

TIMELINE

December 5, 2017 – Commission approves one year Extension of First Vehicle Services contact.

February 2, 2018 – Agenda drafted requesting guidance on how to proceed, sent to Director

April 30, 2018 – Agenda submitted “Request guidance”.

May 8, 2018 – Administrative Service Committee reviews agenda and forwards to Commission.

May 15, 2018 – Commission provides guidance

May – July – Revision of 2013 RFP

July 18, 2018 – Draft RFP sent to Administrator.

August 9, 2018 – RFP sent to Procurement

September 5, 2018-RFP Published and sent to Vendors

September 27, 2018 – Pre-Bid Conference

October 8, 2018 – Addendum No. 1 Published and sent

October 16, 2018 – RFP’s due to Procurement

October 23, 2018 – Compliance Review Complete

October 24, 2018 – Fleet distributes proposals to Committee Members

November 5, 2018 – Committee Meets to evaluate proposals

November 15, 2018 – Committee will meet to hear vendors respond to Committee questions.

Augusta
G E O R G I A
PROCUREMENT DEPARTMENT
Procurement Solicitation Form Checklist

The following Information is required prior to processing your request.

Date* 8/9/2018
Estimate date which Product or Service is needed.

Requesting Department* Central Services - Fleet Management

Project Contact First Name* RON

Project Contact Last Name* CROWDEN

Project Contact Email* RCROWDEN@AUGUSTAGA.GO
V

Phone Number:* 706-821-2892

1. What type of solicitation?* ☐ ITB ☐ RFQ ☒ RFP ☐ PROFESSIONAL SERVICES

Annual Bid* ☐ Yes
☒ No

2. Project Name* FLEET MANGEMENT SERVICES

3. Project Description: REQUEST FOR PROPOSALS TO PROVIDE FLEET MAINTENANCE SERVICES TO AUGUSTA DEPARTMENTS WITH THE EXCEPTION OF THE FIRE DEPARMENT AND AIRPORT. THE RFP INCLUDES A PARTS OPERATION FOR ENVIRONMENTAL SERVICES.

4. Funding Source:

- | | |
|--|--|
| <input checked="" type="checkbox"/> General Fund | <input type="checkbox"/> State |
| <input type="checkbox"/> Federal | <input checked="" type="checkbox"/> SPLOST |
| <input type="checkbox"/> Grant | <input type="checkbox"/> T-SPLOST |
| <input type="checkbox"/> State Contract | <input checked="" type="checkbox"/> Enterprise Funds |
| <input type="checkbox"/> other | |

5. Funding Available:☒ Yes ☐ No**6. Project Type: ***☐ Federal Project ☐ Transit Project ☒ Local Project**7. Type of Work ***

- ☐ Construction
☐ Professional Services
☐ Airport
☒ Other

8. Independent Cost Analysis Matrix for Federal/State funded projects valued at \$100,000.00 or more: *☐ Yes ☒ No**10. Estimated Budget ***

\$ 4928510.00

11. Printing Cost of Plans & Specs Account Number:

626016440/5234110

12. Org Key for Printing Plans & Specifications: *

(Augusta Blue Print, ARC)

626-01-6440

Numbers only and formatted ____-____-____

13. Org Key for Projects and Services

626-01-6440

Numbers only and formatted ____-____-____

14. Job Ledger # (if applicable):

Numbers only and formatted ____-____-____

15. Object Code for Advertising:

5233111

16. Object Code for Postage:

5232117

17. Bonds Required

Bond requirements are based on department policy, type of project, and the estimated budget of a project. A bond(s) may be required, even if this form indicates otherwise.

- ☒ Bid Bond Required
☒ Payment & Performance Bond Required

The Procurement Department will not be held responsible for any Federal, State or Grant information that is required for publication.

