

FINANCE COMMITTEE

14-0124R

RESOLUTION AUTHORIZING AN AGREEMENT WITH MERCURY ASSOCIATES, INC., FOR PROFESSIONAL SERVICES IN CONDUCTING A STUDY OR COMPREHENSIVE ASSESSMENT OF SELECTED FLEET ACTIVITIES FOR AN AMOUNT NOT TO EXCEED \$57,600.

CITY PROPOSAL:

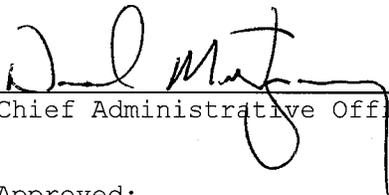
RESOLVED, that the proper city officials are hereby authorized to enter into a professional services agreement with Mercury Associates, Inc., substantially in the form of that on file in the office of the city clerk as Public Document No. _____, for the comprehensive assessment of selected fleet management and maintenance and repair activities to improve the effectiveness and efficiency of the fleet program for an amount not to exceed \$57,600, payable from General Fund 110, Dept./Agency 700 (Transfers and Other Functions), Div. 1407 (Miscellaneous), Obj. 5319 (Other Professional Services).

Approved:



Department Director

Approved for presentation to council:



Chief Administrative Officer

Approved as to form:



Attorney

Approved:



Auditor

FIN/FLEET/CRCH PS:le 03/10/2014

STATEMENT OF PURPOSE: This resolution approves a city agreement with Mercury Associates, Inc., for a fleet study not to exceed \$57,600. The contract is based on a proposal dated March 3, 2014.

The work scope includes:

- (a) initiating and managing the project;
- (b) collecting and reviewing information;
- (c) analyzing data and benchmark performance;
- (d) evaluating fleet management and maintenance practices;
- (e) conducting a fleet rightsizing study;
- (f) evaluating fleet replacement practices; and
- (g) developing a project report.

The estimated project timeline for completion is 16 weeks.

Mercury Associates, Inc., located in Gaithersburg, Maryland, provides fleet consulting services to governmental, non-profit, and corporate clients.

Requisition 14-0253

AGREEMENT FOR PROFESSIONAL SERVICES

MERCURY ASSOCIATES, INC.

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CITY OF DULUTH

THIS AGREEMENT, effective as of the date of attestation by the City Clerk (the "Effective Date"), is made by and between the **CITY OF DULUTH**, a municipal corporation under laws of the State of Minnesota, hereinafter referred to as "City," and **MERCURY ASSOCIATES, INC.**, 16051 Comprint Circle, Gaithersburg, MD 20877, a Maryland corporation, hereinafter referred to as "Consultant," for the purpose of rendering services to the City.

WHEREAS, the City administration seeks to improve the effectiveness and efficiency of its fleet program and engage a consultant for this purpose.

WHEREAS, the Consultant is a full service fleet management consulting firm with extensive service in managing and maintaining municipal fleets; and willing to perform the services set forth in its proposal.

WHEREAS, the City administration desires to hire Consultant to conduct a broad-based comprehensive assessment of selected fleet management and maintenance and repair activities.

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

I. Scope of Professional Services

Consultant agrees that it will, at the direction of and in cooperation with the City's Manager of Maintenance Operations or his designee, perform all services in accordance with its proposal (the "**Proposal**"), dated **March 3, 2014**, attached hereto as **Exhibit "A"**, and incorporated herein by reference.

In addition to the Services described in Exhibit A, upon the completion of the Project Report, Consultant shall travel to Duluth to make a presentation to the City Council and to discuss the Project Report with key City staff members. The date and time of the trip shall be mutually agreed upon but shall be within thirty (30) day of completion of the Project Report. The City understands and agrees that Consultant shall make only 1 trip and any other trips by Consultant will result in additional fees to the City.

In the event of any conflict between the terms of the Proposal and this Agreement, the terms and conditions of this Agreement shall be deemed to be controlling.

II. Professional Fees and Payment

In consideration of the provision of the services referenced in Article I above, City hereby agrees to reimburse Consultant for said services as set forth on Exhibit A up to a maximum of **Fifty-Seven-Thousand-and-no-100 dollars (\$57,600.00)** inclusive of all costs and expenses, payable from Requisition 14-0253 as follows:

\$57,600.00 General Fund 110, Dept./Agency (Transfers & Other Functions), Div. 1407 (Miscellaneous), Obj. 5319 (Other Professional Services).

All Services provided shall be at the rates set forth in the attached Consultant's Proposal. All bills for services rendered shall be submitted monthly to the City's Director of Public Administration and shall be accompanied by such documentation as the City shall reasonably request. Upon receipt of said request and the appropriate documentation, the City shall reimburse Consultant up to the amounts set forth above.

III. General Terms and Conditions.

- A. Amendments. Any alterations, variations, modifications or waivers of terms of this Agreement including contract price shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.
- B. Assignment. Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City.
- C. Data and Confidentiality.
 1. Establishment and Maintenance of Records

Records shall be maintained by Consultant in accordance with requirements prescribed by City and with respect to all matters covered by this Agreement. Such records shall be maintained for a period of six (6) years after receipt of final payment under this Agreement.
 2. Reports and Information

Consultant shall be responsible for furnishing to City records, data and information as City may require pertaining to matters covered by this Agreement.
 3. Audits and Inspections

Consultant shall ensure that at any time during normal business hours and as often as City may deem necessary, there shall be made available to City for examination, all of its records with respect to all matters covered by this Agreement. Consultant will also permit City to audit, examine and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.
 4. Confidentiality of Information

All reports, data, information, documentation and material given or prepared by the Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from City except as required for the performance of Consultant's services or as required by law.
 5. Ownership of Data

Consultant agrees that all work created by Consultant for the City is a "work

made for hire” and that the City shall own all right, title, and interest in and to the work, including the entire copyright in the work (“City Property”). Consultant further agrees that to the extent the work is not a “work made for hire” Consultant will assign to City ownership of all right, title and interest in and to the work, including ownership of the entire copyright in the work. Consultant agrees to execute, at no cost to City, all documents necessary for City to perfect its ownership of the entire copyright in the work. Consultant represents and warrants that the work created or prepared by Consultant will be original and will not infringe upon the rights of any third party, and Consultant further represents that the work will not have been previously assigned, licensed or otherwise encumbered.

