inspector Techniques & Tools.

Our inspection program follows specific guidelines to validate our performance on the contract.

Corporate Audits. The third inspection phase involves our corporate management. The Corporate QES&H Director conducts periodic audits of the quality control process at the site location to ensure compliance with the Quality Assurance Program and Contract Performance Standards. These inspections may be scheduled or no-notice inspections. The General Manager maintains the Quality Control Audit reports on site and will be made available for review by the Contract Coordinator upon request.

Within these inspection techniques, the specific types of inspection methods used include 100 percent inspections, random sampling, and planned sampling that we discuss below.

- **100 Percent Inspection.** This method of inspection is most appropriate for infrequent tasks or tasks that have stringent performance requirements established in the Scope of Work. This can include areas of safety, health, or environmental tasks. With this method, performance is inspected/evaluated at each occurrence. 100 percent inspection procedure is very expensive and will be carefully applied. Corporate Inspectors use this method for selected areas where it is appropriate, along with appropriate PM checklists. The Service Writer also performs a type of 100 percent inspection as they review every Work Order and survey the customer upon service completion. This allows the Service Writer to review if the work was performed right, document QC with detailed Work Order notes/comments, and initiate necessary corrective action to the satisfaction of the vehicle user.
- **Random Sampling.** This type of inspection method is the most commonly used procedure for recurring tasks. It will be conducted using automated procedures or using very basic methodologies. With Random Sampling, services and products are sampled on a non-routine basis to determine if the specific level of quality is acceptable. It is assumed that if the random samples that are inspected are within the established criteria, and then all other products/services will be acceptable. Random Sampling works best when the

numbers of instances of the service or product being performed is very large and statistically valid samples can be obtained. For the City of Fort Lauderdale Fleet Maintenance Quality Assurance Program, King George's General Manager will randomly select a minimum of two work orders weekly to inspect the servicing technician's work. All documentation of these random inspections is provided monthly to the City Contract Coordinator.

- **Planned Sampling.** This type of inspection method is often referred to as "Periodic Inspection" It consists of evaluating tasks selected on other than 100 percent or random basis. This methodology is most appropriate for tasks that occur infrequently and where 100 percent inspection is neither required nor practical. A predetermined plan for inspecting a portion of the work is established before the items or work is produced or accomplished. Using subjective judgement and an analysis of available resources the inspector will decide what work will be inspected and how frequently inspection should take place.

City Department Fleet Liaisons and any audit personnel will have 24/7/365 read only access to their fleet information. In addition to King George's random sampling of at least two work orders weekly, the City's Contract Coordinator will have the ability to randomly sample King George's (or any of our subcontractors') target and non-target closed work orders monthly and/or perform random, unannounced daily walk-through tours of the shops, parking lots, and yards to inspect the performance of the work.

Inspection Techniques

The General Manager uses techniques that are simple; practical; and consistent with proven quality control concepts. We plan quality into our day; we inspect appropriately, discover negative trends prior to deficiency identification, and determine the root cause and then institute process revisions. The General Manager implements an inspection program designed to evaluate each Scope of Work requirement.

Inspecting to levels that assure contract performance, the General Manager directs formal inspections tailored to each specific Scope of Work requirement. The Quality Assurance Program includes detailed inspection procedures to monitor all contract services. All personnel performing quality control inspections have the authority to immediately stop work if a deficiency or problem is identified that must be immediately corrected or represents an unsafe condition.

To inspect and verify compliance with contract requirements, the General Manager conducts inspections and surveillance of specific tasks and performance. Our inspection process uses tailored checklists for the functional area being inspected. In identifying deficiencies during inspections, surveillances or observations, we adhere to the following five steps: 1) Document all noncompliant services; 2) Correct the identified deficiency immediately; 3) Determine the root cause of the noncompliance; 4) Correct the root cause of the problem; and 5) Perform frequent follow-up inspections.

The General Manager organizes and directs formal inspections. Formal inspection techniques involve coordination of a type of inspection, coupled with the method for task selection and the frequency of occurrence. The following are inspection options and criterion for application.

- **Visual.** We regard visual inspections as the most important method to ensure continually high-quality standards. Visual inspections are predominantly "walk through," by the General Manager identifying and noting possible deficiencies to be corrected on the spot. Such an inspection might occur both during work in progress and after a task is complete.
- **Test.** Tests are required where a visual inspection is not definitive.
- **Analytical.** Analytical inspection involves the review of documentation to ensure we complete the work on time, that records are properly kept, and that reports are turned into the City on time. Our General Manager is responsible for all analytical inspection.

Exhibit 4.1.3.1-2 is an example of a quality inspection schedule we utilize on similar contracts to ensure we meet high standards of operational availability and quality control for every major section of vehicle maintenance and reporting.

QA Inspection Schedule																																
Required Service	Freq.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Preventive Maintenance	Monthly	✓																														
Repairs-Corrective Maintenance	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quick Fix	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Repairs Warranty	Weekly	✓						✓							✓							✓							✓			
Emergency/Road Service	Monthly	✓																														
Emergency Situations	Each Occur.																															
Safety Inspections	Monthly	✓																														
Accident Vandalism Repair Monthly	Monthly	✓																														
Tire Repair Service	Weekly	✓						✓								✓							✓							✓		
Body & Fender Repair	Monthly	✓																														
New Vehicle Preparation	Monthly	✓																														
Warranty Recall Work	Weekly	✓						✓								✓							✓							✓		
Down-Time	Monthly	✓																														
Turn Around Standards	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Security Buildings & Vehicles	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Key Control	Monthly	✓																														
Parts and Supplies	Weekly	✓						✓								✓							✓							✓		
Timely Submission of Reports	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Publications Manuals Bulletins	Monthly	✓																														
Uniforms	Monthly	✓																														
Environmental Protection	Monthly	✓																														
Verified by: Quality Assurance Manager _____ Date _____ General Manager _____ Date _____																																

Exhibit 4.1.3.1-2: Quality Inspection Schedule.

Effective control starts and ends with management observation and evaluation and is enhanced by proper organization of activities. We ensure that our services meet or exceed the performance expectations of the Scope of Work.

Continuous Quality Improvement

All of the discussed components of our Quality Assurance Program lead to continual contract performance improvement. To achieve the best results, we use a continuous improvement process that focuses on customer satisfaction and open communication. Developing programs with focus on continual improvement emphasize our total commitment to develop and implement the most effective performance processes. Rather than a singular focus on quality control, our General Manager constantly evaluates the effectiveness of the Quality Assurance Program/Quality Control Plan, recommends modifications to the operational approach, and tailors inspections to the specific requirements. The General Manager prepares and submits a monthly Process Improvements Tracker report that have ongoing initiatives to streamline processes, improve service and detail benefits to the City. Key benefits to this innovative approach include:

- Aligning improvement activities at all levels of our organization
- Achieving performance advantages with improved capabilities
- Providing a consistent approach to continual improving performance
- Making continual improvement an objective for every individual in the organization

4.2 SAFETY PLAN

King George will comply with all the provisions applicable to the Occupational Safety and Health Act (OSHA) as enforced by the U.S. Department of labor and to require all employees to comply with this law and all State or Local laws affecting job safety. We will adhere to the Florida Department of Transportation's Uniform manual on Traffic Control for construction and maintenance work zones when

working on or near a roadway and make our employees fully aware of these provisions, especially those applicable to safety. We will maintain throughout the contract period a Safety and Accident Prevention Program which meets requirements of Federal, State and Local codes and all other authorities having jurisdiction over this work.

Our Commitment to Quality is rivaled only by our commitment to Safety. The focus of King George's Quality Assurance Program and Safety Program is the systematic, continuous improvement in all aspects and all levels of our fleet operation—people, methods, materials, and technology. We view our commitment to Quality and Safety as a central component of our corporate culture and base these principles on International Organization for Standardization (ISO) 9001:2015 and 14001:2015 standards. Our Safety Program will ensure adequate safety equipment and compliance with the various OSHA regulations established by the Federal Government, the State of Florida and amendments and any changes that may occur. As described in the following plan, we will maintain safety records in connection with our operation of City facilities recording the relevant details regarding any accidents or injuries occurring on City property.

King George is committed to promoting a work environment that goes beyond compliance by embracing the central elements of OSHA's Voluntary Protection Program (VPP) and taking the initiative to address safety and health issues. We maintain a comprehensive safety/health program designed to provide a safe work environment for our employees, subcontractors, and customers, and take a proactive approach to compliance with OSHA requirements. Management leadership and employee participation, safety and health training, in addition to company self-evaluations, are key elements of our Safety philosophy. All work will be conducted in a safe manner and will comply with the requirements of State and local rules and regulations and OSHA safety standards. Prior to commencement of the work, King George will meet with the appropriate City representatives to discuss and develop a mutual understanding relative to the administration of the City Safety Program. During the transition phase, King George representatives will conduct a site inspection to identify any safety, environmental, or other potential hazards or conditions that may exist at the Garage Facility and notify the City in writing within 30 days of commencement of this contract to ensure King George is not liable for identified pre-existing hazards.

We understand that if at any time a King George employee or one of our subcontractors fails or refuses to comply with Federal, State, or City safety requirements, the City may issue an order to stop all or part of the work until satisfactory corrective action has been taken. In fact, we have internal stop-work procedures in place in those instances as well. No part of the time lost due to any stop order will be made the subject of any claims for excess cost, damages, or extension of time against the City, its agents, or employees.

Like many organizations, our first and foremost directive to all project sites is "Safety First." We use this as a reminder that Safety is not purely based on rules and procedures, but on being mindful of the work at hand and the surrounding conditions. We recognize that, among all workplace hazards, the most often overlooked is complacency. We use Activity Hazard Analyses (AHAs), Safety procedures, and "tailgate talks" not to teach something new, but to encourage employees to be in-the-moment and not just perform their tasks out of habit. As our work becomes more repetitious, our vigilance must not be allowed to fade. We insist on the total commitment of managers, supervisors, and employees to safety procedures that protect the public, employees, subcontractors, and City property and equipment. We maintain an on-line safety portal for ease of reporting any incidents and will report to the City all accidents (personal injury, vehicle or equipment damage) within 24 hours of their occurrence or discovery. Our safety portal allows for ease of maintaining safety records in connection with our operation of City facilities including the relevant details regarding any accidents or injuries occurring on City property.

At King George, every employee is responsible and held accountable for working safely and maintaining a safe and healthful work environment. Working safely, following safety directives, and obeying safety and health rules are conditions of employment. Safety performance is an important issue when considering overall employee performance, and includes:

- Supporting the Safety Program and following all procedures defined in the Plan
- Understanding the policies and procedures specified in the Safety Plan and clarifying with their supervisor those areas where the employee is unclear
- Timely reporting of potential unsafe and unhealthful practices, behaviors, and/or conditions
- Using safe and healthful work practices
- Participating in AHAs and Safety Reviews
- Furnishing adequate safety equipment and using Personal Protective Equipment (PPE) when required
- Attending required safety and health training classes
- Reporting all injuries, illnesses, near misses, property damage, and fires immediately to their supervisor and safety coordinator
- Meeting with their supervisor when newly assigned to a new task or position to discuss specific hazards associated with their job duties and receiving the proper safety and health training regarding the potential hazard(s)
- Stopping work if unsafe conditions or actions are identified that likely would cause death or injury.

King George's safety program identifies the people, processes, and tools needed to provide safe and responsive services. We maintain a safety training and education program for our employees including hazardous material (HAZMAT) handling, lifting, chemical spill control, fire prevention, and other safety related topics. A Safety, Health and Environmental Plan is maintained on site, with a copy readily available in the General Manager's office, including material Safety Data Sheets (SDS). With respect to general requirements, King George complies with the City's requirements for mishap reporting and investigation; safety provisions clause in all subcontracts; our Safety Program Plan which we will revise as necessary to reflect new contract requirements (with review/approval by the City); and daily shop inspections to include documentation of findings and corrective actions implemented. Likewise, King George complies with the City's specific requirements, including loading, handling, transporting, and storing City property; maintenance, handling, and control of HAZMAT, SDS filing, and HAZMAT training for all King George employees; handling and storage of flammable liquids; cleaning and maintenance of shop floors; load rating, marking, inspection, testing, and ANSI B30.1 compliance documentation of all jacks; composition, attachment, and proper grounding of power cables and cords; and compliance with all local fire laws, regulations, and standards.

Our commitment to safety is reflected in our outstanding OSHA safety rates. We accomplish this by adhering to a risk management process for hazards analysis and accident prevention, ensuring employees have knowledge, skills, and environment that allow them to recognize and control performance and safety risks, application of new technology to speed delivery and access to safety information, and use of innovative programs such as a Brother's Keeper Program that provides a peer-based safety support system that is directly applicable to hazardous situations such as high voltage electricity, confined space entry, and working in climatic conditions. Brother's Keeper also provides indicators for workers to monitor each other for safe practices. This use of behavior-based safety creates a worker-owned, team monitored no-fault safety culture. King George follows risk management processes, shared awareness, and AHAs to minimize accidents and verify that project activities adhere with safety regulations to include use of:

- **Employee Perception Surveys.** We conduct regular safety surveys across the workforce. Several features of our program, as well as our exceptional safety rates, are directly attributable to feedback received from safety surveys.
- **Continue Risk Reduction.** Through a repeatable process focused on operational risk and how to make worker jobs safer. Whether the problem is overexertion, slips, trips or falls, we evaluate tasks to understand risk and how to reduce risks.
- **Complete Assessments and Benchmarking/Performance Measurement.** King George compares our performance to our peer groups, we evaluate our improvement, and determine what gaps to close. Data allows for benchmarking, measuring improvement over baseline and predictive, prescriptive modeling.

This allows King George to evolve a framework of safety processes and procedures that ensure we achieve safety objectives and integrate safety in the business.

- **Implementing Code Changes/New Codes into Business Processes.** We continuously monitor federal, state, and international regulatory agencies regarding potential code changes and enactment of new codes that affect our business operations. Updated SOP drafts are sent for government approval prior to implementation.
- **King George Website Safety Portal.** Designed to make safety information readily available to all personnel, is monitored by our leadership, and is transparent to City leadership. Items include the following: **Injury Reporting:** Provides simple way to address work related injuries reporting and track safety metrics; **OSHA App:** Allows quick link to OSHA's Laws and Regulations on mobile devices; **Required Monthly Safety Discussions:** Link to the monthly OSHA required training; **OSHA-NIOSH Heat Safety Tool App:** Allows employees to calculate the heat index and take necessary precautions.

4.2.1 SAFETY PROGRAM AND TRAINING

An integral part of our Safety Program is ensuring our workforce is properly trained to perform their duties. We will only hire employees who possess the appropriate certifications and skills for testing and/or repairing diesel engines, gas engines, electric vehicles, and other specialty heavy duty equipment applicable to the technician's job requirements. Our hiring procedures ensure that all special training, education, license, and certification requirements are identified for each position. During the hiring process, information on qualifications, certifications, training history, and expiration dates are captured for each employee. Specific contract requirements, such as National Institute for Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) certifications or Hazardous Material endorsement, are examined at this stage; only eligible employees move forward in the process. Information capture from the employee is used to develop training programs specific to each employee and customer requirement. Individual training records are maintained electronically and contain the following documentation: training qualifications, certifications, permits, and licenses. In addition, training records will comply with contract requirements and contain confirmation of initial and refresher training provided to each employee. During the Transition, the Corporate Director of Quality and Safety develops individual employee training records to verify personnel are task certified by contract start.

During the phase-in period, King George will meet with a designated City Safety representative to discuss and develop a mutual understanding relative to the administration of the Safety Program. We will then finalize and submit a fully responsive Safety Plan/Program. This will include incorporating a program of education and enforcement to reduce or eliminate unsafe activities or mishaps. Critical event or situation reporting is completed after occurrence of critical/near miss events. Event reporting is completed to inform key leadership that a critical event occurred, and to ensure resources are mobilized for an appropriate response. An investigation will determine cause(s) of the incident; identify any risks, hazards, systems or procedures that contributed to the incident; and recommend corrective action to prevent similar incidents. A thorough near-miss investigation can save time and money by improving system reliability and minimizing the risk of an incident waiting to happen. King George follows these steps for setting up a successful mishap prevention program: 1) create a clear definition of a near miss; 2) make a written disclosure/report; 3) prioritize reports/classify information for future use; 4) distribute information to those involved; 5) analyze causes; 6) identify solutions; 7) disseminate the solutions to the people impacted; and 8) resolve all actions and check any changes.

The General Manager provides regulatory oversight and guidance to our project operations with assistance from the shop leads. The General Manager serves as the Quality Manager and Site Safety and Health Officer (SSHO) and is the primary point of contact for all escalated quality/safety/health issues and promoting safe work practices. The General Manager has overall responsibility for administering King George's Safety Program. The Safety Program is tailored specifically for this contract, complies with all OSHA regulations and any other applicable laws effecting employee protection and job safety, and includes specific procedures and training in the following areas:

- Rules of conduct
- Housekeeping practices for garage safety, to include properly storing supplies and removing the debris that creates an unsafe working environment for technicians and our customers
- Reporting injuries/accidents
- Fire prevention
- Common garage hazards and safety precautions (i.e. lifting equipment, tire mounting, flammables, welding and compressed gases, cables and cords, battery safety, etc.)
- Use of personal protective equipment
- Proper use of shop tools and equipment
- Hazardous material/waste management/environmental protection
- Emergency first aid procedures
- SDS location and safety precautions

The General Manager works directly with the Service Writer and leads to coordinate surveillance, incorporate safety measures into job plans, and provide independent assessment. However, the technicians are the first line of defense as they are responsible for checking their own work. The site works closely with our Corporate Director of Quality and Safety to promote company-wide and contract-specific QC and Safety program compliance, training, and auditing. Our Corporate Director of Quality and Safety's primary responsibilities include provision of Corporate Safety Program content; consultation, training, and auditing; review of Site safety program compliance including Project and AHAs; Safety Committee Minutes; accident investigation, Root Cause and Corrective Actions reviews; provision of budgetary forecasts for safety needs based upon the Project Hazard Assessment of each site; consolidation of OSHA 300/300a forms from all projects; tracking of performance metrics; Trend Analysis; and Executive Reporting.

Through on-line data repositories such as SharePoint, we post safety procedures and best practices. This ensures our employees and subcontractors follow the same process for consistent application of safety guidelines. It provides an on-line repository for sharing safety best practices and "lessons learned". This online Safety Portal will also provide employees and subcontractors with a simple, anonymous tool for reporting unsafe conditions, activities, and near misses. We also use SharePoint to maintain documents such as technical bulletins. Sample technical bulletins include hazardous material control and handling, lock out/tag out, spill containment, general safety requirements, and reporting requirements. Additionally, we maintain information on safety subjects that are used regularly on job sites as refresher courses.

We insist on the early identification of hazards, site investigation, and the assessment of risks in performing work, identification of corrective and procedural requirements, access by employees to web-based safety procedures, engineering controls, and work practices. AHAs are used to identify potential safety, health, and environmental hazards associated with each particular job or task and provide protective measures for personnel accident prevention. Each AHA is a tool used to provide increased safety awareness for our employees performing various tasks. Managers and supervisors are encouraged to supplement the general information with more site-specific/job-specific performance requirements to maintain an accident-free workplace. **Exhibit 4.2.1-1**, below, contains general hazards and prevention control actions found on similar contracts.

EXHIBIT 4.2.1-1: GENERAL HAZARD ANALYSIS	
Potential Hazards	Recommended Controls
Slips, Falls, or Struck by Object	<ul style="list-style-type: none"> • Barricades and signs will be in place. • Adequate lighting will be in place. • Walkways will be kept clean, dry, and clear of materials or alternate routes established. • Materials will be properly transported and stored.

EXHIBIT 4.2.1-1: GENERAL HAZARD ANALYSIS	
Potential Hazards	Recommended Controls
Cuts and Lacerations	<ul style="list-style-type: none"> All employees will be trained in the safe use of tools and equipment. Tools will be inspected daily to ensure that all are serviceable. Gloves will be worn when working with sharp edges or abrasive material.
Strains from Lifting	<ul style="list-style-type: none"> All employees will be trained in safe lifting procedures. Mechanical means or team lifts will be used to move heavy items.
Eye Injuries	<ul style="list-style-type: none"> Appropriate eye and face protection will be worn when operations create dust or flying debris. All guards will always be in place on power tools.
Falls from Elevations	<ul style="list-style-type: none"> Employees will be trained in ladder safety. All ladders will be inspected daily before use and removed from service if defective. Employees working 6 feet or more above a lower surface will follow Fall Protection Plan requirements.
Fire Protection	<ul style="list-style-type: none"> Portable fire extinguishers will always be in the area. All employees will be trained in the proper use of fire extinguishers. Employees will be trained in evacuation procedures per OSHA standards. Hot work permits will be attained before any cutting or welding begins. A Fire Watch is required for Hot Work.
Noise Exposure	<ul style="list-style-type: none"> Hearing protection will be used when noise levels exceed OSHA standards. Hearing protection will be available for all personnel as applicable.
Electric Shock	<ul style="list-style-type: none"> Electric tools will be 3-wire grounded or double insulated. Ground Fault Circuit Interrupters (GFCIs) will be connected at the source. Temporary wiring will be elevated and protected. Use locks or tags to isolate energy sources. Coordinate with the Facility Management prior to placing locks or tags.
Exposure to Hazardous Material	<ul style="list-style-type: none"> Safety Data Sheets (SDS) will be on site for all hazardous products. All hazardous products will be labeled as required by OSHA regulations. All personnel will be trained and knowledgeable of procedures for spill control.
Welding and Cutting	<ul style="list-style-type: none"> Obtain Hot Work Permit and fire extinguisher. Ensure the area is controlled and safe to perform Hot Work. Post signs, barricades, and a trained Fire Watch. Ensure that proper ventilation is present. Wear proper eye and face protection, and proper clothing. Never take Oxygen and acetylene tanks into confined space.

4.2.2 LOCK OUT/TAG OUT

In our working environment we must take specific precautions related to our daily tasks. The following guidelines have been established to eliminate the potential of an accident while a vehicle is in the process of repair. While the vehicle is in the shop, the key will be removed from the ignition, and kept in the possession of the technician.

A “Do Not Operate” and “Mechanical Isolation Device” tag properly filled out will be affixed to the vehicle in a fashion which will be clearly visible to anyone who may attempt to operate the vehicle. The tags must be affixed in a fashion which will eliminate accidental removal. For this purpose, the technician responsible for the job will be considered the Process Technician, and only that technician can remove the tags. If during the repair process the vehicle is placed in awaiting parts status, the tags must remain attached to the

vehicle and the keys removed. In the event a tag is not available, the vehicle will be rendered inoperative (i.e., disconnecting the battery, coil wire, or shutting off the fuel) until appropriate actions can be taken.