22. Specifications Upload*

2018 RFP Final Draft.docx

457.58KB

Word Files Only

☒ A CD of these documents will be delivered or interoffice mailed within 24 hours

23. Drawings Upload

☐ A CD of these documents will be delivered or interoffice mailed within 24 hours

24. Item previously purchased:

☒ Yes ☐ No

BID/RFP/RFQ*

13-225

*

Is there a current contract:

☒ Yes ☐ No

*

Attached Current Contract

AGREEMENT.doc

55.37KB

*

Solicitation Number

13-225

*

Expiration Date:

12/31/2018

25-A. Pre-Bid Conference

☒ Mandatory ☐ Optional ☐ N/A

25-B. Pre-Qualification Conference

☐ Mandatory ☐ Optional ☒ N/A

25-C. Pre-Proposal Conference

☒ Mandatory ☐ Optional ☐ N/A

25-D. Telephone Conference

☒ Mandatory ☐ Optional ☐ N/A

25-E. Site Visit Required

☐ Mandatory ☒ Optional ☐ N/A

26. List of vendors to receive copy of Specifications.*

Word Only and formatted for 5160 Avery Labels

Fleet Maintenance Vendors.docx

12.17KB

27. AUGUSTA, GA CODE Sec 1-10-52 Sealed Proposals (RFP/RFQ):

Conditions for use. In accordance with O.C.G.A. § 36-91-21(c)(1)(C), the competitive sealed proposals method may be utilized when it is determined in writing to be the most advantageous to Augusta, Georgia, taking into consideration the evaluation factors set forth in the request for proposals. The evaluation factors in the request for proposals shall be the basis on which the award decision is made when the sealed proposal method is used. Augusta, Georgia is not restricted from using alternative procurement methods for obtaining the best value on any procurement, such as Construction Management at Risk, Design/Build, etc. Justification:

RON CROWDEN

Requester's Signature *

RECOMMEND

THIS SOLICITATION WILL NOT BE ADVERTISED UNTIL PROCUREMENT RECEIVES THE INFORMATION REQUESTED ABOVE. ALL NECESSARY POSTAGE AND PRINTING COST WILL BE CHARGED TO YOUR DEPARTMENT.

Procurement (Revised: 7/19/16)



Office of the Administrator

Janice Allen Jackson, Administrator

Suite 910 - Municipal Building
535 Telfair Street - AUGUSTA, GA 30901
(706) 821-2400 - FAX (706) 821-2819

May 15, 2018

Ms. Takiyah Douse
Central Services Director
535 Telfair Street
Augusta, GA 30901

Dear Takiyah:

The Augusta, Georgia Commission, at their regular meeting held on Tuesday, May 15, 2018 took action on the following items.

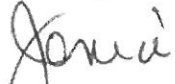
11. Approved a request from the Central Services Department-Facilities Maintenance Division for the purchase of two new vehicles for the Central Services Department from Allan Vigil Ford for a total purchase of \$56,614.00. Bid Item 18-184. (Approved by Administrative Services Committee May 8, 2018)
12. Approved a request from the Planning and Development Department – Code Enforcement Division for five vehicles. (Approved by Administrative Services Committee May 8, 2018)
13. Approved the request from the Engineering Department for the purchase of two new trucks, replace 2 Ford Rangers and replace one SUV from Capital Outlay. (Approved by Administrative Services Committee May 8, 2018)
14. Approved a request from the Augusta Fire Department to purchase one 2018 Ford F150 from Allan Vigil Ford for \$25,835.00. Bid Item 18-184. (Approved by Administrative Services Committee May 8, 2018)
15. Approved the request from the Recreation & Parks Department to replace one Pickup truck. Allan Vigil Ford \$26,345.00. Bid Item 18-184. (Approved by Administrative Services Committee May 8, 2018)
16. Approved the request from the Richmond County Sheriff's Office for the purchase of one Training Range truck and the replacement of one Community Services SUV. Allan Vigil Ford - Pickup Truck - \$29,320.00 Bid Item 18-184 and SUV - \$22,007.00. Bid Item 18-183. (Approved by Administrative Services Committee May 8, 2018)
17. Approved a request from the Animal Services Department to purchase two new Animal Transport Trucks for the Animals Services Department. Allan Vigil Ford \$44,345.00. Bid Item 18-174. (Approved by Administrative Services Committee May 8, 2018)
18. Approved the request for the Risk Management Department for the replacement of one vehicle from Allan Vigil Ford for \$28,005.00. Bid Item 18-184. (Approved by Administrative Services Committee May 8, 2018)
19. Approved the request for the Tax Assessors Office to purchase a 2018 Ford Escape from Allan Vigil Ford for \$21,414.00. Bid Item 18-183. (Approved by Administrative Services Committee May 8, 2018)
22. Approved to award contract to construct a new ADA accessible Restroom addition to Building A at the Richmond County Sheriff's Office (RCSO) Special Operations Campus to Blount's Complete Home of Hephzibah in the amount of \$68,000. Bid Item 18-180 (Approved by Administrative Services Committee May 8, 2018)