D. Standard of Performance.

Consultant agrees that all services to be provided to the City pursuant to this Agreement shall be in accordance with the generally accepted standards of the profession for the provisions of services of this type and that the Services will conform in all material respects in accordance with the terms of this Agreement and Consultant’s Proposal. Consultant also agrees to maintain an adequate number of qualified personnel to perform the Services who are knowledgeable with the Facility Management Software tool and are able to comply with the obligations hereunder.

E. Contract Period.

1. Consultant shall commence performance of this Agreement upon the execution thereof and performance shall be completed by **December 31, 2014**, unless terminated earlier as provided within. This Agreement may be extended for a period not to exceed of six months upon written notice to the Consultant by the Director, Public Administration.
2. The City may, by giving written notice, specifying the effective date thereof, terminate this Agreement in whole or in part without cause. In the event of termination, all property and finished or unfinished documents and other writings prepared by Consultant under this Agreement shall become the property of the City and Consultant shall promptly deliver the same to the City. Consultant shall be entitled to compensation for services properly performed by it to the date of termination of this Agreement. In the event of termination due to breach by Consultant, the City shall retain all other remedies available to it, and the City shall be relieved of payment of any fees with respect to the services of Consultant which gave rise to such breach.

F. Independent Contractor.

1. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker’s Compensation Act of the State of Minnesota on behalf of Consultant’s employees while so engaged, and

any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A. Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of Consultant's intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.

2. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.
3. Contractor expressly waives any right to claim any immunity provided for in Minnesota Statutes Chapter 466 or pursuant to the official immunity doctrine.

G. Indemnity.

Consultant shall defend, indemnify and hold City and its employees, officers, and agents harmless from and against any and all cost or expenses, claims or liabilities, including but not limited to, reasonable attorneys' fees and expenses in connection with any claims resulting from the Consultant's a) breach of this agreement or b) its negligence or misconduct or that of its agents or contractors in performing the Services hereunder or c) any claims arising in connection with Consultant's employees or contractors, or d) the use of any materials supplied by the Consultant to the City unless such material was modified by City and such modification is the cause of such claim. This Section shall survive the termination of this Agreement for any reason.

H. Insurance.

1. Consultant shall provide the following minimum amounts of insurance from insurance companies authorized to do business in the state of Minnesota.
 - (a) Workers' compensation insurance in accordance with the laws of the State of Minnesota.
 - (b) Public Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, and twice the limits provided when a claim arises out of the release or threatened release of a hazardous substance; shall be in a company approved by the city of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and Contractual Liability.
 - (c) Professional Liability Insurance in an amount not less than **\$1,500,000** Single Limit; provided further that in the event the professional malpractice insurance is in the form of "claims made," insurance, 30 days' notice prior to any cancellation or modification shall be required; and in such event, Consultant agrees to provide the City with either

evidence of new insurance coverage conforming to the provisions of this paragraph which will provide unbroken protection to the City, or, in the alternative, to purchase at its cost, extended coverage under the old policy for the period the state of repose runs; the protection to be provided by said "claims made" insurance shall remain in place until the running of the statute of repose for claims related to this Agreement.

- (d) **City of Duluth shall be named as Additional Insured** under the Public Liability and Automobile Liability, or as an alternate, Contractor may provide Owners-Contractors Protective policy, naming himself and City of Duluth. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with 30-days' notice of cancellation, non-renewal or material change provisions included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Contractor's interests and liabilities.
 - (e) If a certificate of insurance is provided, the form of the certificate shall contain an unconditional requirement that the insurer notify the City without fail not less than 30 days prior to any cancellation, non-renewal or modification of the policy or coverages evidenced by said certificate and shall further provide that failure to give such notice to City will render any such change or changes in said policy or coverages ineffective as against the City.
 - (f) The use of an "Accord" form as a certificate of insurance shall be accompanied by two forms: 1) ISO Additional Insured Endorsement (CG-2010 pre-2004) and 2) Notice of Cancellation Endorsement (IL 7002) or equivalent, as approved by the Duluth City Attorney's Office.
2. The insurance required herein shall be maintained in full force and effect during the life of this Agreement and shall protect Consultant, its employees, agents and representatives from claims and damages including but not limited to personal injury and death and any act or failure to act by Consultant, its employees, agents and representatives in the negligent performance of work covered by this Agreement.
 3. Certificates showing that Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.
 4. The City shall be named as an additional insured on each liability policy other than the professional liability and the workers' compensation policies of the Consultant.
 5. The certificates shall provide that the policies shall not be changed or canceled during the life of this Agreement without at least 30 days advanced notice being given to the City.

I. Laws, Rules and Regulations.

Consultant agrees to observe and comply with all laws, ordinances, rules and regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities under this Agreement.

J. Applicable Law.

This Agreement, together with all of its paragraphs, terms and provisions is made in the state of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

K. Notices

Unless otherwise expressly provided herein, any notice or other communication required or given shall be in writing and shall be effective for any purpose if served, with delivery or postage costs prepaid, by nationally recognized commercial overnight delivery service or by registered or certified mail, return receipt requested, to the following addresses:

City:

City of Duluth

Attn: Jim F. Williams
Director, Public Administration
411 West First Street, #322
Duluth, MN 55802

Consultant

Mercury Associates, Inc.

Attn: Randall G. Owen
Senior Vice-President
16051 Comprint Circle
Gaithersburg, MD 20877

L. Force Majeure.

Neither party shall be liable for any failure of or delay in performance of its obligations under his Agreement to the extent such failure or delay is due to circumstances beyond its reasonable control, including, without limitation, acts of God, acts of a public enemy, fires, floods, wars, civil disturbances, sabotage, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, franchises or permits, or inability to obtain labor, materials, equipment, or transportation. Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the party's obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays.

M. Severability

In the event any provision herein shall be deemed invalid or unenforceable, the remaining provision shall continue in full force and effect and shall be binding upon the parties to this Agreement.

N. Entire Agreement

It is understood and agreed that the entire agreement of the parties including all exhibits is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. Any amendment to this Agreement shall be in writing and shall be executed by the same parties who executed the original agreement or their successors in office.

O. Counterparts

This Agreement may be amended only by a written instrument signed by both parties. This Agreement may be executed in counterparts, each of which shall be deemed to be original and all of which together shall constitute the binding and enforceable agreement of the parties hereto. This Agreement may be executed and delivered by a party by facsimile or PDF transmission, which transmission copy shall be considered an original and shall be binding and enforceable against such party.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their officers, duly authorized.