The “Do Not Operate” and “Mechanical Isolation Device” tags may be obtained from the General Manager. Each technician is required to maintain an ample supply in their immediate work areas.

4.2.3 SAFETY AWARENESS/INCENTIVES/REWARD PROGRAM

To take an innovative and proactive approach to workplace safety, King George implements innovative safety awareness programs including daily briefings, quarterly/annual safety stand-downs and awareness events, formal “root cause” incident reviews, OSHA 10 training for employees, and OSHA 30 training for all managers. Our innovative safety awareness programs include management and team pay incentives and employee safety recognition awards for excellence in adhering to safety standards and regulations while on the job. It’s one thing to understand a safety rule. It’s something entirely different to put that knowledge into action. We have found that our company’s safety rewards program assists with employee buy-in and promotes workplace safety and health. We encourage and reward workers for reporting near-misses or hazards, as well as providing incentives for reducing the number of injuries and illnesses. We reward employees with a prize or bonus for such criteria as maintaining an injury-free quarter or evaluating supervisors based on their work unit’s lack of injuries. We have written corporate programs for these awards, which includes Coins of Excellence, gift cards, and official recognition. King George ensures compliance with OSHA regulations and 29 CFR 1904.35 prohibiting retaliation for reporting work-related accidents. We never penalize an employee for reporting a work-related injury or illness and have proper procedures in place for reporting any incidents and encouraging employees of such.

4.2.4 SPILL CONTROL AND COUNTER MEASURES PLAN

During Phase-In, we will provide a finalized Spill Control and Counter Measures Plan for oil and any containers 55 gallons or more per the EPA’s Clean Water Act. For containers/drums/totes, we will visually inspect monthly for signs of deterioration, discharges, or accumulation of oil inside containment pallets. The portable containers that are stored upright are placed on spill pallets and in some instances inside a dike area. The portable containers that are stored on their side for dispensing have a drip pan placed underneath the dispensing valve and typically have a dike or barrier surrounding the rack which holds the containers. In rare instances, the room containing the portable container(s) serves as the secondary containment as long as no floor drains or pathway for discharge is present. All personnel working around portable containers are trained to provide active secondary containment. The following sequence of spill control, containment, and cleanup actions will be taken for all spills.

- 1) When an oil or hazardous substance spill occurs or is discovered, ensure knowledge of the properties of the substance before attempting any kind of response. Information about the material is usually provided on labels or SDS. Pay extra attention to warning signs/placards and NFPA numbers. The important fact to note about any spilled substance is its flammability, corrosivity, toxicity, or reactivity.
- 2) Attend to any person who has been contaminated by oil or a hazardous substance. Use appropriate Personal Protective Equipment (PPE) if necessary to avoid contaminating yourself. If spill involves a caustic, acid or other irritant substance, rush the victim to nearest emergency shower or eye wash station. If the eyes are affected, they will be held open and flushed for at least fifteen minutes. Contaminated clothing will be removed, and medical help will be sought as needed.
- 3) Determine source, type, and approximate quantity of spill substance.
- 4) Evaluate magnitude and severity of the threat to public health and the environment. SDS will be referenced. Restrict all sources of ignition when flammable substances are involved. If volatile substances are spilled inside, open windows to establish better ventilation and contact the Environmental Emergency Response Team, the appropriate City designee, and the National Response Center (NRC) to determine the correct ventilation requirements.
- 5) Take appropriate safety precautions to protect response personnel and any additional personnel located near the spill. Make the spill scene off limits to unauthorized personnel. Evacuate personnel if needed.

- 6) Institute spill containment procedures. The primary concern is to confine spills as close to their source as possible, and to prevent spills from exiting site property. Entry of the material into a sewer or storm drain system will be prevented by using sand or other absorbent materials to protect the drains. Except as otherwise specifically stated in this plan, spilled material will not be washed into the sewer or drain system as a means to clean up the spill. If there is a stream, creek, ditch or pond nearby, try to direct the flow of the oil or hazardous substance away from it.
- 7) Close any open valves or holes through which the oil is spilling out. In case of a leaking drum lay it on its side with the leak on top. Plug the leak or provide support so that the drum does not roll away. It can be over-packed or plugged later, to enable transportation. Leaking drums will be over-packed into a larger drum or their contents transferred to a new container.
- 8) Lay the absorbent boom, which looks like a pipe or a long pillow, around the edge of the spill. If one boom is not long enough use more than one, making sure to overlap the ends of the two booms so there is no gap for the substance to slip through. Other absorbent materials like spill pads or clay can be diked up to prevent the substance from spreading quickly.
- 9) Clay absorbent such as "Speedy-Dri", "Oil-Dri", "Zorb-ALL ", spill pads or socks, or other materials will be used as needed for cleanup of most liquids. Start from the outer edge and work your way inwards. Contaminated absorbent will be placed in drums. A broom and a shovel will be used to pick-up or scoop absorbent into the drums. Waste containers shall be marked clearly and specifically. PPE requirements will vary according to the material spilled. Minimum requirements include gloves, foot protection, eye protection and appropriate clothing (i.e. tyvek). Spills in confined areas will require pre-planning before cleanup. The Environmental Emergency Response Team should be consulted as needed to determine the appropriate PPE.
- 10) For battery acid spills, a small amount of soda ash or sodium bicarbonate will ordinarily be used to neutralize the spill. pH paper will be used to determine if the spill has been neutralized. The resulting solution should be collected into an open non-metal or plastic lined drum for disposal. Spill response personnel will exercise caution since the neutralization process is sometimes vigorous, causing splashes and generating heat. Any solid spilled material should be scooped up and placed in a plastic drum or a metal drum lined with plastic trash bags or a plastic insert. After any solid spill material has been scooped or swept up, the spill area will be rinsed with copious volume of water. The waste containers shall be marked clearly and specifically. Minimum PPE requirements for cleaning up an acid spill include acid resistant gloves, arm gauntlets, rubber apron, protective boot covers, and eye and/or face protection.
- 11) For cleaning up very small spills of battery acid, the responder may elect simply to flush the spill with a large volume of water provided suitable facilities exist for rinsing and drainage. Neutralization with lime in this case will not be necessary. However, you must dilute the spilled acid with a large volume of water. A small volume of water added to acid can cause a vigorous chemical reaction that splatters the acid. The Environmental Emergency Response Team, the appropriate City designee, and the National Response Center (NRC) will be consulted as needed. This type of spill normally involves spillage of a few drops of acid when filling batteries or otherwise transferring acid from one container to another.
- 12) Gas cylinders should be stored in well-ventilated areas. If the leaking gas is flammable (e.g., acetylene) or an oxidizer (e.g., oxygen) then all potential sources of ignition will be eliminated. Soapy water can be used if needed to detect a leak; however, King George personnel will not attempt to fix leaking cylinders. If the leak cannot be stopped by tightening a valve or packing nut, the cylinder will be removed to an area where the gas can vent safely.
- 13) For spills that come into contact with water or natural resources, we will immediately contact the NRC. The NRC will assess the situation and notify as needed the First Response Team (FRT) for action and cleanup. Our personnel will not attempt to cleanup a maritime spill. Only the FRT is qualified and trained to respond to maritime spills. Measures such as diking can, however, be taken to prevent spills from reaching water or natural resources.

4.3 LIST OF SUBCONTRACTORS TO BE USED TO SUPPORT WORK

As an 8(a) small, disadvantaged, Minority Business Enterprises (MBE), King George's subcontracting strategy for this procurement is to maintain our core competency of fleet maintenance services internal to King George, and we will self-perform this contract unless there is a need for certain types of work that are specialized in nature. Although we plan to self-perform 100% of the contract requirements, we maintain a strong, vetted team of minority, woman-owned, and small disadvantaged vendors/subcontractors, and we are prepared to utilize City-approved small businesses to offer maximum benefit for specialty services or certain vehicles. King George manages subcontracted work the same way we manage in-house efforts. The subcontractor is made part of the team, working with project management to perform the required work on time and to the quality required for successful performance. In addition to small business specialty vehicle service subcontracting, we can also use established agreements with national auto parts stores such as NAPA Auto Parts to provide on-site parts support if needed. The Office Manager uses projected requirements generated from the FMIS to reserve stock and order materials required for the shop schedule.

When we choose to out-source services that cannot be done effectively by the in-house staff, King George's General Manager ensures all subcontracted efforts are timely and that quality is maintained within the subcontracted efforts. King George shall be responsible for managing all Outside Repairs that cannot be performed economically or expeditiously in-house. King George will be responsible for continual review of the need for specific subcontractors/vendors. As a fellow Small Business (SB), we understand the importance of SBs and minority/woman-owned businesses, and the role they play in the growth of the community. When seeking subcontractors and vendors, we will aggressively pursue subcontracting to local Fort Lauderdale minority and woman-owned businesses. Supporting competitively priced and high-quality minority and woman-owned business accomplishes more than simply meeting a goal, it strengthens the community and broadens the local potential subcontractor base. We consider potential SBs in all make-or-buy decisions, and our Small Business Liaison Officer and business development personnel engage in ongoing counsel and discussion of subcontracting opportunities with representatives of all categories of SB firms. King George has established vendor teaming relationships with multiple minority/woman-owned businesses which could be called upon on an "as needed" basis to provide additional specialized services and emergency and/or unexpected surge assistance.

4.4 STAFFING PLAN

King George has the proven experience on similar contracts, capital, and resources to fulfill the requirements of this solicitation. In the following sections, we present our staffing and address the functions of each organizational element. Our process is completely scalable with the capability to effectively incorporate fluctuations and increased workload responsibility while maintaining the same standard of performance. King George proposes to provide a dedicated, self-sustaining team of professional management, administrative, technical, and skilled personnel, whose mission is to manage and perform the broad range of services required of this contract. King George's key management staff in our Corporate Office remain in constant touch with the on-site project team, monitoring their efforts, and making periodic site visits to ensure that the project or contract is progressing to the City's satisfaction.

The subsequent sections summarize King George's organizational and staffing approach and address functions of each organizational element, lines of authority, supervision, and accountability. Within the discussion we focus on the following key elements:

- Staffing plan for meeting performance standards for each functional area
- Proposed resources and resource allocation in the areas of labor, supervision, administrative and support staff, materials, and repair parts, overhead, and subcontracted services to meet all workload capacities
- Overall supervision and management approach
- Procedures for controlling quality, work, and cost

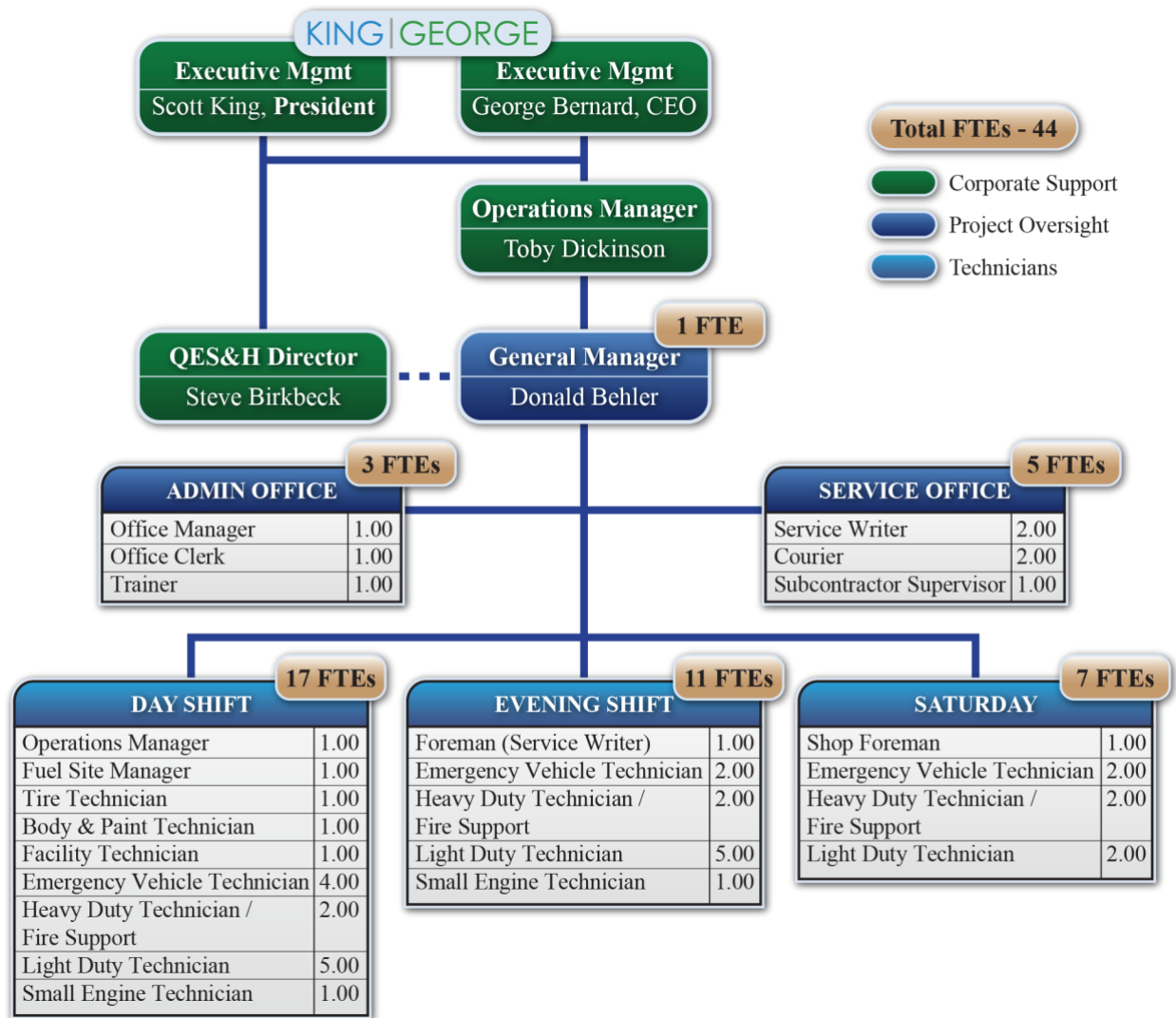


Exhibit 4.4.1-1: Organizational Chart.

4.4.1 PROPOSER PERSONNEL COMPLEMENT [RFP 3.5]

To provide high-quality support to the City of Fort Lauderdale, the various components of the contractor organization must operate seamlessly and effectively. We built our organizational structure, as shown in **Exhibit 4.4.1-1**, with these goals in mind. This organizational chart depicts the lines of authority, specific job classifications, Full-Time Equivalents (FTEs) to perform all work, and technical staff arranged by shift. This Organization Chart also illustrates our interface between onsite operations and corporate support functions to include King George oversight for quality, safety, and environmental compliance. King George's onsite organization features a straightforward reporting structure with clear interfaces between the shift technicians, management, and administration and a General Manager empowered to access corporate resources to meet contract requirements. Our proposed organization and staffing provide the right blend of labor and skill types necessary to achieve all functional work and other contract requirements. Our approach brings organizational efficiency to the contract on day one and ensures the minimum team complement as required in RFP paragraph 3.5.3. Our organizational approach has been fully optimized to provide the level of service which the City expects, while working within the City's budgetary constraints.

We have based our organization on a highly motivated, qualified workforce designed to focus on customer service and long-range support. It has always been King George's policy to staff our contracts with the most qualified employees available. Most often, the current employees possess special knowledge of the

contract environment and equipment unique to this fleet. Therefore, it has always been our policy to offer positions first to incumbent employees, provided they meet King George's employment qualifications. In **Section 4.4.2 Position Job Descriptions**, we further detail the responsibilities and functions of each group in our organization and how they specifically add value to the City fleet.

4.4.1.1 Overall Supervision and Management Approach

Our organizational structure promotes clear lines of communication and an effective span of control. The General Manager has full authority and autonomy to execute the contract and perform the management and administrative functions specified in the RFP. The General Manager provides direction to the project staff and ensures that customer requirements are effectively integrated. This includes the authority to allocate resources, schedule, and manage contract work within the organization. Specific responsibilities include: 1) Establishing the budgets, resources, and processes that enable work execution; 2) Providing the controls to manage cost, schedule, and performance risk; 3) Authority to hire; and 4) Ensuring quality and safety surveillance is integrated with all Target and Non-Target work. The General Manager is supported on the first shift by an Operations Manager (freeing up the General Manager to better focus on other operational aspects of the contract) and a staff of ASE certified technicians in all available and relevant mechanical disciplines. Shop Foremen provide supervisory and maintenance services during the second and Saturday shifts, with both reporting to the General Manager. Based on our knowledge of this contract and operations of similar contracts, we provide the correct number and mix of technicians to support evening and weekend shift activities.

Contract Management. The General Manager has full authority to act for King George on all contract matters relating to the daily operation of this contract. This responsibility includes management of our workers/subcontractors, execution of supervisory level QC and safety measures, and validation of code compliance. The General Manager reviews services and verifies that resources are in place to meet requirements. Our General Manager directly interfaces with the City Contract Coordinator. Our General Manager has the vested autonomy to make operations decisions, bind King George for budgeted contract work, and apply all resources necessary to assure contract success. As mentioned previously, Mr. Toby Dickinson, King George's Operations Manager, will maintain visibility of contract success and he, or other corporate representatives, will visit the project at least twice a year to evaluate contract performance and meet with the City Contract Coordinator to assure complete satisfaction with contract performance. Mr. Dickinson has the authority to coordinate with the General Manager and obligate corporate resources to support the project as needed.

Quality Control and Safety. The General Manager provides regulatory oversight and guidance to our project operations with assistance from shop leads. The General Manager serves as the Site Safety and Health Officer (SSHO) and is the primary point of contact for all safety/health issues and promoting safe work practices. The site works closely with our Corporate Director of Quality and Safety to promote company-wide and contract-specific QC and Safety program compliance, training, and auditing. The General Manager has overall responsibility for preparing/enforcing King George's quality program on this contract. The General Manager works directly with leads to coordinate surveillance, incorporate safety measures into job plans, and provide independent assessments. The General Manager also works with the Corporate Director of Quality and Safety to implement safety initiatives such as the "Brother's Keeper" safety program that provides a peer-based, two-man concept safety support system that provides indicators for workers to monitor each other for safe practices directly applicable to hazardous situations; i.e., solvents and exhaust fumes, electrical hazards, and working in climatic conditions.

Fleet Maintenance. As required by the RFP, we staff a first and second Shift Operation and a Saturday workforce at the Central Maintenance Garage. Each shift has direct access to work planning and resource management supported by the Collective Data FMIS. Employees report directly to their shop lead for direction, work orders, and material support. For first shift, this lead is the Operations Manager and for the second and Saturday shift, this is the Foreman (split as a Service Writer on the second shift). As mentioned previously, our supervisors are working supervisors and will split their time between project oversight and

“wrench-turning” duties. The Office Manager and Clerk process invoices and performing daily administrative tasks. The Service Writers are the central point of contact and liaison between King George and City departments. They know where the vehicle is within the shop and where it needs to go next. The Service Writers are the central point of contact and liaison between King George and City departments. They know where the vehicle is within the shop and where it needs to go next. They will track the repairs, update the FMIS with vehicle information, process warranties, and check all units in the shop for recalls or PM due. Our Admin Office personnel oversee Inventory/Parts Management through coordination with the City parts vendor, with a Courier to manage shuttling and dispatch of vehicles and serve as a Parts Runner. Each shift is staffed with an appropriate number of technicians to complete all required fleet maintenance services at the Central Maintenance Garage: a Fuel Site Manager to oversee services at the five fleet fuel stations, Heavy-Duty Technicians to repair and maintain heavy equipment (cranes, backhoes, loaders, bulldozers, diesel engines, and other specialty heavy-duty equipment), certified Emergency Vehicle Technician (EVT) personnel for EVT specific repairs (to cover Police, Fire, and EMS vehicles), Light Duty Technicians to maintain light-duty vehicles under 10,000 pounds GVW, Small Engine Technicians (lawn equipment, small engines, and generators), Tire Technician and Body & Paint Technician for first shift support; and a Facility Technician for interior and exterior upkeep of the Garage. In addition to PM, major and minor repairs, repair analysis, our team of technicians will also support roadside services, tire service, towing, welding and fabrication, vehicle preparation and disposal, fleet loaner vehicle management, carwash maintenance, fuel station management, conversion of confiscated vehicles to the fleet, warranty service, in-field mobile PM and light maintenance, and subcontractor quality management.

4.4.1.2 Staffing Flexibility to Meet Shifting Workloads and Quick-Response Capability

King George understands the necessity of quick, decisive action on a critical operational readiness program like the City’s Municipal Fleet Maintenance contract. In response to these requirements, we structured our onsite organization for responsive, autonomous operation. King George arranged our contract management structure to expedite the decision-making process by centralizing authority in the General Manager’s office, with division of responsibility and authority over each major functional area to subordinate personnel who are dedicated to that area. This permits each subordinate to accomplish their assignments independently under the coordination and control of the General Manager. Since each area of responsibility is clear cut and non-overlapping, our organization avoids layering of supervisory personnel which keeps contract management costs to minimum. Our management structure promotes the highest degree of interface and response to customer concerns at every level.

4.4.2 EMPLOYMENT REQUIREMENTS AND POSITION JOB DESCRIPTIONS

King George proposes to provide a dedicated, self-sustaining team of professional management, administrative, and skilled technical personnel, whose mission is to manage and perform the broad range of services required of this contract. We select personnel based on their education, qualifications, years of industry experience, and skills offered relevant to the position to which they are assigned. **Exhibit 4.4.2-1** presents an overview of the job descriptions and qualifications of each proposed duty position title. All positions require the employee to have a valid driver’s license; pass physical and drug/alcohol screen and criminal record screen; and have the ability to read, write, speak, and understand English fluently. King George will provide the City’s Fleet Services a completed checklist showing all required pre-employment requirements have been completed for each new employee prior to commencement of work.

Our employment verifications include third party Motor Vehicle Report (MVR) monitoring. Apart from a pre-hire check, we also perform annual re-screens and continuous monitoring of drivers’ motor vehicle records to ensure the valid status of each employee’s driver’s license and mitigate any potential risks and liabilities. Ongoing MVR monitoring alerts management of any changes to an active driver’s record (citations, suspensions, expirations, revocations, and any other change to the person’s MVR) as these changes occur, which allows us to address concerns and put corrective action plans into place if necessary. Any employee with a suspended or revoked driver’s license will not be allowed to drive a City vehicle under any circumstance.