Ms. Takiyah Douse
May 15, 2018
Page 2

23. Approved to have Administrator to bring back the draft RFP to the Administrative Services Committee for review prior to soliciting for fleet maintenance services. (Approved by Administrative Services Committee May 8, 2018)

If you have any questions, please contact me.

Yours truly,



Janice Allen Jackson
Administrator

05-15-18: #11 - #19, #22, #23

cc: Ms. Donna Williams
Ms. Geri Sams



Commission Meeting Agenda
5/15/2018 2:00 PM
Request for Guidance - Fleet Maintenance

Department: Central Services Department - Fleet Management

Department: Central Services Department - Fleet Management

Caption: Motion to **approve** soliciting an RFP for fleet maintenance services. (**Approved by Administrative Services Committee May 8, 2018**)

Background: In 2017, the Augusta Commission established a subcommittee to study the cost effectiveness of in-house versus contracted fleet maintenance services for the 2,200 assets serviced by our current vendor. On December 5, 2017, the Augusta Commission voted to extend the existing fleet maintenance contract with First Vehicle Services for a period of one year (see attachment). There was discussion prior to the vote that a decision would have to be made in early 2018 regarding whether to issue a new Request for Proposal for maintenance services or create an in-house maintenance service.

Analysis: Option 1: Issue an RFP. Should the Commission direct staff to issue an RFP to determine new cost proposals, with the intent to continue outsourcing fleet maintenance, we estimate twelve to fifteen weeks for the following activities: • RFP submission (2 weeks), • Procurement advertisement/pre-bid meeting (4-5 weeks), • Compliance Department review (2 weeks), • Committee Evaluation Meeting (2 weeks), • Committee Agenda recommendation approval (2 weeks) and • Contract negotiations and execution (2 weeks). A draft copy of the contract will be included within the RFP detailing a three-year contract with an option to extend for two consecutive one-year extensions. Please note, this timeline is an estimate of events and does not include any vendor related delays. Option 2: Should the Commission direct the Central Services Department – Fleet Management Division to begin the planning process for internal fleet maintenance, this process will require an estimated six months to prepare for April 1, 2019 operations. This extended timeframe will allow for the creation of job descriptions, candidate recruiting and onboarding. Cover Memo

Financial Impact: The actual dollar amount cannot be determined until we receive proposals from qualified vendors. Previous studies and presentations, given to the Sub-Committee, detailed costs in excess of \$4M with in-house services costing slightly more than contracted services. In 2017, Fleet Management spent \$4.3M.

Alternatives: see options in Analysis above

Recommendation:

**Funds are
Available in the
Following
Accounts:**

REVIEWED AND APPROVED BY:

**Finance.
Law.
Administrator.
Clerk of Commission**



Central Services Department

Takiyah A. Douse, Director
Ron Crowden, Fleet Manager

Fleet Management
1568-C Broad Street
Augusta GA 30904
Phone: (706) 821-2892

MEMORANDUM

TO: Andrew G. MacKenzie, Esq
FROM: Ron Crowden, Fleet Manager, Central Services Department
DATE: January 10, 2018
SUBJECT: Fleet Maintenance Contract Extension

On December 5, 2017 the Augusta Commission approved a one year extension of the existing Fleet Management Contract. The "Approval" letter is attached for your review.

Also attached it's the extension agreement, which was an enclosure to the agenda, that was put before the Commission for approval. Mr. Steve Breeden, Region Vice President has signed the agreement.