CITY OF DULUTH

MERCURY ASSOCIATES, INC.

By

Mayor

By

Company Representative

Attest:

City Clerk

Date: _____

Its

Title of Representative

Date:

Approved as to form:

City Attorney

Countersigned:

Auditor

Department Director

Purchasing Agent

EXHIBIT A

Consultant's Proposal



FEE PROPOSAL

Our proposed total fixed price to complete this engagement is \$57,600. This includes professional fees and expenses. Details of this budget are included in the table below. We will invoice the City monthly for work completed. Payment terms are net 30 days.

Task	Hours	Cost
Task 1: Initiate and manage the project	8	\$1,600
Task 2: Collect and review information	12	\$2,400
Task 3: Analyze data and benchmark performance	28	\$5,600
Task 4: Evaluate fleet management and maintenance practices	80	\$16,000
Task 5: Conduct fleet rightsizing study	80	\$16,000
Task 6: Evaluate fleet replacement practices	48	\$9,600
Task 7: Develop project report	32	\$6,400
Total	272	\$57,600

We are confident that our proposed approach will demonstrate savings and value that far exceed the City's investment in our services. Nevertheless, we are certainly amenable to changing our work plan and budget for this project to fit any budget restrictions that may exist.

PROJECT TIMELINE

We estimate that all deliverables associated with this project can be completed within sixteen weeks after the City provides us with all requested information and data. Key determinants of the timetable will be the speed with which the City is able to provide the information and data we will need to conduct the project, the availability of staff to meet with us, completion of the fleet rightsizing questionnaires, and turnaround time for review of draft deliverables.

Proposal to Provide

Fleet Management Consulting Services

to the



March 3, 2014

MERCURY
MERCURY ASSOCIATES, INC.

MERCURY

March 3, 2014

Mr. Arlen Bordenkircher
City of Duluth Fleet Services
4825 Mike Colalilo Drive
Duluth, MN 55807

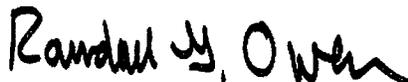
Dear Mr. Bordenkircher:

Mercury Associates, Inc. is pleased to submit this proposal to provide fleet management consulting services to the City of Duluth. As the largest dedicated fleet management consulting firm in North America, with unparalleled experience working with local government clients throughout the United States and in Canada, we are confident that we can assist the City in addressing the specific areas of concern that were discussed during our recent conversations.

No other firm can offer the City a team of consultants as experienced with the issue of managing and maintaining municipal fleets as can Mercury Associates. Members of our firm have conducted over 600 fleet studies worldwide. In the last three years alone, we have conducted studies for, among others, the US departments of Defense, Energy, Homeland Security, and State; the states of New York, Alabama, California, Florida, Iowa, and Oregon; the cities of San Francisco, Annapolis; Baltimore; Boston; Corpus Christi (TX); Norman (OK), Provo (UT); Sacramento; Seattle; and Tacoma (WA); and the counties of Anderson (SC); Harris (TX); Hillsborough (FL); Loudoun (VA); Scott (IA); and hundreds of other clients, public and private throughout the United States and across the world.

I will serve as principal point of contact for all matters relating to this proposal and can be reached at 704-906-8898 or rowen@mercury-assoc.com. We appreciate being given the opportunity to offer our services to the City of Duluth and look forward to hearing from you.

Regards,



Randall G. Owen
Senior Vice President



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EXPERIENCE & QUALIFICATIONS

Introduction

We understand that the City of Duluth is seeking to engage a consultant to conduct a comprehensive assessment of selected fleet management and maintenance and repair activities to improve the effectiveness and efficiency of the fleet program. We understand that particular areas of interest for the City include benchmarking costs and shop performance; determining optimum staffing levels to support the workload, reviewing fleet utilization, assessing the City's current approach of leasing road graders, evaluating fleet replacement practices, and assessing the use of existing technology (e.g. fleet management information systems and other telematics solutions). The results of the assessment will help the Fleet Services Division become a more efficient and cost effective provider of municipal fleet management services.

Experience

Mercury Associates, Inc. is an employee-owned company, incorporated in 2002 in the State of Maryland. Our headquarters office is located in Gaithersburg, MD, a suburb of Washington, DC. We also have offices in Charlotte, NC and Houston, TX. In addition, we have employees who work out of home offices in 9 other states.

Mercury is an independent fleet management consulting firm that assists organizations in improving the management and operation of their vehicle and equipment fleets. We do not manage fleets or sell the products or services of any other company under channel partner or value-added reseller agreements.

Mercury's staff consists of approximately 30 full and part-time employees (including the owners), several of whom were professional fleet managers prior to joining the firm. We have been providing consulting, training, recruiting, analytical and other types of management support services, and software implementation and hosting services since commencing operations in early 2002. Several of our key professional staff provided such services for other consulting firms prior to Mercury's founding. Collectively, the firm's three owners possess more than 65 years of professional fleet management and fleet management consulting experience.

Mercury's consulting services touch on virtually every facet of fleet management and operation, ranging from broad-based assessments of fleet management organizational structures, staffing levels, facilities and equipment, and business practices, to tightly focused analyses of a single issue or opportunity such as "Can we reduce the size of our fleet?" "Should we replace our fleet management information system?" "How can we reduce our maintenance and repair expenditures?" and "Should we lease or buy vehicles?" We also provide many different types of implementation and management support services to fleet owners such as information system specification, selection, implementation, and hosting; fleet leasing and management services RFP development; business process redesign; cost charge-back rate development; policy and procedure development; management training; and executive recruiting.



Mercury's principals and employees have worked with a wide array of public and private-sector organizations around the world – primarily in the United States and Canada and primarily with governmental jurisdictions – with fleets ranging in size from fewer than 100 to more than 200,000 vehicles and pieces of equipment. For the US federal government, we have provided services to the Army, Navy, Air Force, and Marine Corps; the departments of Defense, Energy, Homeland Security, Interior, Justice, Labor, Treasury, State, and Veterans Affairs; the US Postal Service, General Services Administration, NASA, and the Smithsonian Institution. Our professionals have worked with one or more agencies in more than half the state governments in the US; more than 40 colleges and universities; and 20 of the 28 largest cities in the United States (including the 10 largest) and 4 of the 5 largest cities in Canada.