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS

General Manager	<p>Job Description</p> <ul style="list-style-type: none"> • Has complete authority to act on behalf of King George in all matters including receipt of notice of deduction, inspection reports, and other correspondence • Responsible for all aspects of the Fort Lauderdale contract project management including plans/deliverables preparation, reports, personnel hiring and management, subcontractor management, safety, quality control, and problem resolution • Directly responsible for the performance of all work on the contract; ultimately accountable for the actions of all personnel – management, administrative, and technical • Ensures personnel are trained and that all licenses and training requirements are kept current and up-to-date • Prepares reports and ensures timely submittal to the customer and corporate office • Interacts with City customers on a daily basis • Ensures compliance with contractual specifications • Interacts with King George corporate personnel, provides updates on contract, and supports contract functions performed by corporate personnel • Manages budget and prepares proposals for new work as required • Conducts training; counsels personnel on proper procedure and contract requirements; ensures quality and safety according to contract specifications; prepares documentation and reports related to quality and safety • Establishes preventive maintenance programs and schedules equipment for service • Assesses fleet problems and appropriate solutions • Monitors and performs periodic inspections of facilities, equipment, and inventory to assure safe operations and security of vehicles, equipment and client provided property <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Minimum of 10 years proven technical, leadership, & managerial experience in the field of fleet management, maintenance, and repair • Experience with: <ul style="list-style-type: none"> – Quality assurance/quality control procedures and practices – Managing and scheduling a PM program – Assigning and monitoring workload and personnel – Procurement of services and repair parts – Storage and handling of repair parts and materials – Vehicle mounted hydraulic systems – Vehicle mounted electronics including CAN bus, OBDII, and J1939 – Vehicle mounted cranes and aerial devices – Off-Highway construction and lawn equipment – Analyzing automated information & producing reports – Providing customer service – Proper storage, use, transport, and disposal of hazardous and regulated materials – Implementing fire, safety, health & environmental protection requirements – Preparing correspondence – Inventory control management – Implementing robust technician training program • Valid Driver's License; CDL desirable • ASE Master Technician Preferred • Shop Safety and Hazardous Materials training
Operations Manager	<p>Job Description</p> <ul style="list-style-type: none"> • Responsible for day-to-day management of on-site shop personnel • Assigns work to shop staff • Ensures all work is completely accurately and according to schedule including inspections, maintenance, and repairs • Ensures work is performed according to contract, quality, and safety specifications • Inspects work-in-progress and completed tasks

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS	
	<ul style="list-style-type: none"> • Conducts quality and safety training as appropriate • Counsels personnel on proper procedure and contract requirements • Ensures quality and safety deficiencies are documented and corrected according to contract specifications • Prepares documentation and reports related to quality and safety • Interacts with customers on a daily basis • Performs other duties as assigned • Reports directly to the General Manager <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Minimum of 5 years proven technical, leadership, & managerial experience in the field of fleet management, maintenance, and repair • Minimum of 5 years' experience working in the fleet maintenance field • Skills required to repair complex equipment and machinery • Ability to lift 75 pounds, stand for long periods of time, kneeling, bending • Valid Driver's License; CDL desirable • ASE Master Technician Preferred • Shop Safety and Hazardous Materials training
Service Writer	<p>Job Description</p> <ul style="list-style-type: none"> • Coordinates the process of obtaining information from the customer and setting the repair or maintenance process in motion as quickly, easily, and understandable as possible. • Opens Work Order in the City's fleet management information system (Collective Data), estimates service completion, and dispatches the vehicle to the proper place in the garage. • Serves as the central point of contact and liaison between King George and City departments. • If a part is required from outside the shop, the Service Writer notes its scheduled delivery and updates the staff and the customer. • Tracks PM services and repairs, updates Collective Data with vehicle information, processes warranties, and checks all units in the shop for recalls or PM due. • Maintains strong customer service relations, updating vehicle users on service progress. • Verifies work is complete when identified as complete by the technicians. • Closes service orders in Collective Data FMIS • Performs routine vehicle and equipment preventive maintenance inspections • Reports directly to the General Manager <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Minimum of 1 year of experience in the Vehicle Fleet industry and customer service • Working knowledge and experience with computerized maintenance management software programs such as Collective Data • Ability to perform basic level of data analysis including the ability to review, classify, categorize, and prioritize reference data, statutes and/or guidelines • Customer service skills • Ability to lift 75 pounds, stand for long periods of time, kneeling, bending • Valid Driver's License; CDL desirable • ASE Master Technician Preferred • Shop Safety and Hazardous Materials training
Subcontractor Supervisor	<p>Job Description</p> <ul style="list-style-type: none"> • Responsible for compliance initiatives within the commodities and procurement process • Responsible for and directs all phases of the procurement process from initiation of the business case for make or buy decisions through requests for proposals, subcontract management plans, negotiation strategy, purchase order creation, execution, and close outs • Manage, and be accountable for, the overall performance and compliance of supplier(s) • Ensure Supplier requirements are executed achieving favorable conditions and consistency with technical, program, cost, and performance (quality and delivery) requirements

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS	
	<ul style="list-style-type: none"> • Generate/review RFQs, ensuring bid and program requirements are captured • Create accurate Procurement estimates, covering labor, material, and Total Cost of Ownership to the bid team • Negotiation of subcontracts, including appropriate Customer flow down, to support Project budget constraints and achieve timely performance while minimizing program risk • Coordinates transporting vehicles for outside repairs and following up with expected completion timeframes <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • 3+ years of Supply Chain, Operations, or relevant business experience with excellent written and communication skills • Ability to manage the overall sourcing and procurement activities from development through production and final contract close out • Valid Driver's License
Office Manager	<p>Job Description</p> <ul style="list-style-type: none"> • Responsible for managing and maintaining operational components for management and support staff, including first-line reception • Serves as liaison to management and support staff • Manages the day-to-day operations of front office • Provides professional, service-oriented reception to customers who call or visit the General Manager's Office • Takes accurate phone messages, and directs callers to voice mail when appropriate • Oversees and directs workflow, independently responds to inquiries, complaints, and concerns from customers and visitors • Researches and resolves problems • Oversees operational needs for General Manager's Office • Develops and maintains administrative procedures and recommends, develops, and implements changes as appropriate • Oversees maintenance of office record-keeping systems • Directs general supplies purchases, including petty cash fund • Performs or oversees budgetary monitoring of purchases, recharges, and transfers of expense • Maintains calendar and provides administrative support for the General Manager and the Shop Supervisor as appropriate • Reports directly to the General Manager <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Related analytical, administrative/reception experience sufficient to perform assigned duties • Judgment and prudent exercise of authority in formulating and implementing problem solutions • Excellent communication and interpersonal skills, demonstrating tact and diplomacy to consistently interact effectively and flexibly with diverse groups • Ability to work effectively both as part of a team and individually • Exceptional organizational skills sufficient to prioritize and complete assignments and projects independently, while balancing competing needs and attending to detail • Demonstrated, outstanding ability to work under pressure in a busy office with frequent interruptions, changing priorities and short deadlines • Valid Driver's License
Office Clerk	<p>Job Description</p> <ul style="list-style-type: none"> • Works independently to provide a range of clerical duties of average difficulty • Updates files and maintains a variety of records such as addresses, telephone numbers, vacation schedules, attendance and timesheets, numerical logs, ledgers, and client files • Photocopies documents, collates, assembles, and distributes materials • Types/produces reports or correspondence using word processing, spreadsheet, and other business software

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS

	<ul style="list-style-type: none"> • Receives, reviews, and compares documents, forms, or applications for completeness and accuracy • Responsible for follow-up work to ensure all applications are complete with all necessary data and supporting documents • Performs complex data entry tasks; checks and corrects input errors • Gathers and records statistical information for reporting purposes • Assists with maintaining database for Collective Data FMIS • Assists in scheduling/general setup tasks for meetings in local communities as requested • Assists with special projects as assigned • Other related duties as assigned • Reports directly to the Office Manager <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Ability to follow specific instructions and respond to simple requests from supervisors • Ability to perform addition, subtraction, multiplication and division, calculate decimals and percentages • Ability to lift 75 pounds, lift stoop, bend, climb stairs to carry, stock and distribute parts inventory • Ability to sustain prolonged visual concentration to enter items to computer records • Valid Driver's License
Fuel Site Manager	<p>Job Description</p> <ul style="list-style-type: none"> • Attends to the Automated Fueling systems and the Automated Car Wash facilities • Monitors fuel sites and notifies the supervisor of needed repairs • Monitors fuel inventory noting potential leaks and water levels in the tanks • Notifies management when fuel supply is approaching minimum stocking levels • Notifies management when water level exceeds 2 inches • Assists with collecting fuel system data • Responds to request for assistance with fueling vehicles • Stands-by during fuel deliveries to assist as needed • Monitors the automated car wash, and notifies management of needed repairs, maintenance, or consumables • Assist Maintenance Technicians with tasks requiring two-person procedures • Transports vehicles for outside repairs or service • Runs errands • Reports directly to the Operations Manager or General Manager <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Ability to interpret instructions furnished in written, oral, diagrammatic or schedule form • Ability to exert regular and sustained physical effort • Ability to lift 75 pounds, stand for long periods of time, kneeling, bending • Valid Driver's License • Shop Safety and Hazardous Materials training
Shop Foreman Service Writer / Foreman (second shift)	<p>Job Description</p> <ul style="list-style-type: none"> • Oversees the day-to-day operations of the shop and the technicians assigned under him/her • Assigns work, balances workload between technicians, and assists technicians under his/her lead as required • Interfaces with customers to identify the issues they are having with their vehicles/equipment • Works with customers and technicians to troubleshoot automotive equipment, heavy equipment and vehicles • Responsible for repairs and maintenance on a wide range of complex equipment and vehicles such as fire vehicles, construction equipment tow-trucks, etc. • Generally free to develop own work sequences within established procedures, methods and policies

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS	
	<ul style="list-style-type: none"> • Opens work orders to complete required work • Verifies work is complete when identified as complete by technicians • Closes service orders in Collective Data FMIS • Performs routine vehicle and equipment preventive maintenance inspections • Trains subordinate staff in the work principles, policies and procedures to maintain and/or improve the production levels of employees • Reports directly to the Operations Manager or General Manager <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Fleet Management experience; ASE Master Medium/Heavy Truck Technician preferred • Ability to perform basic level of data analysis including the ability to review, classify, categorize, and prioritize reference data, statutes and/or guidelines • Skills required to repair complex equipment and machinery • Ability to lift 75 pounds, stand for long periods of time, kneeling, bending • Valid Driver's License; CDL desirable • Mechanics Vocational, Shop Safety, and Hazardous Materials training
Emergency Vehicle Technicians (EVT)	<p>Job Description</p> <ul style="list-style-type: none"> • Responsible for the repair, overhaul and maintenance of Fire Department and other Emergency equipment and vehicles. • Performs skilled repair and maintenance on a variety of diesel and gasoline-powered equipment and vehicles such as replacing bearings, axle seals, brake master cylinders, resurfacing brake drums and rotors • Disassembles components, inspects parts for wear. Repairs, overhauls, replaces and rebuilds water and fuel pumps, air conditioning components, compressors, radiators • Diagnoses and repairs malfunctions to all systems • Tunes and performs repairs to diesel engines • Repairs and maintains hydraulic systems • Works under general supervision of the Shop Foreman and reports directly to the Operations Manager and/or applicable lead <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • EVT Certification (a minimum of 4 as provided in RFP 3.5.15.4) • Ability to operate equipment and machinery requiring monitoring such as diagnostic equipment • Ability to utilize a variety of advisory data and information such as safety regulations, work orders, equipment maintenance and repair manuals, diagrams/schematics, engine oil analysis reports and parts manuals • Able to stand for long periods of time, moderate lifting, stooping, bending • Must be able to lift 75 pounds • Valid Driver's License/CDL • ASE Certifications in Air Conditioning & Brakes • Mechanics Vocational, Shop Safety, and Hazardous Materials training
Tire Technician	<p>Job Description</p> <ul style="list-style-type: none"> • Performs a variety of moderately complex duties. The distinguishing characteristics of this classification include responsibility for repairing and mounting tires • Repairs and mounts tires on vehicles and equipment and balances wheels • Removes and disassembles truck and equipment wheels, rims, and tires • Locates tire/tube punctures/failure location and repairs • Operates changing machines, jacks, hoist, and other tire changing/repair tools • Responds to mobile tire repair requests at work sites and repairs tires • Works under general supervision and reports directly to the Operations Manager and/or applicable lead <p>Qualifications/Requirements</p>

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS	
	<ul style="list-style-type: none"> • Minimum of 1-2 years of related hands-on experience, with Shop Safety and Hazardous Materials training • Ability to operate, calibrate, tune and synchronize, and perform complex rapid adjustment on equipment, machinery and tools such as repair truck, hoists, tire repair tools, wrenches, tire mounting equipment, and/or related materials used in performing essential functions • Ability to utilize a wide variety of reference and descriptive data and information such as safety regulations, time reports, street guide, and general operating manuals • Ability to lift 75 pounds, stand for long periods of time, kneeling, bending • Valid Driver's License; CDL desirable
Courier	<p>Job Description</p> <ul style="list-style-type: none"> • Keeps garage lots neat and orderly, moving cars as directed • Checks to ensure all work is completed and cleans interior and exterior of vehicles as needed after vehicles are serviced • Picks up vehicles from and delivers vehicles to customers as directed • Serves as Parts Runner and supports the fleet technicians with parts/tools logistics runs during the shift; serves as a backup to the Service Writer • Perform entry level service work on fleet vehicles under the guidance of senior automotive technicians <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Ability to work outdoors in weather conditions with moderate noise level • Valid Driver's License and clean driving record; CDL desirable
Heavy Duty Technician / Fire Support	<p>Job Description</p> <ul style="list-style-type: none"> • Repairs, overhauls, and maintains automotive equipment, heavy equipment, and vehicles. Performs a variety of complex duties. Responsible for repairing and maintaining a wide range of complex equipment and vehicles such as fire vehicles, construction equipment, tow trucks, sweepers, and others • Replaces bearings, axle seals, brake master cylinders, resurfacing brake drums and rotors, etc. • Disassembles components, inspects parts for wear; repairs, overhauls, replaces and rebuilds water and fuel pumps, air conditioning components, compressors, radiators, etc.; rewires electrical systems; replaces, realigns, and adjusts brakes and suspension components • Diagnoses and repairs malfunctions to all systems • Overhauls gasoline and diesel engines • Tunes and performs repairs to diesel engines • Repairs and maintains hydraulic systems. Routes and replaces hydraulic lines; checks system for leaks • Performs routine vehicle and equipment preventive maintenance inspections checking and replaces fluids, checks lights and other electrical system components, etc.; replaces exhaust system components • Works under general supervision of the Shop Foreman and reports directly to the Operations Manager and/or applicable lead <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Minimum 3-5 years of automotive and heavy equipment repair experience • ASE Master Automotive Technician and/or Master Medium/Heavy Truck Technician certifications • Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize and/or reference data, statutes and/or guidelines and/or group, rank, investigate and diagnose • Requires the ability to operate equipment and machinery requiring monitoring multiple conditions and making multiple, complex and rapid adjustments, such as engine diagnostic equipment, city vehicles and heavy equipment, mechanic tools, drill press, welder, forklift, hydraulic press, battery tester, steam cleaner, power washer; ability to repair complex equipment and machinery

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS	
	<ul style="list-style-type: none"> Valid Driver's License; CDL desirable Mechanics Vocational, Shop Safety, and Hazardous Materials training
Small Engine Technician	<p>Job Description</p> <ul style="list-style-type: none"> Responsible for the performance of routine maintenance tasks; performs PM duties such as changing oil, replacing tires checking fluid levels, lubricating moving parts, replacing light bulbs, and checking and replacing belts and hoses Checks and repairs brakes Rebuilds small engines and repairs equipment Performs minor welding repairs Ensures Work Orders are completed properly Performs road calls and emergency services as necessary Participates in the safety program Works under general supervision of the Shop Foreman and reports directly to the Operations Manager and/or applicable lead <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> Minimum of 3-5 years of related hands-on experience, with fleet maintenance experience preferred; ASE Certification in two or more areas preferred Mechanics Vocational, Shop Safety, and Hazardous Materials training Possess appropriate mechanic's toolset Ability to lift up to 75 pounds, stand for long periods of time, moderate lifting, stooping, bending Ability to properly operate automotive repair shop equipment Valid Driver's License; CDL desirable Mechanics Vocational, Shop Safety, and Hazardous Materials training
Body & Paint Technician	<p>Job Description</p> <ul style="list-style-type: none"> Performs a variety of moderately complex duties. The distinguishing characteristics of this classification include responsibility for repairing and painting auto/truck bodies Repairs auto/truck bodies Removes accessories, upholstery, electrical/hydraulic systems and trim to make repairs. Fills dents/depressions, files, grinds, and sands repaired surfaces Prepares, primes and paints auto body surfaces Welds and fabricates parts Prepares stencils and silk screens; applies decals and hand letters signs on vehicles Repairs fire department ladders, aerial fiberglass buckets, and booms Works under general supervision of the Shop Foreman and reports directly to the Operations Manager and/or applicable lead <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> Minimum of 5 years of related hands-on experience, with Shop Safety and Hazardous Materials training ASE B2 – B5 Certification; ASE Master Collision Repair or Refinish Technician desired Ability to compile, assemble, copy, record, and or transcribe data and information according to a prescribed scheme or plan Ability to explain, demonstrate and clarify to others within well-established policies, procedures, and standards. Ability to follow specific instructions and respond to simple requests from others Ability to operate and perform complex rapid adjustment on equipment, machinery, and tools Ability to utilize a wide variety of reference and descriptive data and information such as safety regulations, auto body repair manuals, parts manuals, and general operating manuals Ability to perform addition, subtraction, multiplication, and division: calculate percentage, decimals, and surface area Ability to lift 75 pounds Valid Driver's License

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS	
	<ul style="list-style-type: none"> • Mechanics Vocational, Shop Safety, and Hazardous Materials training
Trainer	<p>Job Description</p> <ul style="list-style-type: none"> • Train co-workers, as directed, in specific task, job practices, and procedures of auto/equipment repair to improve and maintain the performance levels of these employees • Oversee administration of training records, ensuring employees receive or are current in the training for required certificates/licenses • Manage employee certification programs such as ASE and EVT • Develop plans, procedures, programs, and well-defined curriculums to efficiently and effectively addresses training needs; develop training programs to facilitate career path from the entry level to the top-level mechanic position • Provide training to personnel in both classroom and garage “hands-on” settings <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Associate degree in Automotive Technology or certification/licensing in an automotive technology program of at least eighteen months; ASE/EVT Master Certification preferred • 5-7 years equivalent automotive maintenance and repair experience • Valid Driver’s License/CDL
Facility Technician	<p>Job Description</p> <ul style="list-style-type: none"> • Identify and recommend changes and improvements to facility, manage facility maintenance, and assist subcontractors with repairs. • Provide PM on machinery inside, outside the facility as well as keeping the grounds safe and up to OSHA standards • Maintain a safe and clean work environment following all OSHA standards as well as facility health and safety standards. <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • 3 years of increasingly responsible general facility maintenance experience • Ability to lift 75 pounds • Valid Driver’s License • Mechanics Vocational, Shop Safety, and Hazardous Materials training
Light Duty Technician	<p>Job Description</p> <ul style="list-style-type: none"> • Works under general supervision; responsible for performing repair, overhaul, and maintenance duties to equipment and vehicles • Performs skilled repair/maintenance on a variety of gasoline-powered equipment and vehicles such as replacing bearings, axle seals, brake master cylinders, and resurfacing brake drums and rotors • Disassembles components; inspects parts for wear; repairs, overhauls, replaces, and rebuilds water and fuel pumps, air conditioning components, compressors, and radiators • Diagnoses and repairs malfunctions to all systems • Tunes and performs repairs to diesel engines • Repairs and maintains hydraulic systems • Works under general supervision of the Shop Foreman and reports directly to the Operations Manager and/or applicable lead <p>Qualifications/Requirements</p> <ul style="list-style-type: none"> • Minimum of 3-5 years of related hands-on experience, with fleet maintenance experience preferred • ASE Master Automotive Technician and/or Master Medium/Heavy Truck Technician preferred; ASE Certification in two or more areas preferred, such as air conditioning and brakes • Ability to operate equipment/machinery requiring monitoring such as diagnostic equipment • Ability to utilize a variety of advisory data and information such as safety regulations, Work Orders, equipment maintenance and repair manuals, diagrams/schematics, engine oil analysis reports, and parts manuals • Possess appropriate mechanic’s toolset

EXHIBIT 4.4.2-1: POSITION QUALIFICATIONS

- | | |
|--|---|
| | <ul style="list-style-type: none"> • Ability to lift to 75 pounds, stand for long periods of time, moderate lifting, stooping, bending • Ability to properly operate automotive repair shop equipment • Valid Driver's License; CDL desirable • Mechanics Vocational, Shop Safety, and Hazardous Materials training |
|--|---|

4.4.3 WAGES, SALARIES, BENEFITS, AND PLANNING TO MEET STAFFING DEMANDS

Despite an improvement in the overall unemployment rate, there's still currently a labor shortage in the United States. Labor shortages occur when workers are unavailable, or in this case, not rejoining the labor force as quickly as expected. It will become increasingly important for recruiters to be aware of where the market stands now that more organizations are ramping up their hiring. King George has experienced HR staff who stay well-informed about the overall labor market situation within the specific industries we conduct business. We will strive to keep up to date on hiring trends in the post-pandemic labor market, which will help us when looking for the right candidate. King George employs a multi-prong approach to recruit and retain qualified personnel, which consists of incentive programs, sign-on bonuses, competitive pay, and succession planning.

Incentive Programs

We offer such plans as team/small-group incentives that focus on the performance of a work team when measurable output is the result of group effort and it is difficult to separate individual contributions; retention bonuses outside of regular salary that is offered as an incentive to keep a key person on the job during a particularly crucial business cycle (such as post-pandemic); annual discretionary bonuses determined by management; project bonuses paid to an employee or department for successfully completing a project within a certain time frame; and recognition awards for workers that perform above expectations or make effective suggestions for how to improve work processes.

Incentive compensation programs are primarily used to promote efficiency and productivity of the workforce, but studies have shown that they can also enhance employee recruitment, engagement, retention and employer branding, especially during times when companies may need to stand out in order to attract skilled employees. Incentive programs can increase employee performance by as much as 44%, and they can motivate up to 66% of employees to remain with their company.

Employee Sign-On Bonuses

King George offers sign-on bonuses to high-quality individuals. This is particularly beneficial in attracting technicians in high-demand industries such as automotive/fleet maintenance. This one-time increased payment helps reach a total compensation package that is attractive to the candidate and is an opportunity to persuade high-demand candidates to join our company; it shows that we recognize their worth and consider them a serious option.