Please review the agreement/contract for any objection and if you are satisfied with the content please initial. I would be happy to pick up the document and take it to the Mayor's office for signature.

Best Personal Regards,

A handwritten signature in cursive script that reads "Ron Crowden".

Ron Crowden
Fleet Manager
706-821-2892

**FLEET MANAGEMENT AND VEHICLE MAINTENANCE SERVICES
CONTRACT
WITH AUGUSTA RICHMOND COUNTY**

This agreement is made this 5th day of December 2017 by and between the Augusta Richmond County Georgia (ARC) and First Vehicle Services, Inc. ("FVS").

NOW, THEREFORE, in consideration of the mutual covenants, promises and undertakings contained in the contract and this agreement, the ARC and FVS agree as follows:

1. The Approved Budget and Maximum Price, including Contractor's fee, for the period of January 1, 2018, up to and including December 31, 2018, is Two Million Nine Hundred Fifty-Seven Thousand Six Hundred Sixty-Three dollars. (\$2,957,663).

Except as amended by this document, the Contract as previously approved, remains in full force and effect and legally binding upon the ARC and FVS.

IN WITNESS WHEREOF, the ARC and FVS hereto have affixed their respective signatures as the date indicated below:

Attest



AUGUSTA RICHMOND COUNTY GEORGIA

BY: [Signature]

AGM 1/10/18
Name: HARDIE DAVIS JR.

Title: MAYOR

Date: _____

FIRST VEHICLE SERVICES, INC.

BY: [Signature]

Name: Steve Breeden

Title: Region Vice President

Date: 1-08-2018

Attest

[Signature]



AUGUSTA LAW DEPARTMENT

Andrew G. MacKenzie, General Counsel
Wayne Brown, Deputy General Counsel

MEMORANDUM



TO: Mayor Hardie Davis, Jr.
Office of the Mayor

FROM: Andrew G. MacKenzie
General Counsel

DATE: January 10, 2018

RE: **FLEET MANAGEMENT AND VEHICLE MAINTENANCE SERVICES
CONTRACT WITH AUGUSTA RICHMOND COUNTY**

Dear Mayor Davis:

Please find enclosed one (1) original and (2) copies of the above- referenced contract. General Counsel Andrew G. MacKenzie has approved the contract as to form, indicated by his initials. The Augusta, Georgia Commission entered into this contract on December 5, 2017.

I have tabbed the applicable portions of the contract for your signature with flags. After your signature and dating, the Clerk of Commission, Ms. Lena Bonner, may execute the contract.

Ms. Bonner please return one copy of the contract to Ms. Takiyah Douse, Director Central Services, 535 Telfair Street, Building 3000 (rear), Augusta, Georgia 30901, and one copy to Ron Crowden, Fleet Manager, 1568-C Broad Street, Augusta, GA 30904.

AGM/gsb *hob*
Enclosures






Returned 1/23/18
-copy - T. Douse
✓ copy - R. Crowden

[Agenda](#)[Minutes](#)[Close](#)