In the private sector, Mercury has provided consulting services to a diverse mix of companies. Recent corporate/commercial clients include 3M, Air Products, Alyeska Pipeline Services Company, ARAMARK, Bell Canada, BNSF Railway, BP, CITGO, Coinmach Services, Danella, EPCOR, Flint Hill Resources, Genentech, GlaxoSmithKline, Hovensa, Hunt Brothers Pizza, Intel, Laidlaw, National Express Corporation, Pfizer, Rockwell-Collins, Schindler Elevator, Schneider Electric, Shell Canada, Suncor, Terra Renewal, and Whiting Oil & Gas.

Relevant Project Experience

Of particular relevance to the City of Duluth is Mercury Associates' experience working with municipal and county government fleets. Mercury has conducted more fleet management consulting studies in the last year than most of our competitors have conducted in the last five years. Some of our *current and recent* municipal and county government clients are shown in the following table. The list is not all inclusive but is representative of the local governments that we have worked with recently.

- City of Annapolis (MD)
- City of Asheville (NC)
- City of Boston (MA)
- City of Corpus Christi (TX)
- Township of Hamilton (NJ)
- Hillsborough County (FL)
- City of Hyattsville (MD)
- Kane County (IL)
- Anderson County (SC)
- City of Baltimore (MD)
- City of Clearwater (FL)
- City of Fort Worth (TX)
- Harris County (TX)
- City of Huntington Beach (CA)
- Johnson County (IA)
- Loudoun County (VA)



Proposal to Provide Fleet Management Consulting Service

- City of Louisville (KY)
- City of Olympia (WA)
- City of Pasadena (CA)
- Pinellas County (FL)
- City of Pullman (WA)
- Sacramento County (CA)
- San Bernardino County (CA)
- Sarasota County (FL)
- Town of Stratford (CT)
- City of Tampa (FL)
- City of New York (NY)
- City of Palo Alto (CA)
- City of Phoenix (AZ)
- City of Provo (UT)
- City of Sacramento (CA)
- City of San Antonio (TX)
- Santa Clara County (CA)
- City of Seattle (WA)
- City of Tacoma (WA)
- Town of Waterford (CT)

KEY PROFESSIONALS

Our consultants are the strength of our firm and are among the foremost experts in the fleet management field. They tackle challenges that require a degree of technical sophistication and analytical rigor that simply cannot be found anywhere else. Our consultants are recognized industry experts in virtually every area of fleet management including operations, finance, leasing, maintenance, information technology, fuel including alternative fuels, and safety, among others. Moreover, since most of our consultants have spent decades actually managing fleets, we offer clients practical advice and solutions that work in real world situations - not just on paper.

We have only included biographies for our proposed project team. Résumés, which average ten pages each, have not been included. However, we would be happy to provide full resumes for our proposed project team or any member of our firm upon request.

Our proposed project team is identified below. We may also use other members of our firm if their specific expertise is required.

Randy Owen, CAFM is Senior Vice President of Mercury Associates and is located in our Charlotte, NC office. He has 19 years of experience as a fleet manager and fleet management consultant, and is a nationally recognized expert in fleet management best practices and in the areas of fleet management outsourcing and managed competition. His areas of expertise also include fleet utilization analysis and rightsizing, and





performance measurement and benchmarking. Before co-founding Mercury Associates, Mr. Owen was a Senior Manager in Maximus, Inc. Prior to this he served as the fleet manager for the City of Charlotte and for the Los Angeles County Department of Public Works and worked as an independent consultant. He holds a Master's Degree in Political Science from the University of California at Los Angeles.

Mr. Owen will be our Project Director for this engagement. In this role he will coordinate activities between our project team and the City, monitor progress toward completing project tasks, and assure that all services delivered to the City meet the high quality standards of our firm. He will be the principal contact for this proposal and throughout the conduct of the study.

Tony Yankovich is a Senior Manager in Mercury Associates with more than 25 years'



experience as a management analyst and consultant in the fleet management and public works areas and will be our Lead Analyst for this study. Mr. Yankovich specializes in serving state and local governments, universities and private companies in the provision of fleet management consulting services, management operations reviews, facilities space needs assessments, and development of facilities master plans. Prior to

joining Mercury Associates, he was Senior Manager in the Fleet and Facilities Division of Eclipse, a division of Bucher, Willis & Ratliff Corporation, and Senior Consultant with Maximus, Inc. Before beginning his consulting career, he worked for the Unified Government of Wyandotte County and Kansas City, KS where he held several management positions in the Public Works, Operations Services, and County Clerk departments. Mr. Yankovich's particular areas of expertise include program evaluation; productivity and competitiveness assessments; fleet replacement planning and financing; maintenance facilities reviews and facilities space needs assessments. He holds a Bachelor's Degree in Sociology from the University of Kansas.

Len Bammer is a Manager with Mercury Associates and works from our Denver office and will be our technical analyst. He has worked as a consultant with Mercury for the past nine years. Prior to this, Mr. Bammer had more than 20 years' experience as a public-sector fleet manager, his last position was as the General Superintendent of Maintenance for the Regional Transportation District in Denver. Mr. Bammer has managed public works and transit fleets, fire and police fleets, and utility maintenance fleets ranging in size from 80 to more than 2,000 vehicles and pieces of equipment. He has been directly responsible for the development technical specifications and evaluation procedures for maintenance programs, new vehicles (including transit buses), bus and vehicle refurbishment programs and emerging technologies. His private sector experience includes Denver & Rio Grande Western Railroad, Rocky Mountain Airways, and Vail Transportation Services. He is a past Chairman of the Board of the Rocky Mountain Fleet Management Association and a former Associate Member of the Society of Automotive Engineers.





Ralph Filicko is a Senior Consultant with Mercury Associates and is located in Suffolk, VA. He specializes in the evaluation, development, implementation and administration of fleet information systems, data verification, validation and analysis. Prior to joining Mercury Associates, he was a senior project manager and implementation specialist for CCG Systems, Inc., providers of the *FASTER* Fleet Management Information System, where he successfully managed and performed implementation and fleet system installations for more than 50 city, county, state and federal fleet operations. As a 20 year Army career veteran, Mr. Filicko managed service and support operations for military based trade schools and field operations and holds a degree in Accounting.