Competitive Pay and Benefits

Our compensation plan is essential to our ability to compete effectively in the services business. King George pays at or above market rates, including the proposed rates for this contract. The competition to recruit new workers as well as retain existing ones is now fierce. That pressure is doubly felt in industries like vehicle/fleet maintenance. Advertising a job at or above market rate salary will receive far more candidates for consideration, and the more high-quality applicants we receive, the more likely we are to find a great candidate. This method also leads to higher staff morale and employee retention – when team members are satisfied with their salaries, they will be less likely to search out other jobs or leave the company. Our competitive pay and benefits are especially enticing to trade workers who strive to be appreciated for their strong skill sets and abilities. Top talent ramps into full productivity faster upon hire. We have found that allocating the money to pay for top talent, leads to peak efficiency far faster after the technician is hired than when less qualified employees are on-boarded.

King George provides competitive wages and health and welfare benefits and a performance-based compensation plan designed to encourage our employees to perform in ways that will result in attainment

of King George's goals and of our customers' goals, while also meeting our employees' personal objectives. Our employees receive continued training, support, and the opportunity to grow with the company. This dedication to our employees has resulted in King George having an outstanding reputation for quality work and performance. The policies combine base salary, performance bonus, and an array of benefits designed to maintain internal and external equity while maintaining the flexibility to balance salary and benefit options available to King George's workforce. Any Union employee benefits are in compliance with the applicable union agreement which provides guidance on vacation, holiday leave, payroll taxes, group medical, life and disability insurance premiums, workers compensation, and 401(k) plan. The following employee benefits represent exempt workers not covered by union agreements and are priced using King George's standard rates. This includes rates for direct charge employees for health and welfare and 401(k), employer paid fringe benefits, Holiday, and Vacation Leave based upon current corporate policies and plans in effect at the time of pricing, current burden rates for State and Federal employer statutory taxes, and current Corporate Worker's Compensation rates. Medical coverage for our regular full-time employee is a comprehensive managed care medical plan. The company also provides prescription drug, dental, vision, and life insurance plans and offers several other voluntary, contributory benefits, such as short- and long-term disability insurance, supplemental life insurance, and a reimbursement account plan where employees can pay for dependent day care and out-of-pocket medical expenses with pretax dollars. To provide for an employee's future financial security, King George offers a Tax Deferred 401(k) Income Savings Plan. We also offer paid leave, holidays, relocation assistance, and an Employee Assistance Program (EAP). Our Compensation Policies are designed to pay salaries that achieve the following objectives:

- Enable the company to attract, motivate, and retain the best-qualified individuals.
- Are seen as fair, equitable, and consistent relative to:
 - The market value of each position
 - The position's overall value to the organization
 - The salaries of other employees in similar positions
- Reflect the skills, complexity, difficulty, and level of work performed.
- Recognize individuals according to their performance.
- Ensure compliance with employment and compensation statutes/regulations, including overtime differentials.

Succession Planning

And, finally, King George keeps talent in the pipeline through a developed succession plan. King George seeks out candidates with the potential for long-term growth to mitigate an aging workforce and skill shortage in a workforce that simply does not have enough proficient applicants to fill an ever-increasing number of high skilled technician jobs.

We focus on worker's skills, not their degrees. Skills first is not just for recruitment purposes; it is also for retention purposes. A tight labor market requires hiring practices that ensure potential quality employees are not being overlooked because of things like degree requirements. We actively recruit from local markets, searching for adaptable, trainable candidates from trade schools, and placing these entry-level staff on a pathway to reach their career ambitions. King George offers internships/ apprenticeships, connects to industrial networks such as SkillsUSA, and attends job fairs and in-person events to connect with trade students and bring new skills to our business. Our company also focuses on the skill set of our existing workers, putting more emphasis on training, skilling, and retraining. We use a combination of techniques, including mentoring, cross-training, job enrichment, job shadowing and case studies, vestibule training, and classroom training. Succession planning includes identifying skills and competencies next-generation employees will need to function well in key positions. Developing systems to identify and transfer that knowledge and shorten learning curves should be a primary objective. If traditional step-by-step succession planning does not work for certain functions, we move to individual skill development opportunities such as enrichment, enlargement, and cross-training as sources for enhancing employee skill sets.

Filling Vacancies Through Workload Forecasting and Shifting Resources

Provided we still fall short of retaining a full staff in the post-pandemic climate, we can shift resources and utilize proactive advanced scheduling to overcome the shortage. We use workload forecasting to identify projected requirements and fill vacancies according to three methods (Advance Recruitment, Local Resources/Promotion, and Immediate Fill), as detailed in [Exhibit 4.4.3-1](#). Job plans document required labor skills, location, training, and certifications. Our General Manager will also coordinate with the City to identify any other potential losses to receive as much advance notice as possible. The General Manager provides staffing level projections to HR for sourcing.

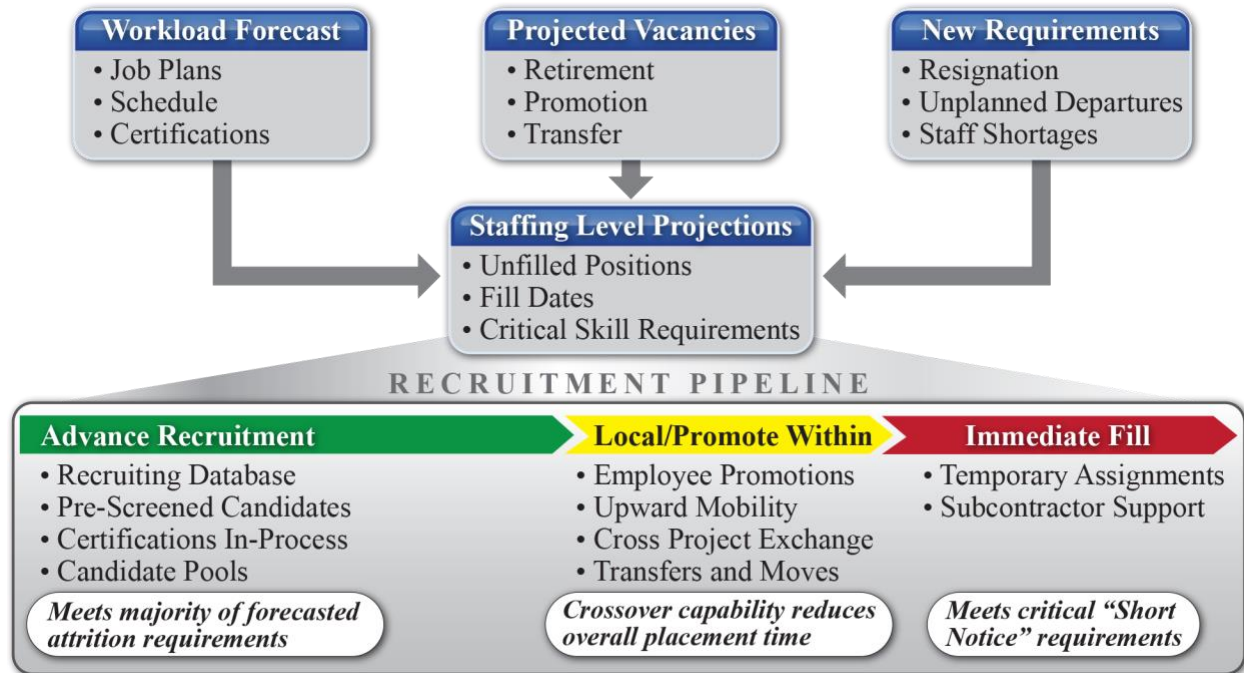


Exhibit 4.4.3-1: HR Pipeline Process.

Projections and local skills availability will mitigate the impact of attrition.

We seek to promote from within as a first alternative to fill a position. For employees covered under an union agreement, we give preference to employees based upon seniority, but with consideration to training, ability, and job performance. King George also maintains an advance recruitment pipeline up to 18 months in advance. The pipeline includes candidates with skill sets for known vacancies as well as those that possess critical skills such as EVTs. This provides additional surety for meeting unplanned attrition. Sourcing may include recommendations from our e-recruitment programs, on-line jobs database, project/industrial network, and union/association training programs.

King George can provide expedited and immediate placement through local resources or promotion from within. HR maintains a database of our employees on contracts in the area. Many of these employees and some of our subcontractors have similar skill sets and certifications. King George also promotes upward mobility as employees become more skilled, attain higher certifications, and reach limits for their career paths as discussed above for Succession Planning. We provide our employees with training and mentoring that enables them to further develop technical and leadership skills. We also coordinate with the unions to identify potential hires and provide certification training.

We can shift resources from other contract locations in the event of an emergency or absence. In all cases, we follow union guidance if the work involves performing duties at a higher classification. In addition to in-house capabilities, we have a large presence in the area and a significant number of fully qualified and certified technicians. We can draw on this presence to locate qualified personnel to fill critical needs quickly. In addition, we maintain an online job bank that allows us to share opportunities globally. We can

use these resources to temporarily fill a position or provide augmentation support during a contingency. We follow any applicable union guidelines regarding new hires, promotions, selection, and job postings.

We are confident that we can temporarily fill any position at Fort Lauderdale as required immediately, until a permanent replacement can be found. To ensure we are always prepared to support the needs of the community, we establish relationships with subcontractors (particularly small businesses to focus on MBEs and WBEs) within the local community that can help augment our existing staff and provide equipment and material needs immediately. King George has contract locations and support offices throughout the United States. Through this established infrastructure, King George maintains pre-screened and qualified employees, subcontractors, and vendors for virtually every service area required under this contract.

King George has mitigated labor shortages in the past to great effect with advanced scheduling and local recruitment. For instance, on our Corpus Christi Army Depot Fleet Maintenance contract, we faced a brief workforce shortage in 2017 caused by a culmination of two key developments: 1) the economy was in an upswing, creating an increased demand in skilled labor and wages above the market, and 2) a storm event that caused regional flooding, leading to several closures. In response, King George immediately shared the potential impact of these events with the customer, and onsite management and corporate leadership refocused efforts to quickly resolve the issues through intensifying recruitment efforts and implementing advanced scheduling to mitigate future events. We created a 30-day look-ahead schedule to alleviate any potential incidents such as natural disasters hindering our timely performance, and as noted in a 2020 project evaluation, King George continued to perform the contract ahead of schedule.

4.4.4 ONGOING TRAINING PROGRAM AND MAINTAINING LICENSES/CERTIFICATIONS

Our hiring procedures ensure that all special training, education, license, and certification requirements are identified for each position. During the hiring process, information on qualifications, certifications, training history, and expiration dates are captured for each employee. Specific contract requirements, such as National Institute for Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) certifications or Hazardous Material endorsement, are examined at this stage; only eligible employees move forward in the process. Information capture from the employee is used to develop training programs specific to each employee and customer requirement. Individual training records are maintained electronically and contain the following documentation: training qualifications, certifications, permits, and licenses. In addition, training records will comply with contract requirements and contain confirmation of initial and refresher training provided to each employee. During the Transition, the Corporate Director of Quality and Safety develops individual employee training records to verify personnel are task certified by contract start. Our training plan will ensure any required licenses and endorsements such as CDLs, hazardous materials license/endorsement, bus license, etc. are in-place within six months of hiring, with copies of current licenses/certifications provided to City Fleet Services.

King George generally requires that technicians have ASE certification, and we will place the highest emphasis on employing mechanics/technicians that already hold ASE certifications. However, exceptions to this requirement have been made on a case-by-case basis for technicians that have unique experience and skills necessary to accomplish their assigned tasks. King George endeavors to have all technicians hold more than one ASE certification for cross-utilization purposes, and we will help all technicians attain at least one ASE certification every year of contract performance. By employing technicians with multiple certifications, we ensure that our workforce is fully employed in the maintenance and repair of the City's Fleet. This cross-management approach establishes pride in ownership of the vehicle repairs by not making many specialized technicians responsible for small parts of the larger effort, while minimizing the downtime associated with employing highly specialized employees who only work on one or two vehicle subsystems. This heightened efficiency and pride in ownership yields a higher quality product at a more economic price point.

We are also committed to achieving the ASE's highest honor of the 'Blue Seal of Excellence'. This specialty seal is only awarded by ASE to Auto Repair Facilities and Collision Repair Facilities that employ at least 75% of technicians that are ASE certified, with each area of offered service within the facility covered by

at least one ASE certified technician. Our company offers incentives to encourage all employees to obtain ASE certification. For mechanics not already ASE certified, we will encourage and assist these technicians in obtaining ASE certificates. King George emphasizes continuing education, and we back our commitment to training with monetary incentives for our employees who successfully pass the examinations. As a financial incentive to encourage participation in the program, King George will pay for the tests and the mechanics' wages while they are taking the test. We will furnish our mechanics with study materials for test preparation. Study materials will be obtained from various sources and will consist of selected excerpts from trade publications and factory repair manuals, aftermarket manufacturer's brochures, factory bulletins, and any other material deemed appropriate. In addition, refresher course textbooks will be issued, each of which is designed to prepare the mechanic for a specific certification test, i.e., Drive Train, Engine, Transmission, Air Conditioning, Brakes.

King George's training approach includes several basic elements:

- Establishment of a formal training record for each employee
- Identification of mandatory training and certifications for each position
- Review and evaluation of each employee's previous training
- Identification of required and needed training
- Establish a training schedule for each employee
- Update the employee training record as prescribed training is completed.


Our comprehensive technician Training Program for this contract will focus on four major categories:

- Manufacturer
- Industrial
- Technical
- ASE Training to maintain Blue Seal certification

King George has devised a training program for the contract that covers every training need from new employee training to special certification requirements. Our training program ranges from including Web-based learning, formal classroom instruction, training courses, clinics, videos, and on-the-job training to ensure that we have a flexible, trained workforce capable of meeting Target work, as well as any surge requirements or changes in contract.

Mechanics will receive outside and in-house training. When most beneficial, we present training on location. Outside training generally consists of sending a supervisor or senior mechanic to an educational/technical training facility to learn about specific new techniques or attain some other highly specific objective. These selected individuals will then train others in the shop on the exact job to be accomplished. Factory-sponsored training is sought for specific vehicle maintenance operations such as ambulances, fire trucks, and other mission-specific equipment not usually found in a non-commercial/industrial complex. Technicians will receive OEM specific training on current and future models, especially in diagnostics systems, such as Cummins, International, Ford, Peterbilt, and Freightliner. Technical and vocational training is available through local providers, such as Emergency Vehicle Technical Support and McCann.

King George understands the ASE and EVT certification requirements and timeline as provided in the RFP and will ensure we meet these requirements within the required timeframe. Emergency Vehicle Technicians are highly skilled and must pass two certifications, both ASE and EVT qualification testing, which entails extensive knowledge and experience in particular engines, transmissions, and pumping devices. To this end, King George's Corporate Operations Manager tracks all ASE and EVT certifications/training through a checklist ([Exhibit 4.4.4-1](#)) kept on file for each worker. We also maintain a list of EVT trained and certified technicians in the United States through the EVT Certification Commission in Dundee, Illinois. This involvement helps King George recruit employees for new contracts, replace terminating employees, and keep abreast of changing certification requirements to assist current employees in attaining the appropriate certifications.

CONTRACT LOCATION			
EMPLOYEE NAME			
EMPLOYEE NUMBER			
COMMERCIAL DRIVER LICENSES			
CDL			
FORKLIFT CERTIFICATIONS			
Forklift Certified			
ASE CERTIFICATIONS			
G1 - Auto Maintenance and Light Repair		X1 - Undercar Specialist Exhaust Systems Test	
A1 - Engine Repair		B2 - Painting & Refinishing	
A2 - Automatic Transmission/Transaxle		B3 - Non-Structural Analysis & Damage Repair	
A3 - Manual Drive Train & Axles		B4 - Structural Analysis & Damage Repair	
A4 - Suspension & Steering		B5 - Mechanical & Electrical Components	
A5 - Brakes		B6 - Damage Analysis & Estimating Certification	
A6 - Electrical/Electronic Systems		B2 - B5 - Master Status	
A7 - Heating & Air Conditioning			
A8 - Engine Performance		S1 - Body Systems & Special Equipment	
A9 - Light Vehicle Diesel Engines		S2 - Diesel Engines	
A1 - A8 - Master Status		S3 - Drive Train	
		S4 - Brakes	
T1 - Gasoline Engines		S5 - Suspension & Steering	
T2 - Diesel Engines		S6 - Electrical/Electronic Systems	
T3 - Drive Train		S7 - Air Conditioning Systems & Controls	
T4 - Brakes		S1 - S6 - Master School Bus Technician	
T5 - Suspension & Steering			
T6 - Electrical/ Electronic Systems		H1 - Compressed Natural Gas (CNG) Engines	
T7 - Heating, Ventilation & Air Conditioning (HVAC)		H2 - Diesel Engines	
T8 - Preventive Maintenance Inspection		H3 - Drive Train	
T2 -T7 - Master Medium-Heavy Truck Technician		H4 - Brakes	
		H5 - Suspension & Steering	
L1 - Advanced Engine Performance Specialist Certification Test		H6 - Electrical/Electronic Systems	
L2 - Electronic Diesel Engine Diagnosis Specialist Certification Test		H7 - Heating Ventilation & Air Conditioning (HVAC)	
L3 - Light Duty Hybrid/Electric Vehicle Specialist Certification Test		H8 - Preventive Maintenance & Inspection (PMI)	
		H1 or H2 Plus H3-H8 - Master Certified Transit Bus	
E1 - Truck Equipment Installation & Repair			
E2 - Electrical/Electronic Systems Installation & Repair		P1 - Medium-Heavy Truck Parts Specialist	
E3 - Auxiliary Power Systems Installation & Repair		P2 - Automobile Parts Specialist	
E1 - E3 - Master Truck Equipment Technician			
		C1- Automobile Service Consultant Certification	
F1 - Alternate Fuels Certification Test			
FIRE APPARATUS TECHNICIAN			
F-1 Inspection, Maintenance, & Testing of Fire Apparatus		FA-4 Advanced Electrical Systems	
F-2 Design & Performance Standards of Fire Apparatus		F-7 Foam Systems	
F-3 Fire Pumps and Accessories		F-8 Hydraulic Systems	
F-4 Fire Apparatus Electrical Systems			
F-5 Aerial Fire Apparatus			
F-6 Allison Automatic Transmissions			

Level I			
ASE EXAMS		EVT EXAMS	
T4 - Brakes		F-1 Inspection, Maintenance, & Testing of Fire Apparatus	
T5 - Suspension & Steering		F-2 Design & Performance Standards of Fire Apparatus	
Level II			
ASE EXAMS		EVT EXAMS	
T2 - Diesel Engines		F-3 Fire Pumps and Accessories	
T3 - Drive Train		F-4 Fire Apparatus Electrical Systems	
T6 - Electrical/ Electronic Systems			
Master Level III			
ASE EXAMS		EVT EXAMS	
T1 - Gasoline Engines		F-5 Aerial Fire Apparatus	
T7 - Heating, Ventilation & Air Conditioning (HVAC)		F-6 Allison Automatic Transmissions	
AMBULANCE TECHNICIAN EXAMS			
E-0 Inspection, Maintenance, & Testing of Ambulances		E-3 Ambulance Heating, Air-Conditioning, and Ventilation Systems	
E-1 Design & Performance Standards and Preventive Maintenance of Ambulances		E-4 Ambulance Cab, Chassis, and Body	
E-2 Ambulance Electrical Systems			
Level I			
ASE EXAMS		EVT EXAMS	
A4 - Suspension & Steering		E-0 Inspection, Maintenance, & Testing of Ambulances	
A5 - Brakes		E-1 Design & Performance Standards and Preventive Maintenance of Ambulances	
A6 - Electrical/Electronic Systems			
A8 - Engine Performance			
Level II			
ASE EXAMS		EVT EXAMS	
A1 - Engine Repair		E-2 Ambulance Electrical Systems	
A3 - Manual Drive Train & Axles		E-3 Ambulance Heating, Air-Conditioning, and Ventilation Systems	
A7 - Heating & Air Conditioning			
T2 - Diesel Engines			
Master Level III			
ASE EXAMS		EVT EXAMS	
A2 - Automatic Transmission/Transaxle		E-4 Ambulance Cab, Chassis, and Body	
T4 - Brakes			
T5 - Suspension & Steering			
ARFF TECHNICIAN EXAMS			
A-1 Design & Performance Standards & PM of Aircraft Rescue & Fire Fighting Vehicles		A-3 Extinguishment Systems of Aircraft Rescue and Fire-Fighting Vehicles.	
A-2 Chassis and Vehicle Components of Aircraft Rescue and Fire-Fighting Vehicles			
Level I			
ASE EXAMS		EVT EXAMS	
A2 - Automatic Transmission/Transaxle		A-1 Design & Performance Standards & PM of Aircraft Rescue & Fire Fighting Vehicles	
T4 - Brakes		F-1 Inspection, Maintenance, & Testing of Fire Apparatus	
T6 - Electrical/ Electronic Systems			
Level II			
ASE EXAMS		EVT EXAMS	
T3 - Drive Train		A-2 Chassis and Vehicle Components of Aircraft Rescue and Fire-Fighting Vehicles	
T7 - Heating, Ventilation & Air Conditioning (HVAC)		F-4 Fire Apparatus Electrical Systems	
T5 - Suspension & Steering			

Master Level III			
ASE EXAMS		EVT EXAMS	
L2 - Electronic Diesel Engine Diagnosis Specialist Certification Test		A-3 Extinguishment Systems of Aircraft Rescue and Fire-Fighting Vehicles.	
LAW ENFORCEMENT VEHICLE TECHNICIAN EXAM			
L-1 Law enforcement Vehicle Installation Technician			
MANAGEMENT EXAMS			
M-1 level 1 Supervisor Exam			
M-2 Level 2 Supervisor Exam			
ALL OTHER CERTIFICATIONS			

Exhibit 4.4.4-1: ASE / EVT Certification Tracking Checklist.
King George ensures certifications are tracked in every employee's file.

In the rapidly changing field of Fleet/Automotive Maintenance, we understand the need for continual training and cross-utilization of our staff to ensure consistency in all skills of the trade. Initial and ongoing training is the cornerstone for providing high-quality service. It is our policy to encourage and assist our technicians to obtain state licenses where applicable, to be beneficial to the requirements of each maintenance contract. Our commitment to continual training ensures that as technologies change and evolves, our technicians continue to provide the very best service to our customers. As mentioned above, our policy also includes encouraging and assisting our technicians in obtaining certificates issued by the ASE, supported by monetary incentives for our employees who complete training, possess the necessary experience, and pass the certification exams.

King George conducts an annual skill assessment and formulates any training which may be required in conjunction with the tasks being performed by the employee. The assessment identifies any training required to maintain technical proficiency in the employee's position and mandatory training related to safety. We maintain a record of each employee's experience to include any skill enhancement training required. Training sessions are then planned and scheduled to support the needs of our employees. Recurring training and periodic recertification are part of the King George training program. We recognize that certain occupational specialties require a skill upgrade or requalification periodically. In the proficiency portion of our program, we have provided for this activity in the form of function-specific training through refresher courses and other recertification courses. Our corporate office has curriculum development specialists who will implement the training and a training plan that will ensure the contract has the most effective, proficient workforce to perform the contractual requirements.