Administrative Services Committee Meeting Commission Chamber- 5/8/2018- 1:10 PM

ADMINISTRATIVE SERVICES

1. Approve a request from the Central Services Department-Facilities Maintenance Division for the purchase of two new vehicles for the Central Services Department from Allan Vigil Ford for a total purchase of \$56,614.00. Bid Item 18-184. [Attachments](#)
2. Approve a request from the Planning and Development Department – Code Enforcement Division for five vehicles. [Attachments](#)
3. Approve the request from the Engineering Department for the purchase of two new trucks, replace 2 Ford Rangers and replace one SUV from Capital Outlay. [Attachments](#)
4. Approve a request from the Augusta Fire Department to purchase one 2018 Ford F150 from Allan Vigil Ford for \$25,835.00. Bid Item 18-184. [Attachments](#)
5. Approve the request from the Recreation & Parks Department to replace one Pickup truck. Allan Vigil Ford \$26,345.00. Bid Item 18-184. [Attachments](#)
6. Approve the request from the Richmond County Sheriff's Office for the purchase of one Training Range truck and the replacement of one Community Services SUV. Allan Vigil Ford - Pickup Truck - \$29,320.00 Bid Item 18-184 and SUV - \$22,007.00. Bid Item 18-183. [Attachments](#)
7. Approve a request from the Animal Services Department to purchase two new Animal Transport Trucks for the Animals Services Department. Allan Vigil Ford \$44,345.00. Bid Item 18-174. [Attachments](#)
8. Approve the request for the Risk Management Department for the replacement of one vehicle from Allan Vigil Ford for \$28,005.00. Bid Item 18-184. [Attachments](#)
9. Approve the request for the Tax Assessors Office to purchase a 2018 Ford Escape from Allan Vigil Ford for \$21,414.00. Bid Item 18-183. [Attachments](#)
10. Approve the execution of the amended ADP Master Services Agreement. [Attachments](#)
11. Motion to exempt Storm water Fee in Non-Serviced Area (unincorporated area). **(Requested by Commissioner Wayne Guilfoyle)** [Attachments](#)

12. Approval request to accept a CHIP Grant Award (\$612,000) and allow contract execution by the Mayor.  [Attachments](#)
13. Motion to approve the minutes of the Administrative Services Committee held on April 24, 2018.  [Attachments](#)
14. Motion to approve an amendment to the Professional Services Agreement with Janice Welch Osei to assist in the Office of the Administrator. (Referred from May 1 Commission meeting)  [Attachments](#)
15. Award contract to construct a new ADA accessible Restroom addition to Building A at the Richmond County Sheriff's Office (RCSO) Special Operations Campus to Blount's Complete Home of Hephzibah in the amount of \$68,000. Bid Item 18-180  [Attachments](#)
16. Request for guidance regarding how the Central Services Department – Fleet Management Division should proceed regarding fleet maintenance services.  [Attachments](#)

www.augustaga.gov



Central Services Department

Takiyah A. Douse, Director
Ron Crowden, Fleet Manager

Fleet Management
1568-C Broad Street
Augusta GA 30904
Phone: (706) 821-2892

TO: Ms. Takiyah A. Douse, Director, Central Services Department

FROM: Ron Crowden, Fleet Manager, Central Services Department

DATE: February 2, 2018

SUBJECT: Request For Guidance

CAPTION: Request for guidance regarding how the Central Serviced Department – Fleet Management Division should proceed regarding fleet maintenance services.

BACKGROUND: In 2017, the Augusta Commission established a subcommittee to study the cost effectiveness of in-house versus contracted fleet maintenance services for the 2,200 assets serviced by our current vendor.

On December 5, 2017, the Augusta Commission voted to extend the existing fleet maintenance contract with First Vehicle Services for a period of one year (see attachment). There was discussion prior to the vote that a decision would have to be made in early 2018 regarding whether to issue a new Request for Proposal for maintenance services or create an in-house maintenance service.

ANALYSIS: Option 1: Issue an RFP. Should the Commission direct staff to issue an RFP to determine new cost proposals with the intent to continue outsourcing fleet maintenance, we estimate twelve to fifteen weeks for the following activities:

- RFP submission (2 weeks),
- Procurement advertisement/pre-bid meeting (4-5 weeks),
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- Contract negotiations and execution (2 weeks). A draft copy of the contract will be included within the RFP detailing a three-year contract with an option to extend for two consecutive one-year extensions. Please note, this timeline is an estimate of events and does not include any vendor related delays.

Option 2: Should the Commission direct the Central Services Department – Fleet Management Division to begin the planning process for internal fleet maintenance, this process will require an estimated six months to prepare for April 1, 2019 operations. This extended timeframe will allow for the creation of job descriptions, candidate recruiting and onboarding.

FINANCIAL IMPACT: The actual dollar amount cannot be determined until we receive proposals from qualified vendors. Previous studies and presentations, given to the Subcommittee, detailed costs in excess of \$4M with in-house services costing slightly more than contracted services. In 2017, Fleet Management spent \$4.3M.