Team Member	Title	Project Team Role
Randy Owen	Sr. Vice President	Project Director
Tony Yankovich	Senior Manager	Lead Analyst
Len Bammer	Manager	Technical Analyst
Ralph Filicko	Manager	Technical Analyst

PROJECT APPROACH

Guiding Principles

In evaluating the City's fleet management practices and identifying opportunities to reduce costs and improve business practices, our project team will be guided by four key principles that we have found to be critical to managing and operating a fleet of any size and composition effectively and efficiently. Each of these is discussed briefly below.

Quality Matters. The first of these principles is that the ultimate goal of all fleet management programs is to supply quality vehicles and provide services that the organizational units within the City require in order to fulfil their missions. No matter how intent a jurisdiction is on controlling or reducing fleet costs, it should not lose sight of why it has a fleet to begin with, and this means that it should not blindly pursue cost reductions without giving due consideration to their impact on the availability, reliability, safety, and sustainability of the vehicles and vehicle-dependent services supplied to its employees. In our experience, the single-minded pursuit of cost reductions often has the unintended consequence of increasing fleet costs, such as when organizations, in an economic downturn, curtail or suspend fleet replacement purchases in the often mistaken belief that doing so will save money.

Costs Must be Controlled. All public-sector organizations have a fundamental fiduciary responsibility to use taxpayers' money wisely, regardless of whether they deliver a high-profile, "front-line" service such as law enforcement, or a behind-the-scenes, "support" service such as fleet management. Second, in contrast to a lot of the activities performed by City employees, many fleet management activities are



capable of being outsourced to the private sector if they cannot be performed cost effectively in house. Consequently, the need to provide services that are competitive in cost as well as quality with those offered by contractors and vendors is an inescapable reality of public-sector fleet management today. This is not an endorsement of outsourcing; simply recognition of the fact that the private sector is a ready source of fleet management services and, hence, cost benchmarks which many taxpayers and elected officials will not hesitate to use to judge the performance of an in-house fleet management program.

Fleet Management is Not Just About the Vehicles. Fleet management organizations have always had to perform many different *asset management* activities: specifying and acquiring vehicles; scheduling vehicles for maintenance and repair services, assigning work orders to mechanics, farming out certain vehicle repair jobs to vendors, ordering parts, replenishing fuel stocks, submitting warranty claims, and so forth. Over the last 20 years, however, technological, regulatory, environmental, and other developments and trends have steadily increased the complexity of fleet management endeavors – especially in areas that have nothing to do with vehicles and equipment *per se*. Effective fleet management organizations must be multi-faceted and multi-talented; fully conversant with political objectives, regulations, policies, and procedures associated not only with acquiring, caring for, and disposing of vehicles and equipment, but with sourcing and supply chain management, risk management, human resources management, facility management, information management, customer relationship management, and financial management. For this reason, an effective fleet management evaluation study such as this one must examine a large number and broad array of *enterprise management* practices that extend well beyond the realm of what many “lay persons” might consider to be fleet-related functions and practices.

A Strategic Approach is Essential to Success. A strategic approach to fleet management is one in which the interrelationships among and between the many asset management and enterprise management functions that the City of Duluth must perform to optimize fleet performance and costs is both understood and managed. It is easy for organizations to get caught up in the day-to-day demands and minutiae of managing and operating a fleet and lose sight of the larger conditions, mandates, and trends that affect fleet management and operating practices. Optimizing fleet performance and costs requires effective vehicle acquisition, operation, maintenance, and replacement processes. Effective performance in each of these areas requires collaboration or, at a minimum, coordination with non-fleet management organizations. A strategic perspective is critical for tying together the many interdependent, inter-departmental responsibilities, authority, policies, and procedures that collectively affect the efficiency and effectiveness of a large fleet operation.

Business Process Evaluation Methods

In performing analysis, formulating findings and developing recommendations, Mercury Associates utilizes information collection and analysis techniques that fall into two broad



categories: quantitative performance measurement and benchmarking, and business process mapping and gap analysis. Having conducted best management practices evaluations for more than 600 fleet operations, our project team members understand both the importance of, and the best techniques for, collecting information efficiently and with minimal disruption to day-to-day client work activities. The primary techniques we will use in this project are the following.

Written Information Request. We begin all program evaluation projects like this one by providing the client with a detailed checklist specifying the types of *documentary material* (e.g., organization charts, policy and procedure statements, etc.) and *quantitative data* (e.g., work order and parts transaction data, vehicle meter readings, revolving fund revenues and expenditures, etc.) we would like to review in evaluating fleet management practices and costs. This request will serve as an initial blueprint to follow in assembling information for our review before we commence site visits and interviews; this allows our project team to “hit the ground running.” It also will give us some initial insights into the soundness of the City’s fleet management practices.

Interviews and Focus Group Sessions. Employee interviews and focus group discussions are staples of our consulting approach. We will meet with representatives from all fleet management and maintenance functions (e.g., fleet supervisors, mechanics, parts clerks, administrative support staff, etc.) as well as support organizations (e.g., budget and finance). We will also conduct face-to-face interviews with representatives of the major departments and divisions that Fleet Services supports.

Site Visits. No amount of second-hand information can substitute for first-hand inspection of facilities and vehicles, and observation of day-to-day work activities. Simply walking through maintenance facilities and yards and observing the number, condition, and appearance of vehicles waiting for service and/or waiting to be picked up by customers; the layout, age, condition, orderliness, and cleanliness of the facility; and the general level of employee activity all provide clues about the performance of a fleet management organization that give direction to our interviews, process mapping, and data analysis efforts.

Performance Measurement and Benchmarking. Data availability permitting, we employ quantitative performance measurement techniques in every best management practices assessment we conduct, interpreting the resulting performance statistics using suitable internal and industry benchmarks. In addition to serving as a valuable diagnostic tool that helps us home in on potential problem areas and avoid devoting unnecessary scrutiny to areas in which current practices are strong, performance measurement adds objectivity and consistency to our evaluation, and hence, credibility to our findings and conclusions.

Business Process Mapping and Gap Analysis. The other key method we use to evaluate fleet management practices and identify opportunities to improve quality and lower costs is process mapping and gap analysis. This involves ascertaining 1) if and how specific management and operating processes are formally *defined*; 2) the soundness of their *design* – e.g., their logic, thoroughness, compliance with



applicable regulations, responsibility and authority for execution, and so forth; 3) their *consistency* with industry best practices; and 4) the nature of their actual *execution*, which is a function of how they are communicated (e.g., through a policy and procedure manual) and how employees are held accountable for using them.