King George has many ongoing Training Programs such as on-the-job training, safety training and specialized equipment training with the introduction of new equipment. We encourage all employees to continue education in their perspective occupations, trade at various trade schools and any other sources available to expand their technical capabilities. This training is determined on an individual employee basis depending on existing skill level and what additional training may be required as new vehicles and equipment are added to the fleet. Continuing education is essential to maintaining and growing the level of professionalism of our workforce. To this end, King George strives to provide a minimum of 30 hours of annual training to each employee in addition to contract-required training. This training may include Safety Training, HAZMAT/HAZWASTE Training, Training on New Car Features and Functionality, Training to Maintain Hybrid and Alternative Fuels Vehicles, and Ongoing Employee Personal Development Training. To ensure good customer relations, King George requires each employee to follow its strict Code of Ethics and Conduct. The Code of Ethics and Conduct is provided to all new hires and calls for all employees to be polite, perform work in a professional and business-like manner, and treat each customer representative equally. King George's Employee Handbook contains guidelines for appropriate workplace behavior, dress and personal appearance, and activities which may result in disciplinary action. Violations of our policies,

procedures, or standards will result in appropriate corrective action. The form of correction will depend on the circumstances and may include the following: verbal counseling, written reprimand, suspensions, and/or discharge.

FMIS Training

FMIS has been implemented at all fleet maintenance sites by King George's highly qualified Information Technology (IT) professionals using our proven comprehensive training program. Our ability to implement Collective Data is indicative of the depth of our knowledge and understanding of the system. Our IT team will work closely with the onsite team to ensure that the Collective Data FMIS system continues to provide timely and the comprehensive fleet management data and reporting to keep the City's fleet running in top notch condition.

King George has an IT Staff at our Corporate Offices which are committed to assisting our field offices in implementing FMIS which will better serve our customers. King George's IT Director, Mr. Dean Bailey, has extensive experience with various FMIS and assists and supports the site with the administration support of Collective Data as needed. King George will make our staff available for initial FMIS training, recurrent training, software revisions, and for training brought about by operational problems.

King George will evaluate the employees' level of proficiency and will provide incumbent hires refresher training as appropriate. Training will be provided for new King George users or any City personnel that would like to attend. Training will include three days of initial training and three days of Go-Live training. Initial training gives all users an opportunity to start familiarizing themselves with the software and develop questions. Go-live training will re-familiarize the users and provide a time for questions developed and answered prior to going live.

Confidential Information

Employees that have access to technical, financial, or commercial information that is sensitive or belongs to the Company, its customers or suppliers, are responsible for safeguarding it. We ensure that only those people with a legitimate need to know have access to it. King George understands that certain property owned by the City is sensitive in nature and requires concerted efforts by our staff to ensure that the sensitive nature of such property is not compromised. King George will safeguard the confidential and sensitive nature of unmarked, and/or surveillance vehicles, including, but not limited to, the special equipment inside the vehicles, is maintained. Any King George employees and subcontractors utilized for services on this contract will sign a Confidentiality Agreement. As part of our confidentiality training, we will inform our staff of the following key items:

- Do not discuss these vehicles, except on site where it pertains to maintenance/repair
- Be vigilant and do not allow handling by unauthorized personnel, and tampering with special machinery, tools and equipment of any kind

Management will ensure the integrity of vehicle/equipment technicians and other staff and subcontractors is maintained at all times.

4.4.5 MANAGING WORK DURING SLOWDOWNS OR STRIKES AND OTHER CHALLENGES

King George understands the significance of the need to continue Fleet Maintenance services during a strike or work stoppage, crisis, or emergency conditions such as flood, hurricane, and other emergencies as declared by the City Manager or Mayor. Our team members work closely with our customers to support their needs through the fixed price target portion of our contracts as well as possibly unforeseen work which is beyond the scope of the target work. We have the experience to continue contract operations during crisis periods that could result in work stoppage or slowdown. We are committed to providing Target Services during crises for the City of Fort Lauderdale Fleet Maintenance Contract.

Our Contingency Plan is provided herein and has been reviewed by our Emergency Preparedness Team. We will submit a revised plan to the City Contract Coordinator or designee for approval as any necessary changes are made hereafter.

Our approach identifies procedures to be used by local and corporate managers to ensure a qualified workforce is available during emergencies and natural disasters and that work is accomplished to meet contract specifications during an emergency.

During the course of the contract, King George personnel will attend training events, exercises, and drills to test the effectiveness of our Plan. We will provide essential vehicle maintenance and repairs in support of emergencies as declared by the City Manager or Mayor. King George understands that repair priorities under emergency situations may be revised by the City Manager or his designee. We will provide adequate staffing, as approved by the City Contract Coordinator, to ensure continuous 24-hour support, including after-hours operations, for vehicle/equipment functions for the period of time determined to be required by the City Manager or his designee. Within one hour of notification, we provide appropriate staffing as requested. In addition to providing “all-hands” support should the shop be called to contingency services, we designate a trained and qualified technician on a rotational basis to ensure we provide 24/7 coverage for call out situations, or other emergent response which does not require mobilization of the entire shop. By identifying designated technicians for these situations, we ensure that at least one of our technicians is always available on-call for each location to respond to unforeseen situations.

COVID-19 Pandemic

Like many other organizations, our recent experience with COVID-19 has raised our awareness of the need for contingency planning and consideration on many levels. In planning for pandemics, we factor the impact of waves in planning. Waves may last 8-12 weeks, with additional waves possibly occurring within 2-9 months of the initial outbreak wave (this wave may cause more serious illnesses than the first). King George currently provides support for multiple U.S. Government DoD facilities. Through this experience mitigating potential exposure and maintaining service in stringent, essential environments, we are fully prepared to support efforts to lessen the effects of pandemic diseases on mission-critical functions. In planning for pandemics such as COVID-19, we make the following assumptions:

- Advance warning of impending regional infection
- Potential absence rate of 30%-60% for periods of 4-6 weeks
- Government-imposed military facility restrictions, travel restrictions, closure of public offices and potential quarantine of neighborhoods
- Maintenance of public services (utilities, police, fire) at minimal levels.

King George follows Center for Disease Control (CDC), City directives and guidance, and national pandemic guidelines. We adjust work schedules, preparation time for deliverables, and ordering of supplies and materials shipments to ensure no interruption of critical services. Where feasible, we limit workers to 10 or fewer on each jobsite, alternate days and shifts, and mandate 6-foot distancing from coworkers and the general public. We incorporate self-quarantine procedures to reduce exposure and risk to others. King George has implemented proactive COVID-19 Monitoring Plans and COVID-19 Protection and Prevention Action Plans across all of our programs. These plans help all employees understand how to monitor symptoms and when to act to protect employees and customers from infection. As part of our daily operations, we require that all employees read and understand OSHA’s publication, “Guidance on Preparing Workplaces for COVID-19”, including identifying the signs, understanding the risks and sources of exposure, and taking measures to limit and reduce exposure. These measures include social distancing; limiting the number of staff at the worksite; personal hygiene; and King George-provided materials, such as tissues, hand soap, alcohol-based hand rubs containing at least 60% alcohol, disinfectants, disposal towels for workers to clean their work surfaces, and no-touch trash cans. King George mandates Personal Protective Equipment (PPE), such as eyewear, nitrile gloves, masks, gowns, and/or face-shields.

King George also ensures our workforce is well-informed about the COVID-19 virus, the disease it causes, and how it spreads. We host a weekly Pandemic Plan Breakout to provide guidance and updates to all our teams across the organization and around the world. During our Weekly Pandemic Breakouts, we focus on communicating factual information and support for all employees, with an emphasis on: 1) Screening and

Quarantine; 2) Reducing the Spread; 3) Managing Infected Employees; and 4) PPE. This is a collaborative effort involving all parts of our business to ensure we protect people, provide uninterrupted service, and keep the business running. We continue to review our plan and adjust as new guidance is published or as conditions change. In support of the pandemic plan and emergency coverage, we accomplish the following:

- Maintain a directory that includes work location, home, cellular, ‘other’ numbers, email address, and home address
- Prepare a ‘calling tree’ by functional department to supplement the directory
- Update critical employee personal data and verify/track employee sick/vacation days taken
- Consider curtailment of normal activity and the transition of field/service labor forces to other activities requested by clients
- Conduct coordinating discussions with localized workforce, labor unions, etc.
- Liaise with various supply chains to secure necessary materials during the pandemic period
- Identify how supplies will be obtained, stored, and issued.

Strikes/Work Stoppages

The General Manager takes proactive steps to address labor issues and resolve potential critical labor issues before there is a work stoppage. Working with our legal counsel and law firm representatives, we meet with union officials quickly to resolve labor disputes or concerns before there is a work stoppage. Our program sites stress the importance of maintaining open channels of communication to alleviate labor unrest and avoid potential work stoppages. In the unlikely event of a work stoppage, the General Manager takes immediate action to protect City property and the integrity of all in-progress project tasks and ensures that we maintain all essential services with non-union personnel. The General Manager assesses the impact of the work stoppage and takes the appropriate action that includes:

- Activate the plan for key King George management and legal personnel to be on-site as soon as possible
- Coordinate with the Contract Coordinator to identify the areas that must be protected from sabotage and that require continuous service
- Revise work schedules and allocate personnel resources to maintain essential services and security requirements
- Determine requirements for temporary hires and, if necessary, hire qualified personnel
- Review established labor pool workforce resumes and applications that are on file to select personnel who may be available to temporarily fill positions
- Draw from other contracts in the region as required.

4.4.5.1 Acquisition of Essential Personnel and Resources

During contract phase-in, we will establish a list of local contractors, vendors, and personnel agencies that can assist King George with the essential services during a crisis. Through the following methods, King George will ensure we have adequate personnel and resources to support contingency/emergency situations. Additional personnel to assist during a crisis period may be attained by:

- Adjusting work schedules for existing personnel and utilizing overtime hours as approved by the City.
- Mobilizing corporate personnel and personnel from our other project sites.
- Utilizing local personnel agencies to secure additional personnel.
- Utilizing local contractors and vendors to secure additional personnel and equipment.

When selecting qualified personnel to temporarily fill-in, we will turn to our company-wide training and certifications log as well as our pre-determined qualified positions list. King George will keep a record of training and certifications of each employee. Therefore, when the need arises for special trades and certifications under crises, we can look at our training and certification records to identify the employees with the experience, training, and certifications required to perform the essential services. Cross-utilization of employees is beneficial to us for numerous reasons. One being, it broadens our pool of qualified personnel in instances such as an emergency.

4.4.5.2 Challenges Maintaining Services

To mitigate challenges, we establish effective lines of communication with clear identification of authority. During the transition period and initial performance portion of the base year contract period, we will consult with the City Contract Coordinator to define the extent of possible types and magnitudes of crisis and or contingency support needed. We will also review, to the extent of permissible access, the City's emergency contingency plans. We will use the information obtained from these consultations and the review of City plans to adapt our existing emergency and contingency plans. Once this is completed, we can ensure timely action in the accomplishment of support requirements. There are several challenges associated with maintaining essential contractor services during an extended period. **Exhibit 4.4.5.2-1** lists several instances and how they are mitigated.

Regardless of the nature of the emergency, King George will prioritize the work to suit the City's mission requirements. In the event that services are temporarily curtailed, we will document the activities that are being deferred, if any, and work closely with the City to recover in as timely a manner that is possible.

EXHIBIT 4.4.5.2-1: CHALLENGES MAINTAINING SERVICES	
Potential Challenge	How to Correct
Employees working overtime may become exhausted which can result in poor performance.	Ensure an adequate number of qualified employees are available to cover all shifts. Keep safety forefront.
Employees who are relocated from another contract will require a temporary place to call home. Although this is not a direct challenge to the contract, it could result in a challenge for the employee who is away from their home and family.	Ensure an adequate number of qualified employees are available to cover all shifts. Predetermine possible locations that can house temporary employees. Allow personnel to take a few days off to return home, when possible.
The crisis situation may have affected the employee's home or family.	Provide counseling and assistance as needed. Allow for time off.
If employees are forced to relocate from a contract location, it may be a challenge to locate them to facilitate their return to work.	Throughout the contract, train all employees on who to contact during a crisis situation; instruct employees to contact King George's Corporate Office as soon as possible to inform management of the employee's current status. Obtain a name and phone number of an emergency contact for all employees.
Subcontractor services and supplies may not be readily available depending on the nature of the crisis.	Keep an updated list of subcontractors and suppliers. Keep an adequate amount of supplies on hand. Set up a supply system from neighboring contracts that are not affected by the crisis.
Possible significant increases in costs of subcontract labor and materials during the crisis.	Communicate with the City Contract Coordinator and discuss viable options.

4.4.5.3 Time Lapse of Personnel and Resource Acquisition

We intend to assign the additional workforce as quickly as possible and to remain on-site during the entirety of the crisis. Immediately upon being made aware of the emergency crisis, our General Manager will begin working with the corporate office to initiate a pre-determined 24-hour hotline. This hotline support team will be located at the corporate office. This is critical to make sure it's in a location not affected by the crisis. Pre-determined members are HR, Finance, Procurement, Subcontracts, Safety, and Operations to ensure the site has the support required. The Emergency Preparedness Team may locate to the site if conditions warrant.

The General Manager will immediately work with the Emergency Preparedness Team and the City to identify the number of personnel and resources required and a strategy to successfully continue the operation of the essential services. The Emergency Preparedness Team will then begin acquiring the

necessary personnel and scheduling travel arrangements for those temporarily relocating. Should we need assistance from local personnel agencies or contractors, the General Manager will arrange to get the personnel working immediately. In addition to our corporate resources, we can also subcontract work to meet a crisis and or contingency. Through years of regional work and membership in various trade associations, routine business operations, and participation in various Small Business Administration (SBA) programs, King George has access to a vast array of labor and specialized capabilities possessed by proven subcontractors in the region.

While we possess the ability to quickly mobilize supplemental subcontractor labor, King George prefers to use existing employees in contingency operations. This not only provides us with an assurance of the employee's qualifications and experience, but in most cases, the badging requirements and background checks have already been met for the employee's regular work assignment. If we must employ local and/or Agency labor, we will work closely with the City to expedite completion of background check documents.

4.4.5.4 Preparedness of Personnel

After selecting the personnel to assist with the essential services, whether it's through relocation, a temporary personnel agency, or utilizing subcontractors, King George will submit a list of personnel to the City Contract Coordinator. This list will be updated as changes occur.

Our General Manager along with the Emergency Preparedness Team will work directly with the personnel who are temporarily relocating to accomplish the essential service tasks. The General Manager or designee will assist the employee with travel arrangements to get the employee to the site as soon as possible.

King George will do our best to assign employees who meet the training requirements; however, should an employee require additional training, this training will be completed either prior to their arrival or immediately upon arriving. Essential services employees will participate in training, emergency response exercises, and drills as directed by the City. All employees are trained on contingency response and disaster recovery. Employee Emergency Management Program awareness and disaster preparedness training is part of our overall orientation program and is incorporated into our recurring curriculum. Areas of training include pandemic response, natural and man-made disasters, environmental and hazardous substances, spill preparedness and response, security and protection programs, and chemical/biological response.

Due to the nature of the work and our staffing concept, we do not anticipate that working from home would be a viable option for this contract. We will, however, pre-plan for alternate service/repair facilities locally.

4.4.5.5 Alert and Notification Procedures

Upon receipt of a notification or declaration of an emergency, our General Manager will verify the notification, and immediately alert King George Senior Management with as detailed a description as is available. The initial alert will be directed to King George's CEO; if the CEO is unavailable, the alert will be directed to the next senior Manager (President, CFO, etc.) until one is reached. This notification will activate the Emergency Preparedness Team. Essential employees will be notified of their roles and responsibilities based on the nature of the emergency in accordance with the approved Contingency Plan. The General Manager will coordinate with the City Contract Coordinator and take immediate action accordingly. The Emergency Preparedness Team will disseminate the emergency information internally, and mobilization will begin as the situation warrants.

4.4.5.6 Communication During Crisis

The General Manager will be available via cell phone to receive emergency after-hour calls 24/7. All King George personnel will be included on an emergency recall plan. A copy of the personnel recall listing, including home telephone numbers, will be provided to the City during the transition period. The recall list will be updated as changes occur.

Upon determination that an emergency situation exists or at the direction of the City, the General Manager will ultimately initiate the emergency recall procedures. Personnel will be notified via phone of the type of emergency, where, and when they are to report. At the designated time and location, all personnel will be

accounted for and briefed by the General Manager on the necessary response to the situation, and individual expectations, roles, and responsibilities. All essential services employees will report to the General Manager to receive their assignments. During the crisis, all essential services employees will be in frequent contact with the Emergency Preparedness Team for briefings and status updates. King George will also emphasize communication with the City Contract Coordinator during a crisis to ensure that mission-critical equipment is continually available and that the City is fully informed of our activities and plans as the situation evolves.

4.5 TRANSITION PLAN

The primary keys to a successful, accurate, and complete transition are early preparation; use of lessons learned; and interaction with the City Fleet Manager, incumbent management, and stakeholders to ensure continuity and execution of the Transition schedule. Should a new contractor be selected at contract end, we develop a Phase-Out Plan (a reverse of our Transition) that provides a smooth transition of services and partnering with the succeeding contractor.

A successful Transition also relies on corporate stability and the ability to field resources to meet Transition milestones. King George has successfully transitioned several similar vehicle maintenance contracts at locations across the U.S. King George is a financially strong company, with a depth of resources available to support this project. With the strong leadership of our managers and Transition Team members, extensive experience, pre- and post-award preparation, and a detailed Transition Plan, we are the low-risk solution for the City of Fort Lauderdale to transition to a new, but proven team for the Fleet Maintenance Contract.

4.5.1 ACTIONS TO ACCOMPLISH SUCCESSFUL TRANSITION

King George is aware of the importance of a comprehensive Transition to phase-in from one contractor to the next. Having phased in over 200 contracts, we are also aware of the costs associated with phasing in both large and small projects. *After examining the complexity of the City of Fort Lauderdale phase-in, we feel we can benefit the City by absorbing our Transition costs across our General and Administrative Overhead over the period of the contract.* This ensures an in-depth Transition to seamlessly phase-in the contract, while not impacting the City with higher upfront Transition costs.

Upon award of this contract to King George, we will mobilize our corporate Transition Team to immediately begin the transition phase of the resulting contract. On each of our contract start-ups, we have had a professional and effective working relationship with incumbent management personnel and customer staff. We have worked with them and other on-site personnel to familiarize ourselves with the facilities, equipment, and records to ensure our ability to provide all services without interruption starting on the first day of the contract. Our ability to transition without interruption is also enhanced by our practice of hiring numerous qualified personnel from the incumbent staff through the use of “first right of refusal”. We are also able to provide a smooth transition because we render to our General Manager complete autonomous authority over staffing, funding, and operations. Our General Manager has adequate spending limits so that he/she can efficiently operate the contract without interference from outside sources. The King George transition program features:

- A transition process that has been field-tested and proven effective on recent contracts.
- A dedicated transition team led by our General Manager, Corporate Operations Manager, Corporate Phase-In Specialists, as well as the participation and support of the Corporate CEO and President. Each team member will have specific transition responsibilities to ensure cohesive, focused action throughout the 120-day process.
- A detailed transition schedule with clearly defined milestones and built-in reviews and reports. The schedule provides a basis for evaluation and help focus resources on the completion of essential tasks.
- A communication plan to ensure we are working in partnership with the City and all parties are apprised of the status and agree on strategies for completion of the phase-in process.
- A recruitment and retention program to ensure that we retain skilled, certified, and licensed personnel to provide continuity and quality of support.

Early and continued contact throughout the orientation period is critical to ensure that all incumbent and in-bound personnel feel comfortable and optimistic about the new contract. The Transition Team consists of our General Manager, Corporate CEO, President, Operations Manager, and any key subcontractor representatives. The corporate office will have Transition Teams on and off-facility during the orientation period to augment our project key personnel. Their cooperative and expert assistance will limit any transition risk to the City of Fort Lauderdale. Our initial cadre will maintain an open-door policy to encourage new and prospective employees to come in at any time with questions or concerns. Our management will maintain this atmosphere of open communication with our employees and our customers throughout the life of the contract as discussed below.

Partnering with the City

King George identifies the transition period as the most crucial time to apply a solid foundation. It is the decisive time for applying quality contract performance with minimal disruption of support. King George achieves customer satisfaction in all stages of the transition, through systematic, rapid transition to our professional staff. Trained leadership is on-site for the tasks and established action plans to meet the following defined objectives:

- Recruit and complete employment activities to achieve 100% staffing levels by each task start date, providing full and equal employment opportunities.
- Conduct employee orientation and training courses for technical operations, facility management, safety and accident prevention, quality control procedures, and personnel policies and procedures.
- Obtain all necessary licenses, permits, certifications, and badges for all appropriate personnel (including driver license verifications and background checks).
- Implement financial and business reporting systems and integrate City-approved cost accounting control reporting systems developed for cost and schedule control.
- Complete Joint Inspection and Inventory and account for all structural, mechanical, electrical, and utility systems and equipment, tools, service vehicles, and furniture.
- Implement proposed and approved innovations appropriate to pre-contract implementation.
- Finalize proposed SOPs and business management systems to control and direct work to comply with local, state, federal, and corporate requirements and standards.
- Mobilize any subcontractors and establish agreements with local vendors.
- Develop, document, and submit all required deliverables to the City within the prescribed time period, including Contingency Plans, Tool Control Program, Safety Program/Plan, Quality Assurance Program, and applicable training.

Meetings. Our interface with the City is formally established during the post-award conference. Conference objectives include a review of the transition process, milestones, roles, and responsibilities of City and contractor personnel, and obtaining access to the shops without interfering with the ongoing operations of the incumbent. King George establishes point-to-point interfaces between key personnel, the City, and incumbent contractor counterparts. The post-award conference also serves as an excellent opportunity to establish relationships between the City and King George personnel responsible for providing direct service and support. Once transition begins, we initiate a series of progress and planning meetings.

Partnering. At King George we don't just talk about partnering, we practice it on every contract. We have found that having a meaningful relationship with our clients is most beneficial. The key to successful partnering is interaction between all stakeholders, including City officials and our management staff. It is designed to bring concerns forward, develop solutions, and work together to mutually resolve concerns.

Observation of Current Operations. King George will use the transition period to confirm our understanding of the operational tempo and refine and complete elements of our training plan by direct, unobtrusive observation of the incumbent's activities to include workflow, priorities, scheduling, equipment/parts handling and storage, safety, and security. In addition, we will obtain the necessary details required to update contingency plans and manage potential project risks.