ALTERNATIVES: see options in Analysis above

RECOMMENDATION:

**Central Services Department
Fleet Management Division
Projected 2018 Business Plan
August 31, 2017**

Executive Summary

The Fleet Management Division was transferred from the Finance Department to the newly created Central Services Department in June of 2016. This transfer did not disrupt the operations of the division nor the maintenance services provided by the contractor, First Vehicle Services. The division is comprised of a Fleet Manager, Ron Crowden, and a Fleet Coordinator, Kaycee Braswell. The two of them along with the Central Services Department Director, Takiyah A. Douse manage the service agreement and contractual obligations of the maintenance contract – which may be renewed, expanded or extended for one additional year (2018) by mutual written agreement.

The city of Augusta has over 2,200 assets to include bucket trucks, dump trucks, weed eaters and passenger vehicles. The division is responsible for reviewing departmental requests for vehicles, analyzing the need based upon the department's operations, and if approved communicating the need to the Commission for final approval. Vehicle specifications are obtained, and bid packages are submitted to Procurement for advertisement to the public for bidding.

Maintenance services are performed at one of two locations within the county 1) Broad Street 2) Tobacco Road. Shop 1 Broad Street services passenger vehicles and shop 2 Tobacco Road services heavy equipment. The city owns the shops although the use of the bay lift and other stationary equipment is operated by the vendor. Both locations are in need of infrastructure repairs and upgrades as a result of a lack of funding to realize this need. The contractor allocates 38.5 persons to service the contract.

Organization and Management

Takiyah A. Douse, Central Services Director, was promoted to lead this newly created department June 2016 which combined Augusta 311, Facilities Maintenance, Fleet Management, Real Estate and Records Retention. She was formerly the Motor Vehicle Division Director for the Richmond County Tax Commissioner's Office and Assistant Vice President/Commercial Banker for the Central Savannah River Area of SunTrust Bank. She received a dual degree in Finance and Management from Paine College and a Master's of Business Administration with an emphasis in Management from Troy University.

Ron Crowden, Fleet Manager, graduated from Richmond Academy and Purdue University with a BA in History. After serving our country for over 20 years he retired from the United States Army and was later employed by Richmond County in June 1992 as the Safety Training Officer in Risk Management. His primary responsibilities included conducting safety inspections on facilities, vehicles and equipment, investigating claims, executing the substance

abuse policy, and conducting the “Character Training” program. He became the Fleet Manager February 2001 and is responsible for the acquisition of new vehicles and equipment for all departments, overseeing the maintenance program, fuel program, and disposal of surplus assets through GovDeals – an online service provider who allows various governments to sell surplus and confiscated items via the internet.

Kaycee Braswell, Fleet Administrative Coordinator, graduated from Georgia Military College with an Associate’s Degree in General Studies and from Georgia Southern University with a Bachelors’ Degree in General Studies and a concentration in Business. She was employed by Augusta Richmond County in 2011 as the maintenance/parts clerk for the Environmental Services Department responsible for managing the maintenance parts room and maintenance billing. She tracked part orders, processed monthly billing statements and served as the procurement clerk for the maintenance division. In August 2015 she became the Fleet Administrative Coordinator with the responsibility of monitoring the Fleet Fuel Program for all departments; assisting the Fleet Manager with surplus sales, prepares and makes recommendations for fuel and maintenance budgets for all departments, monitors fleet expenditures and processes tags, titles and registrations.

Data Measurement

While researching the feasibility of in house verses contracted Fleet Maintenance services, the following categories were studied:

- Salaries and Benefits
- Parts and Services
- Operating Budget

The data provided, details the research findings, along with projected budgets for the next three years.

Market Analysis

In researching comparable municipalities throughout the state of Georgia, the Cities of Savannah, Macon-Bibb and Columbus-Muscogee were amiable and forthcoming with information for research purposes.

Macon-Bibb, Georgia has operated under the “Flat Rate” Program since 1995 and has continued to evolve its program throughout the years. The “Flat Rate” Program budget is on average \$125,000 annually including their technicians both full and part time. According to Macon-Bibb, it allows for a solid retention rate and allows technicians to set their own salaries to some extent. Similar to the concept of being “commission driven” compensation based on the number of vehicles & hours the technicians turn out. The City uses some prison labor for office/shop janitorial needs with now currently having some considerations for using prison labor for other labor such as tire repairs.