An Interactive, Results-Oriented Approach

Mercury's approach to conducting all of our consulting engagements is highly *inclusive, interactive, and results oriented*. Whether we are conducting a comprehensive review of a fleet operation or a tightly focused analysis of a single issue or problem, our ultimate goal as management consultants is for our clients to implement our recommendations. This requires that the recommendations be practical and appropriate to the challenges and opportunities facing a specific organization at a specific point in time. It also requires that the organizations with which we work not only understand the analytical results and reasoning behind these recommendations, but actually *take ownership* of proposed organizational, business process, and other changes.

PROPOSED WORK PLAN

Mercury makes a focused effort to understand the project goals and objectives of each client that we serve. Each organization has unique challenges and obstacles that need to be considered as we evaluate the fleet operation and develop improvement strategies. Following is our proposed work plan to conduct a comprehensive study for the City. Be assured that we can modify the scope of work and budget if they do not meet the City's objectives.

Task 1: Initiate and Manage the Project

We will participate in a project kick-off meeting to introduce the key members of the City and Mercury Associates project teams to one another and to confirm both parties' understanding of key study parameters such as scope, deliverables, and timelines. We also will discuss logistical procedures such as key points of contact and work location when members of our project team are on site in Duluth.

A key ingredient of an effective project management approach is periodic written progress reports. We want to ensure that the Division is afforded regular opportunities to discuss the status of the project with us and to raise any questions or concerns relating to our progress toward achieving its expected outcomes. To this end, we will submit brief progress reports, recapping the work accomplished and identifying any significant issues impacting study progress or planned deliverables. The written progress reports will be integrated with our monthly invoices.

Task 2: Collect and Review Information

Prior to the project kick-off meeting, we will develop and submit an information request to the City's project manager which identifies the quantitative data and documentary material pertaining to the City's fleet and fleet management practices that we would like to obtain to conduct our evaluation. We will then use the quantitative information



collected via this request to analyze the condition, utilization, cost, and other performance attributes of both the vehicles and equipment in the fleet and the practices that the organization uses to manage and maintain them.

The information request will be organized by functional area of vehicle and enterprise management covered in the study, e.g., Vehicle Maintenance, Parts Management, Financial Management, Information Management, Customer Relationship Management, etc. It will be written in the form of a checklist that the City can fill out and return along with available data and documents. This way, we will have a clear record of what types of information were – or were not – available for our use in conducting the study.

Examples of the quantitative data we will request include:

- A fleet inventory containing information such as the following on each vehicle/piece of equipment: year, make, model, serial number (VIN), license plate number class code, user agency name and code, vehicle in-service date, original purchase price and/or current book value, life-to-date maintenance and repair cost, current meter reading, utilization during a recent 12-month period, maintenance and repair costs during a recent 12-month period (broken out by labor, parts, and subcontractor charges), type of fuel used, and gallons (or gallon equivalents) of fuel consumed in a recent 12-month period.
- A mechanic roster showing, by mechanic, hours charged to work orders, overtime hours worked, hours of training received, and hours of paid leave, all in a recent 12-month period; and current certifications held; and
- The dollar value of parts in inventory, of parts issued from stock in a recent 12-month period; and of parts purchased on an as-needed basis (direct buys) in the same period.

We realize that some of the quantitative data we will request may not be readily available or may not be very reliable. Where it makes sense to expend extra effort to obtain critical information or to develop it from scratch, we will work with the City to do so. We fully understand the importance of being able to back up findings and conclusions with hard numbers. However, we do not believe in analyzing data as an end in itself, and there will be certain areas in which data quality is such that the “juice” simply isn’t worth the “squeeze”; that is, where the level of effort required to quantify certain things will not measurably add to our understanding of performance levels or savings opportunities.

The information request also will identify a wide array of documentary material that we would like to obtain that will assist us in developing an understanding of City ordinances, regulations, plans, policies, procedures, and practices in the fleet management area. Examples of the materials we will request include:

- City ordinances, administrative code sections, executive orders, and other documentation of fleet management responsibilities and authority;
- Fleet operating and capital budgets;



- Charge-back rate model, rate schedules, and YTD and two to three prior years' income statements and balance sheets (if applicable);
- Fleet organization charts and personnel rosters;
- Position descriptions;
- Fleet mission statement and annual reports;
- Policy and procedure statements;
- Commonly used recordkeeping forms and management reports;
- Sample customer invoices;
- Sample vehicle and parts purchase specifications, contracts, purchase orders, and vendor invoices; and
- Any previously prepared consulting or internal audit reports on fleet management practices.

Task 3: Analyze Data and Benchmark Performance

We will use the quantitative data collected in the previous task to begin the process of analyzing the Fleet Services Division's current business practices using standard performance measurement and benchmarking techniques. Analysis results will help us identify specific fleet management activities in which opportunities for cost reduction and/or performance improvement appear to exist, which we can then scrutinize during the process mapping and evaluation tasks which follow.

Data availability permitting, we will calculate statistics for key performance indicators – quantitative measures of efficiency and effectiveness – related to the specific areas under review. For instance, maintenance technician productivity, efficiency, and effectiveness are attributes of the performance of in-house fleet maintenance and repair programs that can be quantified. So too are PM program schedule adherence rate, downtime rate, comeback rate, average service turnaround time, and average annual M&R cost per passenger vehicle equivalent unit (VEU). Average parts requisition fill time, fill rate, indirect parts management cost (i.e., parts markup), and inventory turnover rate are commonly used KPI's for a parts operation.

We will interpret these statistics by comparing them against established industry standards, benchmarks, where available, or against internal benchmarks such as averages by vehicle, vehicle class, or facility. We will incorporate the results of our data analyses in the development of findings and recommendations in specific areas of fleet management practice in the next task.

Task 4: Evaluate Fleet Management and Maintenance Practices

In this task we will review and assess the soundness of the City's fleet management regulations, policies, procedures, organizational structure, staffing levels, and practices in all key functional areas of fleet management and operation. The results of this evaluation will serve as the foundation for developing specific recommendations for



modifying or reengineering current organizational structures; staffing levels; facility requirements; and business processes so as to reduce the costs and/or improve the quality and effectiveness of both fleet management activities and the vehicles and equipment themselves that comprise the City's fleet.