Permits/Licenses/Certifications/Training. HR Specialists will coordinate the preparation of personnel for the contract. All candidates, including incumbents, are required to produce licenses and clearances, including personnel clearances for security, or certifications required for their positions as outlined in the RFP, and by all applicable federal, state, local, and environmental laws and regulations. During Transition, all employees will submit to drug testing and background checks before being approved for hire. Certification and licensing requirements are integrated into individual training plans to ensure status is kept up to date and is supported by any necessary training required to maintain such certifications and clearances. King George has devised a training program for the contract that covers every training need from new employee training to special certification requirements. Our training program includes formal orientation concerning King George's policies, procedures, and contract responsibilities and detailed training to individuals in specific job classifications. The training also includes all appropriate policies and procedures issued by the City relating to safety, environmental stewardship, security, traffic, parking, etc. King George will strive to have all technicians hold more than one certification. We are also committed to achieving Blue Seal status by staffing each shop with at least 75 percent of technicians holding ASE certification and each area of support offered being covered by at least one ASE certified technician.

Contingency Plan and Procedure Development. The Transition Team will continue to refine and update contingency plans as we identify local contractors, vendors, and personnel agencies that can assist King George with essential services during contingency operations. We will confirm, modify as necessary, and document our plans in conjunction with input from City representatives. Our initial plan is presented in **Section 4.4.5 Managing Work During Slowdowns or Strikes and Other Challenges**.

4.5.2 PERSONNEL RESOURCES, ACTIONS, AND RESPONSIBILITIES

Our General Manager will lead the Transition. The General Manager is joined by Mr. Toby Dickinson, our proposed Corporate Transition Lead. Mr. Dickinson understands the intricacies of operating municipal fleets backed up by 30 years of experience managing multiple maintenance contracts throughout Texas, Oklahoma, New Mexico, and the Southeast U.S., ranging from Shop Manager, Regional Manager, Division Manager, to Corporate Fleet Manager. Mr. Dickinson has experience monitoring contract cost, budget, and performance and managing large fleet employee training and certification programs. He also has heavy equipment maintenance experience and has managed 24-hour operations, including Tractor Trailer Shop, Heavy Equipment Shop, Parts Operation, and Fleet MIS Team. These Transition Leads are assisted by Transition Team members consisting of Technical Advisors/Subject Matter Experts (SMEs) specializing in fleet management systems and fleet contract phase-in; Safety, Quality, Environmental, and IT Specialists; and an Inventory Team from supporting Corporate headquarters. The Corporate HR Manager, Finance, and Accounting Manager also assist in the transition. **Exhibit 4.5.2-1** summarizes the roles and responsibilities of team members in our multi-team Phase-In approach.

EXHIBIT 4.5.2-1: TRANSITION PERSONNEL ACTIONS AND RESPONSIBILITIES		
Function	Team Member	Responsibilities
Operational Transition Team		
Transition Manager	General Manager	The General Manager oversees all Transition activities and builds partnerships with the City. He directly manages the site leads and is responsible for ensuring quality and timeliness of Transition tasks.
Corporate Transition Lead	Corporate Operations Manager	Operations Manager leads Transition activities with responsibilities surrounding Phase-In development, pre-performance meetings/conferences with the City, and subcontractor/vendor accounts.
Production and Planning Team	Site Leads/ Transition Team SMEs	The Production and Planning team consists of the General Manager and all leads. They are responsible for creating the PM programs and SOPs. They are supported by corporate operations staff and contract supervisory staff.

EXHIBIT 4.5.2-1: TRANSITION PERSONNEL ACTIONS AND RESPONSIBILITIES		
Function	Team Member	Responsibilities
Inventory Team	Transition Team and Corporate Supply SMEs	The Inventory Team establishes interfaces with City and incumbent contractor representatives to plan for and conduct the joint inventory. Upon inventory completion, they will turn full responsibility over to the General Manager who acts as the property control officer. The Inventory Team receives, accounts for, prepares, and distributes equipment and material.
Quality, Safety, Environmental Support Transition Team		
Quality/ Safety Team	Corporate QES&H Director and General Manager (serving as the Quality Inspector)	The General Manager, assisted by the corporate QES&H Director, oversees corrective/preventive action procedures; identifies steps when service/parts/materials are found that do not meet specifications; ensures documents affecting quality are current, controlled, and available; and delineates methods for performing internal audits for compliance. This team also conducts training on King George Safety initiatives such as Brother's Keeper and Energy savings plans.
Administrative Support Transition Team		
HR Team	Corporate HR Manager and Site Leads	The HR Specialists transition employees to King George. This includes receiving applications, prescreening applicants, conducting interviews, and processing employees. They provide orientation training to all employees.
IT Specialist	Corporate IT Director	The IT Team coordinates with the City to implement Collective Data FMIS and appropriate training. IT establishes additional systems during Transition including King George's Incident Management System.
Finance Specialists	Corporate Finance and Transition Team	Finance Specialists provide on-site assistance as deemed necessary by the General Manager. Responsibilities include establishing banking and funding and establishing accounting codes to track time and project costs.
Procurement Specialists	Corporate Procurement Specialists and Transition Team	Procurement Specialists provided on-call for on-site assistance as deemed necessary by the General Manager. Primary responsibilities include establishing subcontractor/vendor relationships with local and small businesses and ordering and tracking contractor furnished materials required to support contract performance.

Exhibit 4.5.2-1: Transition Personnel Actions and Responsibilities.

Our Transition Team is comprised of Corporate and site personnel, specialists, and subject matter experts experienced in Phase-In similar to this contract.

Phase-In of Site Personnel

Transitioning newly hired personnel to become effective employees is a responsibility King George takes very seriously. To accomplish our objective, we will apply many of the lessons we have learned on past mobilization and transition experiences. As part of our hiring criteria, corporate recruiters ensure all qualified candidates are interviewed and offered employment on the contract if found to be suitable and qualified. They verify employees requiring professional certifications and/or licenses possess those certifications before starting work and that all such certifications comply with federal, state, local, and environmental requirements or laws.

Our corporate Human Resources department will initiate the hiring process upon contract award. As experienced fleet maintenance providers, King George is constantly recruiting the right candidates for their customers. Recruiting is accomplished through contact with labor job centers, placing advertisements on our corporate websites and in contract site local newspapers, and conducting internet resume searches. King George performs thorough screening and background checks of prospective employees, strictly adhering to City and related contract requirements. Any additional or replacement candidates will be carefully selected.

HR Specialists will coordinate the evaluation of potential employee applications and interviews, working closely with the City and King George management. Before contract start, we distribute uniforms and badges to all employees. Our HR and Transition Team members coordinate documentation for all employees to include background check documents and proof of ASE certifications and CDLs as appropriate. Upon termination of any employee, they will turn over their employee badges to King George to properly terminate the user.

4.5.3 ADDITIONAL RESOURCES TO PROVIDE TARGET SERVICES

King George's goal is to achieve a smooth transition to the new contract with all changes and improvements in place by day one of the performance period. We designed the schedule to be flexible and accommodate additional fluctuating mission requirements, such as a change in fleet size. The General Manager, as the Transition Manager, assigns a team member who is responsible for completing each milestone task. We use the daily status meeting to track progress and identify any areas not meeting the schedule. If a milestone falls behind schedule, the General Manager may apply additional resources necessary to meet the schedule and provide Target Services. The Transition Team, working closely with corporate, manages required submittals during Transition. All submittals will be reviewed and approved by our General Manager or delegated team member who is responsible for executing the work.

The right personnel are critical to successful contract operations. The focus on staffing will be placed on identifying qualified incumbent candidates prior to contract start. By using the incumbent staff, the City will be assured of continuing to receive high quality services from a highly qualified staff and operations will not suffer from loss of long-developed knowledge and training. Our hiring procedures ensure that all special training, education, license, and certification requirements are identified for each position. During the hiring process, information on qualifications, certifications, training history, and expiration dates are captured for each employee. Specific contract requirements, such as ASE and EVT certifications or Hazardous Material endorsement, are examined at this stage; only eligible employees move forward in the process. Information capture from the employee is used to develop training programs specific to each employee and customer requirement. Individual training records are maintained electronically and contain the following documentation: training qualifications, certifications, permits, and licenses. In addition, training records will comply with contract requirements and contain confirmation of initial and refresher training provided to each employee. During the Transition, the Corporate Director of Quality and Safety will develop individual employee training records to verify employees are task certified by contract start. King George generally requires that technicians have ASE certification. However, exceptions to this requirement have been made on a case-by-case basis for technicians that have unique experience and skills necessary to accomplish their assigned tasks. King George will strive to have all technicians hold more than one certification. We are also committed to achieving Blue Seal status by staffing each shop with at least 75 percent of technicians holding ASE certification and each area of support offered being covered by at least one ASE certified technician. Our company offers incentives to encourage all employees to obtain ASE certification.

Subcontract Services. We may choose to augment our services by identifying work that cannot be done effectively by the in-house staff and which, therefore, requires subcontracting to outside providers. King George's General Manager ensures all subcontracted efforts are timely and that quality is maintained within the subcontracted efforts. Subcontractors/vendors in support of the contract participate in Phase-In/Phase-Out of the resulting contract as part of the Transition Team. Subcontractors are held to the same standards as stated for King George's operations. Subcontractors are selected from a bidder's list established and maintained for the job site. The list is updated as changes occur and new bidders are identified. Several potential subcontractors are contacted for each requirement, and bids to perform the required services are solicited from them. All offerors receive a package containing the following information: 1) Statement of work to perform, description of required service, or required product; 2) Safety and Quality requirements/expectations; 3) Equipment inventory list; 4) Insurance requirements; and 5) Prime contract flow-down provisions.

4.5.4 CONTINUITY OF SERVICE

The RFP calls for an approximately 120-day transition, during which we will ensure the garage is properly equipped with tools, equipment, and an adequate inventory to assume all vehicle maintenance operations. King George will take all necessary steps and actions to ensure full administration, including personnel hiring and training, setting up records, and all other procedures required for changeover. We have experience with accelerated transition such as this one to accommodate the unique needs of our customers. We have experience in the transition of nearly every type of fleet service contract in nearly all conditions. King George has phased-in completely new start-up contracts (where no facilities, equipment or employees existed) and contracts operated by other contractors. We have started contracts during the COVID pandemic and within harsh environments as well as contracts with multiple union agreements. In all instances, we have never failed to assume full contract operation on the performance start date. Every one of our fleet contracts has been fully staffed and assumed all responsibilities at contract start; all contractor equipment, inventory and vendors accounts were in place; all financial resources were available to the project on Day 1 of the contract; and all administrative systems, policies, procedures, and corporate resources were in place and functional.

We will devote resources as necessary to ensure City Services are not impacted during transition. The General Manager will be onsite to observe the operations performed by the present workforce and to develop his Work Plan. Toby Dickinson, Corporate Operations Manager, will serve as the Corporate Transition Lead. In addition to leading a team meeting to ensure our team is performing to meet or exceed the expectations of the City, Mr. Dickinson will act as liaison between all levels of King George and the City of Fort Lauderdale. If necessary, he will be joined by selected individuals from our Corporate Office with expertise in the areas of Human Resources, Contract Administration, Information Technology, and Accounting. By leveraging corporate resource to support transition activities, the onsite personnel can continue to provide the same high level of service expected by the City customers. More importantly, this approach removes any risk of work disruption during transition. The primary goal of the Transition Plan is to maintain continuity of operations in an efficient manner while completing our orientation and change over to the new contract.

The Corporate Transition Lead and General Manager will work with the incumbent and the City to ensure that all work in progress is continued. This includes identification of work required; supply and material status and delivery dates; work schedules; work status (e.g., in process, awaiting materials, in planning), and turnover of all records of work in progress. This will include a physical listing of work in progress as well as any computer data available to ensure that no tasks are overlooked during the transition period. We are aware that the most overlooked category of work in progress is generally that of tasks planned, but not scheduled. Where no materials have been ordered or workers assigned, these tasks can be neglected during contract changeover because only minimal documentation exists. Our listing of work in progress will specifically identify these tasks so they may be addressed promptly after contract start thus ensuring uninterrupted support of the facilities. All plans and procedures are reviewed for possible process improvements including energy savings, pollution prevention, and waste minimization. Necessary programs/systems and software such as project controls, corrective action management, and training records are also reviewed to ensure all necessary support is operational and available through the transition.

By contract start, our proposed staffing will be at full capacity. While our initial staffing needs will be filled primarily with incumbent employees, future vacant positions will be announced first to our customer's workforce, giving any individuals approaching separation from the customer's workforce the advanced opportunity to apply for these openings on our team. Additionally, we work with local organizations and identify qualified candidates from the minority, female, and disabled groups to fill vacancies whenever possible. King George will re-establish contact with Hispanic and other local ethnic organizations as well as organizations representing specially-abled persons to identify and hire appropriate candidates. King George believes by recruiting from a broad base without limitations or pre-conceived notions we achieve the most diverse and effective workforce.

4.5.5 TRANSITION TIMELINE OF EVENTS AND MILESTONES

Exhibit 4.5.5-1 includes a series of tasks detailing the transition timeline. We based our plan on the 120-day Transition required by the RFP; however, the orientation period commences on the date of contract award and ends with the assumption of complete contract responsibilities. *Of note: King George has the resources and full capability to successfully execute an accelerated schedule to meet customer priorities and be fully operational on day one.* As mentioned previously, immediately upon notification of the contract award, we form a Transition Team from our corporate office and begin executing our Transition Schedule. The Transition Team's key milestones consist of general and administrative actions, workforce development such as recruiting and hiring, preparation for assumption of work, and preparation and submittal of deliverables. Our preliminary plan emphasizes quick integration, responsiveness, up-front work scope definition, flexibility, tested management systems, planning and control, committed key personnel/Transition Team members, and pre-recruitment.

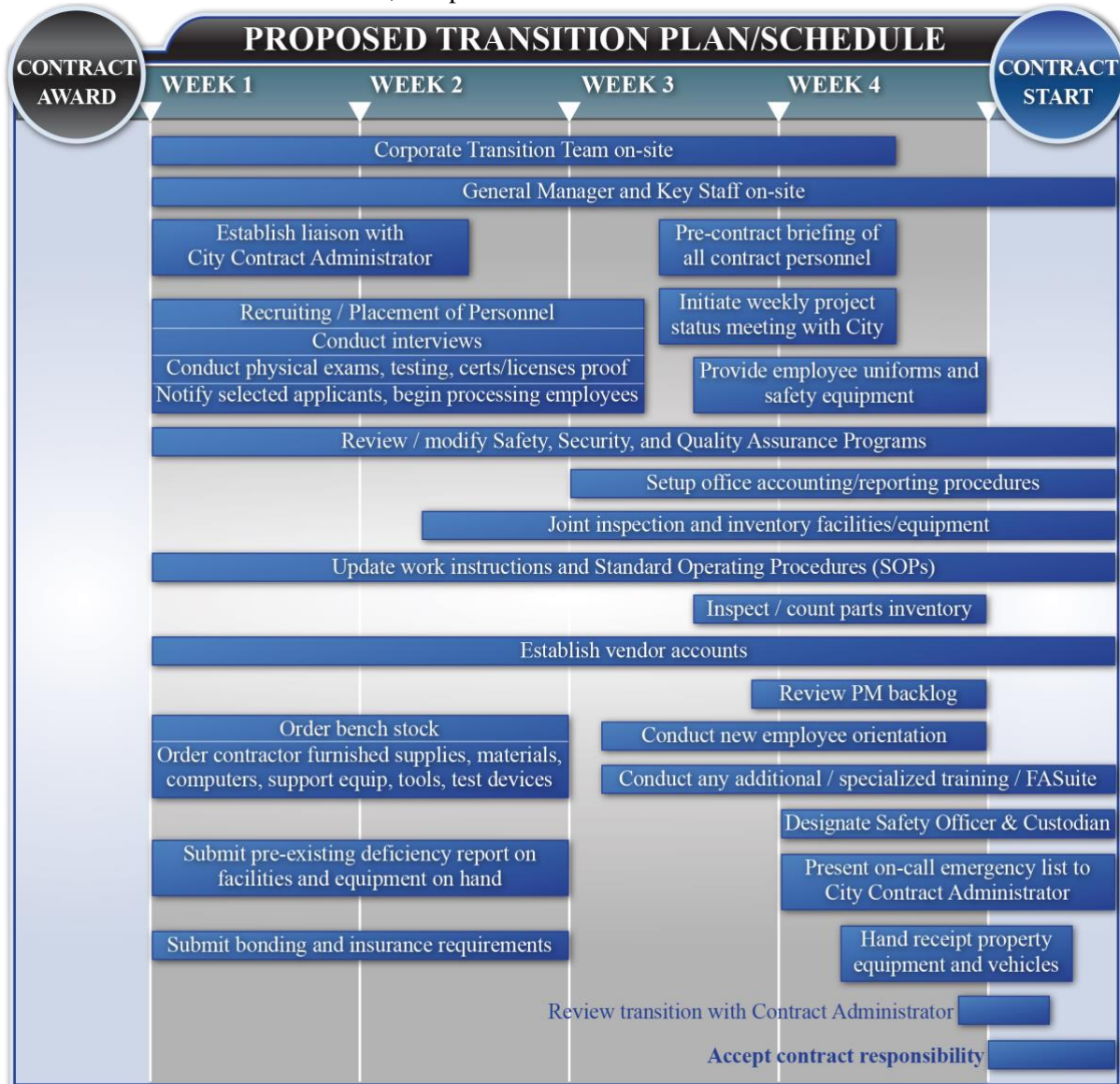


Exhibit 4.5.5-1: Phase-In Plan.

We use the partnering process to focus on mutually determined goals and objectives. During the transition period, as well as throughout the life of the contract, our General Manager ensures all plans, contract documents, and other submittals are completed and delivered on or before due dates.

The key milestones consist of general and administrative actions, workforce development such as recruiting/hiring, preparation for assumption of work, and preparation/submittal of deliverables. Each milestone entry includes its timeline and the individual or group responsible for its delivery. We have accounted for tasks that not only occur during Phase-In, but after the start of the contract. For example, the employee hire task or new hire paperwork task runs through contract start and approximately 10 days beyond contract start to account for any turnover that may occur during the transition.

Our final schedule is submitted to the City after contract award and strictly adhered to by King George to ensure milestones are met. The services provided under this contract are vital and must be continued without interruption. This plan and the associated schedule provide procedures and timelines used by the King George Transition Team providing an orderly and efficient transition from the incumbent contractor. Our plan does not assume current contract employees are able to direct, guide, or specifically provide orientation. We use the partnering process to focus on mutually determined goals and objectives. During the transition period, as well as throughout the life of the contract, our General Manager ensures all plans, contract documents, and other submittals are completed and delivered on or before due dates.

City Maintenance Facilities/Equipment and Joint Inspection

King George will work closely with the incumbent contractor and City representatives to perform a 100% joint inspection and inventory of all structural, mechanical, electrical, and utility systems and equipment, tools, service vehicles, and furniture. King George will have dedicated experts in Property Management assigned to this joint inventory. As part of this effort, our Transition Team members will inventory all items and inspect for serviceability, segregate/mark unserviceable or obsolete items, and assign responsibility and accountability. King George will schedule the inspection with the City within 10 days after award and submit the pre-existing deficiency report following the inspection for any deficiencies noted. Managers take responsibility and accountability for City property through formal property transfer procedures with the City, which includes negotiating the purchase of tools for the contract. Following the completion of inventory and reconciliation, we sign for the assets and ensure the complete listing of property with accurate nomenclature, quantity, model, and serial number is on file. Annually, King George will perform the inspection and inventory, as well as negotiate tools purchases with the City, and we will be held accountable for any stolen, missing, damaged, or destroyed facility feature, utility system, equipment, furnishing, or other asset accepted as our responsibility during the inventory. If our management feels that we can increase productivity with additional shop equipment, we will present suggestions to the City Contract Coordinator as part of the annual inspection/inventory.

Working Stock. The following requirements are completed during the transition: 1) Review records to verify adequate inventory for sustaining operations; 2) Identify and evaluate vendors providing supplies to determine if best cost and delivery times are attained; 3) Implement formal acquisition processes; and 4) Negotiate product return, warranty policies, and terms with vendors. During orientation, the Transition Team members review methods, processes, and procedures for working stock to ensure we apply the most efficient and cost-effective means. We continue this practice throughout contract performance.

Storage of Supplies, Equipment, and Material. Transition Team members, leads, and supply specialists complete the following during transition:

- Review/implement policies and procedures governing storage accountability
- Inspect and verify condition, quantity, location, and marking of stored items
- Review security procedures for protecting high dollar and easily pilfered items
- Review environmental compliance procedures for ensuring proper management of hazardous materials/chemicals

We will analyze all material requisitions to ensure the required materials are available for any in-progress work. Materials or services deemed critical for any existing scheduled work will be annotated on our critical activities schedule and special attention will be placed on those requirements prior to contract start.

5.0 REFERENCES [RFP 4.2.5]

King George Fleet Services LLC has successfully performed services similar to the requirements listed in Section III Technical Specifications/Scope of Services. The Reference Points of Contact (POCs) are as follows (more details of the contracts can be found in **Section 3.0 Experience and Qualifications**):

Reference	Client/Entity and Address	POC
#1	City of Plant City, Florida 302 W Reynolds St, Plant City, FL 33563	Mark Emery, Fleet Coordinator & Procurement Phone: 813-730-1256 Email: memery@plantcitygov.com

Description of Work

King George provides all supervision, labor, tools, parts, materials, supplies, office equipment, repair guides, diagnostic repair materials, and subcontractors services required to provide Target and Non-Target fleet services for the City of Plant City, Florida. We perform vehicle fleet maintenance and management for 1,290 vehicles and equipment, consisting of sedans; pickups; sports utility vehicles; vans; medium trucks; dump trucks; heavy trucks; trash trucks; street sweepers; light, medium, and heavy equipment; snow equipment; generators; trailers; police sedans; motorcycles; emergency sedans, vans, and sports utility vehicles; ambulances; and fire apparatus.

Year Contract Completed	Total Contract Cost
09/30/2024 (contract on-going)	\$2,964,466.00 (Value is only for a term of two years. Final value to be determined upon three additional one-year extension awards.)

Reference	Client/Entity and Address	POC
#2	City of Arlington, Texas, Fleet Services Asset Management 1015 W. Main Street, Arlington, TX 76013	Al Mantell, Contract Administrator Phone: 817-459-5451 Email: Al.Mantell@arlingtontx.gov

Description of Work

King George provides all supervision, labor, tools, parts, materials, supplies, office equipment, repair guides, diagnostic repair materials, and subcontractors services required to provide Target and Non-Target fleet services for the City of Arlington, Texas. We perform vehicle fleet maintenance and management for 1,258 units (854 covered by the target services portion), consisting of sedans, pickups, police patrol cars, on and off-road vehicles, medium duty trucks, construction/ industrial equipment, fire-fighting apparatus, and Handitran buses.

Year Contract Completed	Total Contract Cost
08/31/2026 (contract on-going)	\$13,229,876.75 (Value is only for a term of three years. Final value to be determined upon two additional one-year extension awards.)

Reference	Client/Entity and Address	POC
#3	Commonwealth of Virginia Department of General Services/Office of Fleet Management Services 2400 West Leigh St, Richmond, VA 23220	Kevin Crain, Fleet Services Manager Phone: 804-367-6982 Email: VMCC@dgs.virginia.gov

Description of Work

King George manages the repair and maintenance of the Commonwealth of Virginia Department of General Services pool vehicles and other agency-owned vehicles enrolled in the Vehicle Management Control Center program (VMCC) (fleet of 6,600 vehicles).

Year Contract Completed	Total Contract Cost
05/31/2031 (contract on-going)	\$7,505,536.00 (Value is only for a term of two years. Final value to be determined upon eight additional one-year extension awards.)

APPENDIX 1: REQUIRED FORMS

A. Proposal Certification

We have completed the required Bid/Proposal Certification on BidSync/Periscope S2G. Proposals shall be submitted by. As required by RFP paragraph 4.1.4, our proposal is submitted in the business entity name (King George Fleet Services, LLC) by a representative of the firm (Mr. Jeffrey Scott King, President) authorized to contractually bind the business entity. We have attached the Texas Tax Registration Application Summary for King George Fleet Services, LLC, which highlights the authorized company officers, as evidence that Mr. King does in fact have the required authority stated herein.

Texas Tax Registration Application Summary	
Texas Taxpayer Number:	32077599804
Confirmation Number - DLN:	21121942507
Submitted:	05/01/2021 12:37:02 PM
Preparer Information	
Preparer Name:	Sheryl Morgan
Phone Number:	(817) 820-0881
Email Address:	sheryl.morgan@kinggeorge.us
Taxpayer Information	
Organization Name:	King George Fleet Services LLC
Ownership Type:	Limited Liability Company
Texas Taxpayer Number:	32077599804
Federal Employer Identification Number:	861790661
Texas Secretary of State File Number	0803917153
Date of Formation (mm/dd/yyyy):	
State of Formation:	TEXAS
Country of Formation, if not USA:	
State/Country Registration Number:	
Has this entity been involved in a merger within the last seven years?	NO
Contact Information	
Your address has been standardized per the USPS.	
Mailing Address:	3703 INDIAN SPRINGS TRL ARLINGTON TX 76016-3131
Contact Name:	Scott King
Phone Number:	(817) 528-4631
Email Address:	scott@kinggeorge.us
Alternate Contact Name:	Trish Truex
Alternate Phone:	(817) 820-0881 ext: 1001
Alternate Email Address:	trish.truex@kinggeorge.us
Business WebSite Address:	
Financial Institution:	Frost
Business Account:	Yes

Personal Account:

Payment Processing Company:

Merchant Identification No.:

Business Activity

Do you maintain a distribution center, warehouse, office other than your place of business, or other physical location where business is conducted in Texas?	NO
Do you have any representative, agent, salesperson, canvasser, or solicitor who operates under your authority to conduct business in Texas, including selling, delivering, or taking orders for taxable items?	NO
Do you derive receipts from the sale, lease, or rental of tangible personal property situated in Texas? This includes home-based businesses located in Texas.	NO
Do you provide onsite taxable services at customer locations in Texas?	NO
Do you sell at temporary locations (fairs, trade shows, etc.) in Texas?	NO
Do you have a franchisee or licensee operating under your name who is required to collect the sales and use tax in Texas?	NO
Do you have a substantial ownership in, or are owned in whole or substantial part, by a person who has a business location in Texas and sells the same or similar line of products under a business name that is similar to your business name?	NO
Do you have a substantial ownership in, or are owned in whole or substantial part, by a person who maintains a location in Texas to advertise, promote, or facilitate sales, deliveries, or returns of your products?	NO
Do you have Internet or mail order sales?	NO
Do you own or operate a marketplace (electronic or physical) where you make sales on behalf of third party sellers? This does not apply to you if you sell your own items on someone else's marketplace, such as eBay, Amazon, or Etsy.	NO
Will your anticipated monthly taxable sales exceed \$8000 per month?	YES
Will you sell alcoholic beverages?	NO
Will you sell memberships to a health spa?	NO
Will you sell electronic cigarettes?	NO
Will you sell fireworks?	NO

Officer Information

Officer Name:

George F Bernard

Social Security Number	XXX-XX-7877
Phone Number:	(469) 387-2917
Title:	Manager/Member
Mailing Address:	3703 Indian Springs Trl Arlington, TX 76016
Driver's License Number and State:	05206049, TX
Email Address:	

Officer Information

Officer Name:	Jeffrey S King
Social Security Number	XXX-XX-4918
Phone Number:	(817) 528-4631
Title:	Manager/Member
Mailing Address:	3703 Indian Springs Trl Arlington, TX 76016
Driver's License Number and State:	23036380, TX
Email Address:	

Business Location

First Taxable Sales Date:	02/01/2021
Physical Address Location:	Texas
Business Name:	King George Fleet Services LLC
Your address has been standardized per the USPS.	
Street Address:	3703 INDIAN SPRINGS TRL ARLINGTON , TX 76016-3131
Is this Place of Business operated from your home?	No
NAICS:	811111 - General Automotive Repair
Phone Number:	
Directions:	
County:	TARRANT
Phone Number:	
Inside City Limits:	Y

We are also including signed copies of each issued Addendum on the following pages.



City of Fort Lauderdale • Procurement Services Division
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954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 1

RFP No. 12623-825

TITLE: Fleet Maintenance & Management Services

ISSUED: March 3, 2022

This addendum is being issued to make the following change(s):

1. Updated five (5) year Price Sheet replacing three (3) year Price Sheet.

2. In response to questions 2 and 6 the following subsection added:

3.27.3.7 To control the quality of parts supplied from a third-party parts provider, the expectation is there will be a collaboration between the fleet maintenance/ management provider, parts provider, and Fort Lauderdale Fleet Services. Should a parts quality arise, Fort Lauderdale Fleet Services should be notified, and they will address the quality issue to be corrected. The ultimate decider is Fort Lauderdale Fleet Services.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:34:52 -05'00'

Date: March 3, 2022



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ADDENDUM NO. 2

RFP No. 12623-825

TITLE: Fleet Maintenance & Management Services

ISSUED: March 8, 2022

This addendum is being issued to make the following change(s):

1. Updated Line item 12623-825--01-01
From: 12623-825--01-01 - Fleet Maintenance and Management Services: Total Targeted and Non-Targeted – Years 1, 2 and 3 Combined
To: 12623-825--01-01 - Fleet Maintenance and Management Services: Total Targeted and Non-Targeted – **Years 1, 2, 3, 4 and 5 Combined**
2. Providing Bid Conference Sign-in Sheets and provided business cards.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:35:16 -05'00'

Date: March 8, 2022



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ADDENDUM NO. 3

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 10, 2022

This addendum is being issued to make the following change(s):

1. Change in Section 2.45 Service Organization Controls

From:

2.45 Service Organization Controls

The Contactor should provide a current SSAE 18, SOC 2, Type I report with their proposal. Awarded Proposer will be required to provide an SSAE 18, SOC 2, Type II report annually during the term of this contract. If the Proposer cannot provide the SSAE 18, SOC 2, Type I report at time of proposal submittal, a current SOC 3 report will be accepted.

To:

2.45 Service Organization Controls – N/A

2. In response to Question 13: Addition of sub-section

3.21.9.2.1 Note: In the last year there were a total of 341 service calls. Each service call had an estimated average length of 3 hours for a total of 1023 hours.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:39:39 -05'00'

Date: March 10, 2022



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ADDENDUM NO. 4

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 10, 2022

This addendum is being issued to make the following change(s):

1. Providing Inventory List of Tools and Equipment

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)
Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:40:03 -05'00'
Date: March 10, 2022



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ADDENDUM NO. 5

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: March 29, 2022

This addendum is being issued to make the following change(s):

1. In response to question 51, providing two-year history of the current contractor's performance measures.
2. In response to question 53, updated Price Sheet V3 to solicitation. Now includes separate line for start-up costs.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:44:31 -05'00'

Date: March 29, 2022



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ADDENDUM NO. 6

RFP No. 12623-825

TITLE: Fleet Maintenance & Management Services

ISSUED: March 31, 2022

This addendum is being issued to make the following change(s):

1. In response to question 59, the following link will provide access to 12 months of recent repair history for equipment and vehicles.
<https://www.fortlauderdale.gov/home/showdocument?id=66431&t>

2. In response to question 60, Garage Keepers Legal Liability language has changed.

From:

Garage Keepers Legal Liability

Coverage shall be purchased for the Contractor's liability for damage or other loss, including comprehensive and collision risks, to the vehicles while in the care, custody, and control of the Contractor. Coverage form must be on a direct primary basis with limits equal to the highest possible replacement cost value of vehicles in the care, custody, and control of the Contractor at any one time.

To:

Garage Keepers Legal Liability

Coverage shall be purchased in an amount not less than \$5,000,000 per occurrence for the Contractor's liability for damage or other loss, including comprehensive and collision risks, at replacement cost value, to the vehicles while in the care, custody, and control of the Contractor. Coverage form must be on a direct primary basis.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:46:04 -05'00'

Date: March 31, 2022



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ADDENDUM NO. 7

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: April 12, 2022

This addendum is being issued to make the following change(s):

1. In response to question 36, revised Price Sheet V4 attached including two tabs.
 - a. 12623-825 Pricing Sheet
 - b. 12623-825 Renewal Pricing Sheet
2. Proposer will provide pricing for
 - a. Targeted and Non-Targeted for years 1-5 combined
 - b. Targeted and Non-Targeted for 2-year Renewal 1
 - c. Targeted and Non-Targeted for 2-year Renewal 2

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: Scott King Digitally signed by Scott King
Date: 2022.04.24 17:47:29 -05'00'

Date: April 12, 2022



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ADDENDUM NO. 8

RFP No. 12623-825
TITLE: Fleet Maintenance & Management Services

ISSUED: April 19, 2022

This addendum is being issued to make the following change(s):

1. Bid bond information change:

FROM:

2.24.1 A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed amount. A proposal security can be in the form of a bid/proposal bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

REVISED TO:

2.24.1 A proposal security payable to the City of Fort Lauderdale shall be submitted with the proposal response in the amount of five percent (5%) of the total proposed amount of the initial five (5) year term Targeted Total. Non-Targeted amount should not be included. A proposal security can be in the form of a bid/proposal bond or cashier's check. Proposal security will be returned to the unsuccessful contractor as soon as practicable after opening of proposals. Proposal security will be returned to the successful Proposer after acceptance of the Payment and Performance Bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or other conditions as stated in Special Conditions or elsewhere in the RFP.

2. Section 3.5.7.1 added to read as follows:

3.5.7 Proposer will include as part of its hiring process employee training and efforts toward employee improvement and shall achieve Automotive Service Excellence (ASE) Blue Seal certification for the Garage facility workforce. All technicians must be ASE certified in, or have adequate experience in, the areas related to their job classification and assignments.

3.5.7.1 Proposer shall provide, to the City, a copy of the exit interview for any employee whose job ends during the term of this contract



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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.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: *Scott King*

Date: April 19, 2022

Page 2 of 2



City of Fort Lauderdale • Procurement Services Division
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purchase@fortlauderdale.gov

ADDENDUM NO. 9

RFP No. 12623-825

TITLE: Fleet Maintenance & Management Services

ISSUED: April 19, 2022

This addendum is being issued to make the following change(s):

1. Change to section 3.21.5.

FROM:

3.21.5 Car Wash and Vacuum Station Management

The Proposer will administer an agreement for maintenance, monitoring, and repair of the automated car wash unit located at the Garage Facility fueling site. The Proposer will also restock car wash products (soap, wax, etc.) that will be billed to the City as a non-targeted expense. Monthly, the Proposer will pressure wash and clean the carwash. The area surrounding the car wash and vacuum shall be cleaned of trash and debris daily. All costs for maintenance of the car wash and vacuum will be billed to the City by the Proposer as a non-targeted operating cost. City retains responsibility for the maintenance and repair of the wash facility canopies, lights, and other structural components.

REVISED TO:


3.21.5 Car Wash and Vacuum Station Management

The Proposer will administer an agreement for maintenance, monitoring, and repair of the automated car wash unit located at the Garage Facility fueling site. The Proposer will also restock car wash products (soap, wax, etc.) that will be billed to the City as a non-targeted expense. Bi-weekly, as a targeted service, the proposer will pressure wash the walls and floor within the enclosure for the car wash and brush clean the car wash, due to sensitive electronics, the car wash cannot be pressure cleaned. The area surrounding the car wash and vacuum shall be cleaned of trash and debris daily. All costs for maintenance of the car wash and vacuum will be billed to the City by the Proposer as a non-targeted operating cost. City retains responsibility for the maintenance and repair of the wash facility canopies, lights, and other structural components

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: 

Date: April 19, 2022

Page 1 of 1



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ADDENDUM NO. 10

RFP No. 12623-825

TITLE: Fleet Maintenance & Management Services

ISSUED: April 22, 2022

This addendum is being issued to make the following change(s):


1. Updated Pricing Sheet_V5 attached

It was brought to our attention that cells 6B, 6F, 13B and 13F were locked on the 12623-825 Renewal Pricing Sheet. Version 5 has been updated with these cells unlocked.

All other terms, conditions, and specifications remain unchanged.

Laurie Platkin
Senior Procurement Specialist

Company Name: King George Fleet Services, LLC
(Please print)

Bidder's Signature: 

Date: April 22, 2022

B. Cost Proposal

King George Fleet Services, LLC is attaching with our offer the completed Pricing_Sheet_V5 Excel pricing workbook. We are also including the signed Section VI - Cost Proposal Page below.

SECTION VI - COST PROPOSAL PAGE

Proposer Name: King George Fleet Services, LLC

Proposer agrees to supply the products and services at the prices bid/proposed on the pricing sheet in accordance with the terms, conditions and specifications contained in this RFP.

Proposer shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

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.

Submitted by:Scott King

Name (printed)

04/24/2022

Date

Scott King

Signature

President

Title

Digitally signed by Scott King
Date: 2022.04.25 19:42:23 -05'00'

Version 10-2021

C. Non-Collusion Statement

King George Fleet Services, LLC has completed the required Non-Collusion Statement - Supplier Response Form via BidSync/Periscope S2G.

D. Non-Discrimination Certification Form

King George Fleet Services, LLC has completed the required Contractor's Certificate of Compliance with Non-Discrimination Provisions of the Contract - Supplier Response Form via BidSync/Periscope S2G.

E. Contract Payment Method

King George Fleet Services, LLC has completed the required Contract Payment Method - Supplier Response Form via BidSync/Periscope S2G. We confirm that we presently have the ability to accept credit card payments on this contract utilizing the City's P-Card (MasterCard preferred).

F. E-Verify Affirmation Statement

King George Fleet Services, LLC has completed the required E-Verify Affirmation Statement - Supplier Response Form via BidSync/Periscope S2G.

G. Sample Insurance Certificate

King George confirms our firm's ability to comply with the insurance policies and coverages listed in RFP paragraph 2.26 within the timeframe listed in paragraph 2.26.4. On the following pages, we provide a previous Certificate of Insurance (COI) from a similar fleet maintenance and management contract listing our insurance carrier information with coverage and limits.

Client#: 2135768		49KINGGEO1	
ACORD™		CERTIFICATE OF LIABILITY INSURANCE	
		DATE (MM/DD/YYYY) 3/30/2022	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).</p>			
PRODUCER McGriff Insurance Services 8200 Greensboro Dr. 10th Floor McLean, VA 22102-2924 703 352-2222		CONTACT NAME: PHONE (A/C, No, Ext): 703 352-2222 FAX (A/C, No): 866-925-7123 E-MAIL ADDRESS:	
INSURED King George Fleet Services LLC 3703 Indian Springs Trail Arlington, TX 76016		INSURER(S) AFFORDING COVERAGE	
		NAIC #	
		INSURER A : Phoenix Insurance Company	
		INSURER B : Travelers Property Casualty Co of Amer	
		INSURER C : Travelers Indemnity Company	
		INSURER D : Evanston Insurance Company	
		INSURER E : North American Capacity Insurance Co.	
		INSURER F :	
COVERAGES		CERTIFICATE NUMBER:	
REVISION NUMBER:			
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>			
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:	Y Y	P6300S936838PHX2
			POLICY EFF (MM/DD/YYYY) 04/01/2022
			POLICY EXP (MM/DD/YYYY) 04/01/2023
			LIMITS
			EACH OCCURRENCE \$1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000
			MED EXP (Any one person) \$10,000
			PERSONAL & ADV INJURY \$1,000,000
			GENERAL AGGREGATE \$2,000,000
			PRODUCTS - COMP/OP AGG \$2,000,000
			\$
C	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY * G/L - See * Below	Y Y	8103S8699072243G
			POLICY EFF (MM/DD/YYYY) 04/01/2022
			POLICY EXP (MM/DD/YYYY) 04/01/2023
			LIMITS
			COMBINED SINGLE LIMIT (Ea accident) \$1,000,000
			BODILY INJURY (Per person) \$
			BODILY INJURY (Per accident) \$
			PROPERTY DAMAGE (Per accident) \$
			\$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$0		CUP0S9892782243E
			POLICY EFF (MM/DD/YYYY) 04/01/2022
			POLICY EXP (MM/DD/YYYY) 04/01/2023
			LIMITS
			EACH OCCURRENCE \$10,000,000
			AGGREGATE \$10,000,000
			\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N / A	UB0S9373252243E
			POLICY EFF (MM/DD/YYYY) 04/01/2022
			POLICY EXP (MM/DD/YYYY) 04/01/2023
			LIMITS
			PER STATUTE <input checked="" type="checkbox"/> OTH-ER <input type="checkbox"/>
			E.L. EACH ACCIDENT \$1,000,000
			E.L. DISEASE - EA EMPLOYEE \$1,000,000
			E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Pollution Liab		MKLV7ENV1029
			POLICY EFF (MM/DD/YYYY) 09/01/2021
			POLICY EXP (MM/DD/YYYY) 09/01/2024
			LIMITS
			2,000,000/Ded: \$2,500
E	Cyber		C4LRC008462
			POLICY EFF (MM/DD/YYYY) 09/01/2021
			POLICY EXP (MM/DD/YYYY) 09/01/2022
			LIMITS
			2,000,000/Ded \$5,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) *Garagekeepers Coverage: \$250,000 Per Vehicle, \$500,000 Per Occurrence, Comprehensive Coverage \$2,500 Per Vehicle, \$10,000 Per Occurrence, Collision \$3,000 Per Vehicle. King George Fleet Services LLC: for RFP Purposes Only (See Attached Descriptions)			
CERTIFICATE HOLDER		CANCELLATION	
City of Arlington Department of Finance Attn: Procurement Division PO Box 90231 Arlington, TX 76004-3231		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 <i>Sanford S. Haggman</i>	
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ACORD 25 (2016/03) 1 of 2 #S29745620/M29743886		MMHA	

DESCRIPTIONS (Continued from Page 1)

The City of Arlington is included as an Additional Insured with respect to General Liability and Automobile Liability and Coverage is primary where required by written contract. Waiver of subrogation is included with respect to General Liability, Automobile Liability, and Workers Compensation Coverages where required by written contract. A 30 day notice of cancellation in favor of certificate holder applies with the exception of non-payment which is 10 days.

SAGITTA 25.3 (2016/03) 2 of 2
#S29745620/M29743886

H. W-9 for Proposing Firm


Please see below for the completed IRS Form W-9 for King George Fleet Services, LLC.

Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ▶ Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.																																																		
1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. King George Fleet Services, LLC																																																				
2 Business name/disregarded entity name, if different from above																																																				
Print or type. See Specific Instructions on page 3.	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.																																																			
	<input type="checkbox"/> Individual/sole proprietor or single-member LLC																																																			
	<input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate																																																			
	<input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____																																																			
4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ (Applies to accounts maintained outside the U.S.)																																																				
5 Address (number, street, and apt. or suite no.) See instructions. 3703 INDIAN SPRINGS TRL		Requester's name and address (optional)																																																		
6 City, state, and ZIP code ARLINGTON, TX 76016-3131																																																				
7 List account number(s) here (optional)																																																				
Part I Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.																																																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="10" style="text-align: center;">Social security number</td> </tr> <tr> <td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td><td style="width: 30px;"> </td> </tr> <tr> <td colspan="10" style="text-align: center;">or</td> </tr> <tr> <td colspan="10" style="text-align: center;">Employer identification number</td> </tr> <tr> <td style="width: 30px;">8</td><td style="width: 30px;">6</td><td style="width: 30px;"> </td><td style="width: 30px;">1</td><td style="width: 30px;">7</td><td style="width: 30px;">9</td><td style="width: 30px;">0</td><td style="width: 30px;">6</td><td style="width: 30px;">6</td><td style="width: 30px;">1</td> </tr> </table>			Social security number																				or										Employer identification number										8	6		1	7	9	0	6	6	1
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Employer identification number																																																				
8	6		1	7	9	0	6	6	1																																											
Part II Certification Under penalties of perjury, I certify that: 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.																																																				
Sign Here	Signature of U.S. person ▶	Date ▶ 04/25/2022																																																		
General Instructions Section references are to the Internal Revenue Code unless otherwise noted. Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9 . Purpose of Form An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following. • Form 1099-INT (interest earned or paid) • Form 1099-DIV (dividends, including those from stocks or mutual funds) • Form 1099-MISC (various types of income, prizes, awards, or gross proceeds) • Form 1099-B (stock or mutual fund sales and certain other transactions by brokers) • Form 1099-S (proceeds from real estate transactions) • Form 1099-K (merchant card and third party network transactions) • Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition) • Form 1099-C (canceled debt) • Form 1099-A (acquisition or abandonment of secured property) Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN. If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.																																																				
Cat. No. 10231X		Form W-9 (Rev. 10-2018)																																																		

I. Active Status Page from Division of Corporations – Sunbiz.org

Please see below for the Active Status Page printed from Sunbiz.org Division of Corporations for King George Fleet Services, LLC.