As discussed earlier, we will evaluate current practices using process mapping and gap analysis techniques aimed at first defining and then identifying strengths and weaknesses in specific functional areas of endeavor. We will determine *how* processes currently are performed through a combination of documentation review, employee interview, focus group meeting, and site visit activities.

We will determine *how well* these processes are defined and executed by assessing:

1. Their *intrinsic soundness* (e.g., the clarity and logic with which they are documented, the way they are communicated to employees, and the manner in which they are enforced);
2. Their *consistency with industry best practices* which we have observed, and in many cases defined, through our project team's combined decades of professional fleet management, consulting, public speaking, writing, and training experience; and
3. Their *results*, as reflected in the quantitative measurement of costs and performance levels in the previous task, and in the satisfaction levels of management officials, fleet management employees, and fleet users.

In evaluating the strengths and weaknesses of current fleet management practices, our ultimate objective will be to advise the City as to *how these practices can be improved*. Consequently, our evaluation approach will not seek to merely differentiate good practices from bad, but to identify the factors unique to the City of Duluth that explain why some practices are strong and others weak. This will allow us to develop recommendations for improvement that are not generic or academic in nature, but of *direct applicability* to the needs, objectives, conditions, and capabilities of the City and its fleet management and fleet user organizations.

Examples of the specific fleet management practices we may evaluate in this task are summarized the following table:

Vehicle Acquisition and Disposal

1. Vehicle specifications development and selection
2. Purchase contract establishment and management
3. Vehicle acceptance, preparation, and delivery
4. Commercial vehicle rental/leases (e.g. grader leases)
5. Vehicle decommissioning
6. Used vehicle remarketing

Vehicle Operation Management



7. Driver/operator certification and record keeping
8. Driver/operator training
9. Pre-trip inspection and minor maintenance activities
10. Accident reporting and investigation

Vehicle Maintenance and Repair

11. Approach to maintenance services (e.g., in-house vs. outsourced)
12. Centralized vs. decentralized approach
13. Preventive maintenance program development
14. Work planning (e.g., prioritizing work) and scheduling, shift work
15. Defect reporting and service writing
16. Work estimation and work order assignment
17. Maintenance and repair service delivery
18. Mechanic supervision
19. Road call/roadside assistance provision
20. Vehicle field service management
21. Vehicle and component warranty management
22. Quality assurance
23. Fleet maintenance facility configuration and capacity

Vehicle Maintenance and Repair Vendor Management

24. Service contract establishment and management
25. Ad hoc purchasing of services
26. Vendor performance management

Fleet Maintenance Parts Provisioning

27. Parts contract establishment and management
28. Parts inventory sizing, composition, management, and control
29. Parts disbursement (i.e., counter service)
30. Disposal of surplus parts
31. Parts provisioning performance management

Customer (Fleet User) Relationship Management

32. Customer satisfaction measurement
33. Ongoing relationship management

Fleet Financial Management

34. Cost recognition and management
35. Use of charge-back rates

Human Resources Management



36. Organizational structure and staffing levels
37. Staff assignment and utilization management
38. Employee training and professional development and certification incentives (e.g., ASE certifications)
39. Employee performance management

Information Management

40. Management information system availability and functionality
41. System deployment, accessibility, and use
42. Management analysis and report development

Our findings in each of the above areas will identify opportunities to reduce costs and/or to improve service quality, as appropriate.

Task 5: Conduct Fleet Rightsizing Study

The goal of this component of the project is to ensure that the City has the right types and quantities of vehicles to meet the operational and service delivery needs of its agencies. We will assist the City in accomplishing this both by identifying opportunities to reassign or remove from the fleet specific vehicles and pieces of equipment and to improve ongoing fleet utilization management practices.

We will begin by identifying those vehicles and pieces of equipment (“assets”) that the City wishes to exclude from the rightsizing study. This typically includes marked law enforcement vehicles, other emergency response vehicles such as ambulances and fire trucks, and one-of-a-kind units that are vital to City operations and cannot be rented commercially on an as-needed basis.

We will perform statistical analyses of asset utilization data assembled in the previous tasks. The purpose of these analyses will be to identify those assets in the City’s fleet that, based on available usage data, should be investigated for possible reassignment, eventual replacement with a different type of asset, or removal from the fleet either immediately or at the end of the service life of the current asset. We will segment and analyze the assets in the fleet inventory by user agency, asset class or type, and, data availability permitting, asset domicile or location. We will calculate various statistics on usage levels by asset class and, based on the findings of these analyses, we will recommend the annual usage level for each group which should serve as a threshold for separating assets that clearly should be retained in the fleet from those that require more detailed investigation and possible elimination.

In order to decide whether individual assets whose usage falls below the pertinent threshold should be retained as is, reassigned, or removed from the fleet, we will develop additional information on their use and the business need for them using a Web-based questionnaire. The types of information we will develop for each asset in this survey group include the following.



Frequency and timing of the asset's use

- Typical times of use, including evening and weekend hours
- Seasonality of use
- Ability to predict and manage when the asset is used

General requirements for the asset's use

- Typical number of passengers
- Types of passengers (e.g., City employees, VIPs, arrestees/inmates, etc.)
- Criticality to the user's job performance of the asset's reliability

Special characteristics of the asset's usage requirements

- Need to respond to emergency calls and frequency and timing of such calls
- Vehicle appearance (e.g., presence of City decals and other markings)
- Need for auxiliary equipment (e.g., light bar, radio, mobile data terminal, tool box, security cage, etc.)
- Security of asset and its contents
- Need to transport materials, tools, and/or equipment that are not easily removed from the asset so that someone else can use it

Location of the asset's use

- Proximity of the asset user to other City employees with whom the asset might be shared
- Proximity of the user to potential motor pool locations or a commercial vehicle/equipment rental facilities
- Variability in the user's work place locations and travel destinations (i.e., predictability as to where and when the asset will be available for use by others)

User's rating of the asset's importance to his/her/the organization's job performance

- Criticality of asset to the services that the user provides

We will draft the questionnaire and submit it to appropriate City officials for review. We will post the survey on-line for approximately two to three weeks and provide periodic updates on its status so that follow-up calls can be made to agencies whose completion of questionnaires for their particular assets is lagging. In order to ensure a high response rate, we will ask each fleet user agency receiving vehicle utilization questionnaires for any of the vehicles assigned to them to designate a single individual to be responsible for ensuring that the users of those vehicles log on to and complete the on-line survey form by an agreed-upon deadline. Our effort and budget for this task assumes that the City will identify the appropriate individuals to complete the questionnaire and to send out notices to each of them with instructions on how to access the questionnaire (web link to be provided by Mercury Associates, Inc.).