4/22/22, 10:40 AM	Detail by FEI/EIN Number	DIVISION OF CORPORATIONS
-------------------	--------------------------	--------------------------



DIVISION of

CORPORATIONS

an official State of Florida website

[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by FEI/EIN Number](#) /

Detail by FEI/EIN Number

Foreign Limited Liability Company
KING GEORGE FLEET SERVICES, LLC

Filing Information

Document Number	M22000005734
FEI/EIN Number	86-1790661
Date Filed	03/23/2022
State	TX
Status	ACTIVE

Principal Address

3703 INDIAN SPRINGS TRL.
ARLINGTON, TX 76016

Mailing Address

320 HEMPHILL ST.
FORT WORTH, TX 76104

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525

Authorized Person(s) Detail

Name & Address
Title MBR
KING, JEFFREY SCOTT 3703 INDIAN SPRINGS TRL. ARLINGTON, TX 76016
Title MBR
BERNARD, GEORGE F 320 HEMPHILL ST. FORT WORTH, TX 76104
Title AP
MORGAN, SHERYL

<https://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=FeiNumber&directionType=Initial&searchNameOrder=86179066...> 1/2

4/22/22, 10:40 AM

Detail by FEI/EIN Number

320 HEMPHILL ST.
FORT WORTH, TX 76104

Title AP

ROBINSON, JACK
320 HEMPHILL ST.
FORT WORTH, TX 76104

Title MGR

TRUEX, PATRICIA
320 HEMPHILL ST.
FORT WORTH, TX 76104

Annual Reports

No Annual Reports Filed

Document Images

[03/23/2022 -- Foreign Limited](#)

[View image in PDF format](#)

Florida Department of State, Division of Corporations

<https://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=FeiNumber&directionType=Initial&searchNameOrder=86179066...> 2/2

APPENDIX 2: BID BOND

Please find attached on the following pages the electronic copy of the executed bid/proposal bond in the amount of five percent of the total proposed contract target amount. As instructed in the RFP, we will be delivering the original signed and sealed bid/proposal bond within five business days from the solicitation end date to the City of Fort Lauderdale City Hall, Procurement Services Division, 6th Floor, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301; with company name, solicitation number, and title clearly indicated on the envelope.

THE AMERICAN INSTITUTE OF ARCHITECTS

AIA Document A310 Bid Bond

KNOW ALL MEN BY THESE PRESENTS, THAT WE King George Fleet Services LLC

320 Hemphill Street, Fort Worth, TX 76104

as Principal, hereinafter called the Principal, and Great Midwest Insurance Company

800 Gessner, Suite 600, Houston, TX 77024

a corporation duly organized under the laws of the State of TX

as Surety, hereinafter called the Surety, are held and firmly bound unto City of Fort Lauderdale

100 N. Andrews Avenue, Fort Lauderdale, FL 33301

as Obligor, hereinafter called the Obligor, in the sum of Five Percent of the Total Proposed Amount

Dollars (\$ 5%),

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 and Management Services, RFP # 12623-825

NOW, THEREFORE, if the Obligor shall accept the bid of the Principal and the Principal shall enter into a Contract with the Obligor 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 Obligor the difference not to exceed the penalty hereof between the amount specified in said bid and such larger amount for which the Obligor 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 26th day of April

Sheryl Morgan
Sheryl Morgan (Witness)

King George Fleet Services LLC
(Principal)

By: George Bernard
George Bernard President (Title)



Catharine Roberts
Catharine Roberts (Witness)

Great Midwest Insurance Company
(Surety)

By: Richard V. Dobbs
Attorney-in-Fact Richard V. Dobbs



AIA DOCUMENT A310 • BID BOND • AIA • FEBRUARY 1970 ED. • THE AMERICAN INSTITUTE OF ARCHITECTS, 1735 N.Y. AVE., N.W., WASHINGTON, D.C. 20006

CONSENT OF SURETY

KNOW ALL MEN BY THESE PRESENTS, that for and in consideration of the sum of \$1.00, lawful money of the United States of America, the receipt whereof is hereby acknowledged, paid the undersigned corporation, and for other valuable consideration, the Great Midwest Insurance Company organized and existing under the laws of the State of TX and licensed to do business in the State of FL certifies and agrees, that if contract for Fleet Maintenance and Management Services, RFP # 12623-825

for City of Fort Lauderdale

is awarded to King George Fleet Services LLC

the undersigned Corporation will execute the bond or bonds as required of the contract documents and will become Surety in the full amount set forth in the contract documents for the faithful performance of all obligations of the Contractor .

Signed and sealed this 26th day of April, 2022

Great Midwest Insurance Company

By: 

Richard V. Dobbs, Attorney-in-Fact



FLORIDA OFFICE OF INSURANCE REGULATION

GREAT MIDWEST INSURANCE COMPANY

Is hereby authorized to transact insurance in the State of Florida.

This certificate signifies that the company has satisfied all requirements of the Florida Insurance Code for the issuance of a PROPERTY AND CASUALTY INSURER CERTIFICATE OF AUTHORITY and remains subject to the laws of Florida.

Original Issuance: 08/27/2015

No. 15-760154296

Kevin M. McCarty
Kevin M. McCarty
Commissioner
Office of Insurance Regulation

POWER OF ATTORNEY**Great Midwest Insurance Company**

KNOW ALL MEN BY THESE PRESENTS, that **GREAT MIDWEST INSURANCE COMPANY**, a Texas Corporation, with its principal office in Houston, TX, does hereby constitute and appoint:

Scott Mahorsky, Christine A. Hartung, Richard V. Dobbs, Kimberly G. Rively

its true and lawful Attorney(s)-In-Fact to make, execute, seal and deliver for, and on its behalf as surety, any and all bonds, undertakings or other writings obligatory in nature of a bond.

This authority is made under and by the authority of a resolution which was passed by the Board of Directors of **GREAT MIDWEST INSURANCE COMPANY**, on the 1st day of October, 2018 as follows:

Resolved, that the President, or any officer, be and hereby is, authorized to appoint and empower any representative of the Company or other person or persons as Attorney-In-Fact to execute on behalf of the Company any bonds, undertakings, policies, contracts of indemnity or other writings obligatory in nature of a bond not to exceed Ten Million dollars (\$10,000,000.00), which the Company might execute through its duly elected officers, and affix the seal of the Company thereto. Any said execution of such documents by an Attorney-In-Fact shall be as binding upon the Company as if they had been duly executed and acknowledged by the regularly elected officers of the Company. Any Attorney-In-Fact, so appointed, may be removed in the Company's sole discretion and the authority so granted may be revoked as specified in the Power of Attorney.

Resolved, that the signature of the President and the seal of the Company may be affixed by facsimile on any power of attorney granted, and the signature of the Secretary, and the seal of the Company may be affixed by facsimile to any certificate of any such power and any such power or certificate bearing such facsimile signature and seal shall be valid and binding on the Company. Any such power so executed and sealed and certificate so executed and sealed shall, with respect to any bond of undertaking to which it is attached, continue to be valid and binding on the Company.

IN WITNESS THEREOF, **GREAT MIDWEST INSURANCE COMPANY**, has caused this instrument to be signed by its President, and its Corporate Seal to be affixed this 11th day of February, 2021.

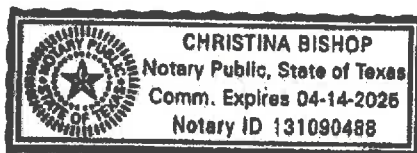
**GREAT MIDWEST INSURANCE COMPANY**

BY

Mark W. Haushill
President

ACKNOWLEDGEMENT

On this 11th day of February, 2021, before me, personally came Mark W. Haushill to me known, who being duly sworn, did depose and say that he is the President of **GREAT MIDWEST INSURANCE COMPANY**, the corporation described in and which executed the above instrument; that he executed said instrument on behalf of the corporation by authority of his office under the By-laws of said corporation.



BY

Christina Bishop
Notary Public

CERTIFICATE

I, the undersigned, Secretary of **GREAT MIDWEST INSURANCE COMPANY**, A Texas Insurance Company, DO HEREBY CERTIFY that the original Power of Attorney of which the foregoing is a true and correct copy, is in full force and effect and has not been revoked and the resolutions as set forth are now in force.

Signed and Sealed at Houston, TX this 26th Day of April, 2022.



BY

Leslie K. Shaunty
Secretary

"WARNING: Any person who knowingly and with intent to defraud any insurance company or other person, files and application for insurance of claim containing any materially false information, or conceals for the purpose of misleading, information concerning any fact material thereto, commits a fraudulent insurance act, which is a crime and subjects such person to criminal and civil penalties.

CAM #22-0584

Exhibit 4

Page 132 of 158

Great Midwest Insurance Company
Statutory Balance Sheet
as of December 31, 2021
(in thousands)

Assets		Liabilities, Capital and Surplus	
Cash & Invested Assets:		Liabilities:	
Cash and Short term Investments	\$ 110,887	Loss and Loss Expense Reserves	\$ 58,313
Bonds	106,614	Unearned Premium	30,412
Commons Stocks	21,100	Ceded Reinsurance Premium	6,613
Mortgage Loans	17,031	Other Liabilities	1,078
Other Invested Assets	12,470		13,768
Total Cash & Invested Assets	268,102	Total Liabilities	110,184
Other Assets:		Capital and Surplus:	
Premium Receivables	12,718	Common Stock	4,550
Reinsurance Recoverable	5,911	Gross Paid In & Contributed Capital	216,893
Tax Assets	8,123	Unassigned Funds (Surplus)	(12,096)
Other Assets	24,677		
Total Other Assets	51,429	Total Capital and Surplus	209,347
Total Assets	\$ 319,531	Total Liabilities, Capital & Surplus	\$ 319,531

CERTIFICATION

I, Mark W. Haushill, President of Great Midwest Insurance Company, hereby certify that the foregoing is a full, true and correct copy of the Balance Sheet of said Company, as of December 31, 2021.

Signature Mark W. Haushill

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Company in Houston, Texas this 19 day of April, 2022.

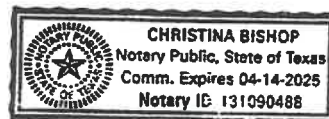
STATE OF TEXAS
COUNTY OF HARRIS

On this 19 day of April, 2022, before me, Christina Bishop, a Notary Public, personally appeared, Mark W. Haushill, who provided to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument and the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY of PERJURY under the laws of the State of Texas that the foregoing paragraph is true and

Witness my hand and official seal.

Signature Christina Bishop
Signature of Notary Public



REFERENCES

A minimum of three (3) references shall be provided:

1. Company Name: City of Plant City, Florida

Address: 302 W Reynolds St

Plant City, FL 33563

Contact: Mark Emery, Fleet Coordinator & Procurement

Phone #: 813-730-1256 Email: memery@plantcitygov.com

Contract Value: \$7,411,165.00 Year: 2024

Description: King George provides all supervision, labor, tools, parts, materials, supplies, office equipment, repair guides, diagnostic repair materials, and subcontractors services required to provide Target and Non-Target fleet services for the City of Plant City, Florida. We perform vehicle fleet maintenance and management for 1,290 vehicles and equipment, consisting of sedans; pickups; sports utility vehicles; vans; medium trucks; dump trucks; heavy trucks; trash trucks; street sweepers; light, medium, and heavy equipment; snow equipment; generators; trailers; police sedans; motorcycles; emergency sedans, vans, and sports utility vehicles; ambulances; and fire apparatus.

2. Company Name: City of Arlington, Texas, Fleet Services Asset Management

Address: 1015 W. Main Street

Arlington, TX 76013

Contact: Al Mantell, Contract Administrator

Phone #: 817-459-5451 Email: Al.Mantell@arlingtontx.gov

Contract Value: \$22,049,794.50 Year: 2026

Description: King George provides all supervision, labor, tools, parts, materials, supplies, office equipment, repair guides, diagnostic repair materials, and subcontractors services required to provide Target and Non-Target fleet services for the City of Arlington, Texas. We perform vehicle fleet maintenance and management for 1,258 units (854 covered by the target services portion), consisting of sedans, pickups, police patrol cars, on and off-road vehicles, medium duty trucks, construction/ industrial equipment, fire-fighting apparatus, and Handitran buses.

3. Company Name: Commonwealth of Virginia Department of General Services/Office of Fleet Management Services

Address: 2400 West Leigh St

Richmond, VA 23220

Contact: Kevin Crain, Fleet Services Manager

Phone #: 804-367-6982 Email: VMCC@dgs.virginia.gov

Contract Value: **\$37,527,680.00** Year: **2031**

Description: **King George manages the repair and maintenance of the Commonwealth of Virginia Department of General Services pool vehicles and other agency-owned vehicles enrolled in the Vehicle Management Control Center program (VMCC) (fleet of 6,600 vehicles).**

4. Company Name:

Address:

Contact:

Phone #: Email:

Contract Value: Year:

Description:

5. Company Name:

Address:

Contact:

Phone #: Email:

Contract Value: Year:

Description:

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**

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.

Scott King
Authorized Signature

President
Title

Scott King
Name (Printed)

04/24/22
Date

**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-187(c), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

The Contractor shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.
3. The City may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The City may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

Scott King
Authorized Signature

Scott King, President
Print Name and Title

04/24/22
Date

CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept these credit cards or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below you agree with these terms.

Please indicate which credit card payment you prefer:

☒ MasterCard

☐ Visa

King George Fleet Services LLC

Company Name

Scott King

Name (Printed)

04/24/22

Date

Scott King

Signature

President

Title

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: **12623-825**

Project Description: **City of Fort Lauderdale
Fleet Maintenance and Management Services**

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: **King George Fleet Services LLC**

Authorized Company Person's Signature: **Scott King**

Authorized Company Person's Title: **President**

Date: **04/24/22**

9/15/2020

BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder to ensure that his bid is submitted electronically through www.BidSync.com prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you 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/>).

Company: (Legal Registration) **King George Fleet Services, LLC** EIN (Optional): **86-1790661**

Address: **3703 Indian Springs Trail**

City: **Arlington** State: **TX** Zip: **76016**

Telephone No.: **817-528-4631** FAX No.: **817-820-0881** Email: **kge@kinggeorge.us**

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**): **120**

Total Bid Discount (**section 1.05 of General Conditions**): **N/A**

Check box if your firm qualifies for MBE / SBE / WBE (**section 1.09 of General Conditions**): ☐

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

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
1 / 2	3-3-22/3-8-22	5 / 6	3-29-22/3-31-22	9	4-19-2022
3 / 4	3-10-22/3-10-22	7 / 8	4-12-22/4-19-22	10	4-22-2022

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **You must also click the "Take Exception" button.**

N/A

The below signatory 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/proposal.

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. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred

Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Scott King
Name (printed)

04/24/2022
Date

Scott King
Signature

President
Title

Revised 4/28/2020

RFP # 12623-825
City of Fort Lauderdale
Fleet Maintenance and Management Services



CITY OF FORT LAUDERDALE

Company Background

Fort Worth, TX-based King & George, LLC (King George) was founded by two former executives from First Vehicle Services and All-Star Services, George F. Bernard and Scott King. Combined, they won and operated more than \$5 billion in contracts before founding King George. Our business focuses on vehicle and facility maintenance, currently operating more than 75 federal, municipal and commercial contracts. King George performs vehicle and equipment maintenance for the Department of Defense at Naval Support Activity Mid-South, Port Hueneme, Naval Joint Base Anacostia-Bolling, Naval Base Point Mugu, Corpus Christi Army Depot, City of Plant City, FL, the City of Arlington, TX., the City Brownsville, TX., and Commonwealth of Virginia. The principals of King George have personal experience managing the largest municipal and federal fleets in the world. Their experience includes the management of a workforce of 2,800 employees and maintaining more than 100,000 vehicles and equipment.

To Our Customers

Our mission is to partner with our customers to address their most significant challenges relying on our team of multidisciplinary experts and our leading-edge innovation to produce meaningful results.

Our promise is to create an open and honest relationship with our customers.



Topics

- RFP 12623-825 - Fleet Maintenance & Management Services Proposer Presentation

Each proposer will be given 25 minutes for presentations and 20 minutes for questions and answers from the RFP Evaluation Committee. It is strongly suggested that the Project Manager assigned for the Fort Lauderdale contract and as listed in the Response Package be present to answer any specific operational questions.

RFP 12623-825

Fleet Maintenance & Management Services Proposer Presentation

1) What schedule do you have set in place if we are on Hurricane watch? If the storm does hit, do you have a rotating shift to make sure we have staff for the duration in case of an emergency?

Response:

In preparation of any natural event or when request by the customer the employees' schedules are update to place additional team members on-call. We will partner with the customer to determine team member skill set, staffing level and rotation that best aligns with the customer priorities in accordance with the City's CCOP and Fleet Services Hurricane plan.

RFP 12623-825

Fleet Maintenance & Management Services Proposer Presentation

2) Are you offering positions to the current employees that are currently working with us prior to hiring others?

Response:

We value the existing team's knowledge of vehicles, equipment, city relationships, and workings of the city. We also value the power of change. We will work closely with the City during the hiring process to ensure we have the best team possible.

Our team welcomes the opportunity for all the existing employees to apply and interview for a position. We will offer qualified employees positions up to the proposed staffing levels and will work with the City on any changes to these levels to reassure we have the best team.

RFP 12623-825

Fleet Maintenance & Management Services Proposer Presentation

3) It is the City's desire for the provider to hire qualified staff at rates that match the market pay in South Florida. Provide the pay rates for each position, including starting and top-out pay.

Response:

Position	Pay Type	Range
General Manager	Salary	\$115,000 - \$135,000
Operations Manager	Salary	\$100,000-\$115,000
Service Writer	Hourly	\$32-\$38
Service Writer / Foreman (second shift)	Hourly	\$32-\$38
Subcontractor Supervisor	Hourly	\$22-\$27
Office Manger	Hourly	\$19-\$24
Office Clerk	Hourly	\$19-\$21
Fuel Site Manager	Hourly	\$19-\$21
Shop Foreman	Salary	\$53,000-\$58,000
Emergency Vehicle Technicians (EVT Master)	Hourly	\$36-\$40
Emergency Vehicle Technicians (EVT)	Hourly	\$30-\$34
Tire Technician	Hourly	\$20-\$24
Courier	Hourly	\$14-\$16
Heavy Duty Technicians	Hourly	\$30-\$34
Small Engine Technicians	Hourly	\$22-\$25
Body & Paint Technician	Hourly	\$22-\$26
Trainer/Coordinator	Hourly	\$22-\$26
Facility Technician	Hourly	\$22-\$26
Light Duty Technician	Hourly	\$22-\$28
*ASE Certification Average Increase \$0.15 Per Hour, EVT Certification Average Increase \$0.25 Per Hour		

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4) After hours - how will your team handle breakdowns? On-call mechanic?

Response:

Breakdowns are handled on a case-by-case basis depending on the symptom/diagnosis, breakdown location, and vehicle priority. The Operations Manager will make the final decision on the best course of action and may consult with the customer contract representative.

The general manager, operations manager, and shop foreman participate in the development of the employees' work schedules. On-call personnel are designated during each work schedule and maybe may be activated for a variety of reasons.

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5) How will Mobile Repairs be handled?

Response:

Mobile repairs fall into two categories, breakdowns or scheduled work.

Breakdowns are handled on a case-by-case basis depending on the symptom/diagnosis, breakdown location, and vehicle priority. The Operations Manager will make the final decision on the best course of action which may result in the dispatch of mobile repair performed by either in-house personnel or subcontractor.

As a best practice, the operations team may schedule similar work at the same location to be performed by a mobile repair personnel.

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6) What challenges do you see in transitioning as the new maintenance provider?

Response:

The challenging areas are transition phase-in time, staffing, and training. Having phased in contracts in as little as 30 days to a few days, we partner with our customers to manage expectations on day 1 through the first few months of operations. Staffing is crucial in our phase-in plan, current workforce assessments, skill gap analysis, staffing level analysis, and recruitment to meet RFP requirements. While training is an ongoing program, balancing employee productivity time and needed initial training can be challenging without working with our customers.

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7) How will you train staff on specialty equipment such as Street Sweepers, Fire Apparatuses, and Vac-Jetters? Provide specific examples?

Response:

Advancing the employees' capabilities to perform maintenance and repairs efficiently and knowledgeably is broken down into four (4) categories:

A) Certifications – training through a credited school such ASE, EVT, OEM, etc..

B) Tools and Diagnostics – providing the employee with the right tools and training the employees on how to use these tools

C) Equipment Refresher – schedule OEM training for existing equipment and proper operation and maintenance of the equipment

D) New Equipment – working with the customer to include training on new equipment, both best practices for maintenance and operations

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8) What is the current plan and what process will be used to train or hire Non-CDL drivers for positions that require a CDL certification?

Response:

In addition to hiring team members with existing CDLs, we have an internal CDL training program to provide CDL training to qualified team members. In addition, we partner with our customers to perform a review of any existing CDL training program with the goal of developing a standard CDL program for both partners.

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9) Provide the proposed software systems being offered and diagnostic system(s) to be used?

Response:

- Nexiq USB Link 2 communication adapter - used for communication between computer and heavy-duty truck control modules
- Ford VCM3 communication adapter - used for communication for Ford vehicles
- Ford IDS Software - diagnostics and programming for Ford vehicles.
- CAT ET - diagnostics and programming for CAT engines and CAT construction equipment
- Allison DOC Fleets - diagnostics and programming for Allison Transmissions
- Cummins Insite - diagnostics and programming of Cummins engine
- Wabco Toolbox - diagnostics and programming of Wabco air brake systems
- NED-Navistar – diagnostics, and programming of Navistar engines
- Takata Monitor - diagnostics of Takata air bad and SRS systems
- Weldon V-Mux Diagnostics - diagnostics of Weldon multiplex systems
- Weldon V-Mux Downloader - programming of Weldon Multiplex systems
- Autel MaxiSys MS906TS PRO Scanner Diagnostic Tool

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10) How will you train staff on the use of Diagnostic Software and how current and what year will the software be maintained to?

Response:

As part of the employee training program, training is scheduled on the proper use of diagnostic software, and team members are paired with a more experienced member or a team member who shows a greater aptitude for using the diagnostic tools.

All diagnostic tools are kept to the latest release available by the manufacturer.

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11) Explain in detail how the Quality Control Plan is managed.

Response:

Training is provided to all team members on the Quality Control Plan and made part of the employee safety briefings. The Operations Manager and Shop Forman are responsible for the execution Quality Control Plan. The General Manager will oversee the execution and use a series of surveys and feedback to improve on the plan. At a minimum, a quarterly review is performed with the customer contract representatives and department representatives.

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12) The shop foreman is going to be a critical role for this operation. The City is expecting to see this position on the floor driving maintenance, resolving technical issues, and confirming parts status. How will you fulfill these responsibilities?

Response:

It starts training all team members on the common goals and objectives of the operations. Clearly establishing roles and duties of team members and communicating expectations.

We agree with the City's expectation of the Shop Foreman.

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13) The City will provide a lot of oversight and question decisions made, are you use to this type of oversight, do you expect this communication process, and what is your approach to this type of management?

Response:

We view our company customer relationship as a partnership. As a federal contractor, we are accustomed to working with contract representatives on a daily, working hand-in-hand to achieve common goals.

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