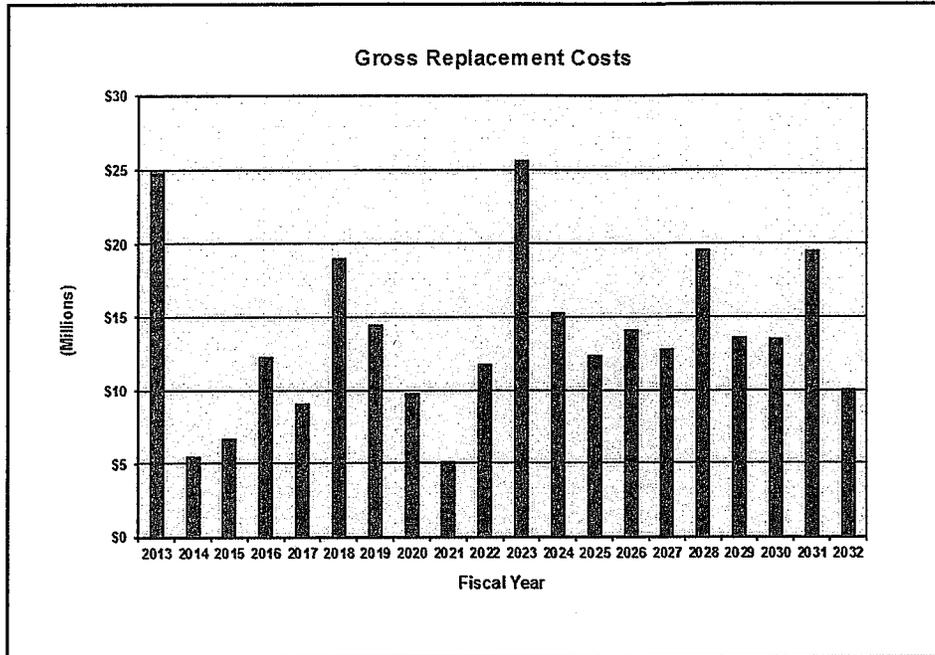
Once user agencies have completed the on-line survey, we will analyze information and the data provided in order to identify specific assets that we believe should be reassigned or removed from the fleet. We will follow up where necessary with agency points of contact to obtain any additional information we may require to develop our recommendations. Note that our budget for this task does not include conducting follow-up meetings with departments to negotiate the final disposition of vehicles.

To the extent that available data permit, we will quantify the immediate and recurring cost savings associated with implementing our recommended changes to current vehicle and equipment assignments and overall fleet size and composition. We will also review the methods currently employed by the City to manage the utilization of its fleet assets and make recommendations for improvement where appropriate.

Task 6: Evaluate Fleet Replacement Practices

In our experience, one of the most important things a fleet owner can do to promote the cost-effective performance of its fleet is to have an effective fleet replacement program. In this component of the project we will review the City's current replacements practices and identify opportunities for improvement. Specific areas of study will include an assessment of current fleet replacement cycles used for determining candidates for replacement; methods for making tactical (near term) replacement decisions; development of a baseline fleet replacement plan to identify any replacement backlog that may exist and projection of annual funding requirements over a 20-year period; and provide comment on the current financing approach (e.g., cash vs. reserve fund vs. debt) currently employed by the City. We will quantify these costs in this task using a proprietary software program called *CARCAP™ (Capital Asset Replacement Cost Analysis Program™)* designed specifically to conduct this type of analysis.

SAMPLE Baseline Fleet Replacement Plan



Task 7: Develop Project Report

We will document our findings and recommendations in a formal written report. The report will document how we conducted the study, what we found, and what we recommend the City do to improve fleet efficiency and fleet management effectiveness.

We will submit this report to the City in draft form for review and comment and make revisions, as necessary, based on written feedback received. We have not included the cost of developing and conducting a formal presentation of project findings, conclusions and recommendations to the City since it is not known if this will be required at this time. We would be happy to provide a quote for this service if it is determined that it would be of interest to the City.



FEE PROPOSAL

Our proposed total fixed price to complete this engagement is \$57,600. This includes professional fees and expenses. Details of this budget are included in the table below. We will invoice the City monthly for work completed. Payment terms are net 30 days.

Task	Hours	Cost
Task 1: Initiate and manage the project	8	\$1,600
Task 2: Collect and review information	12	\$2,400
Task 3: Analyze data and benchmark performance	28	\$5,600
Task 4: Evaluate fleet management and maintenance practices	80	\$16,000
Task 5: Conduct fleet rightsizing study	80	\$16,000
Task 6: Evaluate fleet replacement practices	48	\$9,600
Task 7: Develop project report	32	\$6,400
Total	272	\$57,600

We are confident that our proposed approach will demonstrate savings and value that far exceed the City's investment in our services. Nevertheless, we are certainly amenable to changing our work plan and budget for this project to fit any budget restrictions that may exist.

PROJECT TIMELINE

We estimate that all deliverables associated with this project can be completed within sixteen weeks after the City provides us with all requested information and data. Key determinants of the timetable will be the speed with which the City is able to provide the information and data we will need to conduct the project, the availability of staff to meet with us, completion of the fleet rightsizing questionnaires, and turnaround time for review of draft deliverables.

Proposed Project Plan for the City of Duluth

Evaluation of Fleet Services

Task Description

Initiate and manage the project

Collect and review information

Analyze and benchmark performance

Evaluate fleet management & maintenance practices

Conduct fleet rightsizing study

Evaluate fleet replacement practices

Develop project report



Conduct interviews with Fleet Services Staff

Conduct interviews with customer groups

Conduct fleet utilization interviews as needed

Deliverables



Submit Information Request



Monthly Progress Reports



Monthly Progress Reports



In-Process Review



Monthly Progress Reports



Submit Draft Report



*Proposal to Provide
Fleet Management Consulting Service*