Macon-Bibb has a fleet size of approximately 2,600 vehicles and/or equipment. The budget for vehicle and equipment maintenance is approximately \$2 million annually with

approximately \$1 million being allocated for employee salaries and/or benefits. Their current retention rate for a technician with 15 years or more of service is approximately 99% with turnover being mainly for retirement. Majority of their maintenance is completed in-house (85%) with large tire service, some engine and transmission repairs, tractor repairs and welding being contracted out.

Macon-Bibb maintains roughly \$25,000 in inventory, comprised mostly of oils and lubricants required for daily use. They use the “Just In Time” Method that utilizes selected local suppliers consisting of 3 to 4 parts businesses who deliver parts on demand with an average fifteen to twenty-minute turnaround time except for special orders or non-local supplier parts. Macon-Bibb operates on a technician software system called “Mitchell1” for both their light and heavy equipment servicing. The system costs approximately \$5,500 per year.

Columbus-Muscogee has an in-house fleet department that maintains a high percentage of operational fleet vehicles and equipment. The operational budget for the department is approximately \$2 million annually. To service and maintain a fleet asset size of 2,860 they average 39 full-time employees with the assistance of “inmate” labor that varies daily. Columbus-Muscogee performs all routine preventive maintenance on fleet vehicles and equipment within a radius of 200 miles, 20 hours, or a day of scheduled service. This methodology allows user Departments to turn their vehicles in for service at a time or date that may be more convenient than the regularly scheduled date of maintenance. Most of the maintenance performed in-house is preventive maintenance with sophisticated engine repairs and heavy equipment repairs contracted out.

The City of Savannah manages and maintains a fleet of over 2,200 assets. Their fleet is serviced and maintained by 39 employees with a total annual budget of \$5.6 million. Savannah’s auto mechanic technical staff is fully certified with a very low department turnover attributed to agency benefits. Approximately 99% of the maintenance is completed in-house with some maintenance work contracted to vendors for warranty-related issues and specialty issues related

	Population	Fleet	In /Out	Budget	Staff	Ops Study
Berkley County, SC (Charleston)	198,205	525	In	\$2.1M	9	N
Bibb County, GA (Macon)	92,582	2,600	In	\$4.3M	13	N
City of Savannah, GA	146,763	2,200	In	\$5.6M	39	N
Henry County, GA (McDonough)	213,869	1,257	In	\$1.7M	22	N
Muscogee County, GA (Columbus)	186,984	2,860	In	\$2M*	41	N
Richmond County, GA (Augusta)	197,182	2,200	Out	\$5M	41	Y

Note: Budget data presented reflects FY 2017 approved budget

*Muscogee County budget figure represents the operations budget only. All associated fleet maintenance costs are charged to each respective Department, thus a reduced figure is reported. Information concerning fleet service costs were unattainable.

In House Maintenance Analysis

Strengths

- Direct control over work to be performed
- More budgetary control to quickly adjust as necessary for fluctuations from year to year
- Increased quality control ability to quickly respond to inefficiencies by changing systems
- Continuity of current management to assist with transition if necessary
- Elimination of contractual management fees
- Enhanced flexibility with making repairs

Weaknesses

- Shortage of skilled mechanics within the Central Savannah River Area (Cline, Damon “A problem worth fixing” Augusta Chronicle 16 April 2017 D1 Print)
- Limited bargaining power in relation to attracting qualified mechanics to perform job duties
- Extended time frame to hire qualified mechanics, technicians, etc. due to the lengthy recruiting process
- Lack of control concerning the Procurement Process which may prolong parts receipt and costs
- The current PPPM makes it difficult to discipline and or dismiss underperforming staffers when deemed necessary by the department
- Current facilities are in need of replacement
- Assume liability for OSHA, DOT and compliance breaches

Opportunities

- Decrease size of city's fleet
- Review and Streamline Procurement Process for a faster turnaround of purchase orders for parts acquisition under an approved amount
- Development of Vehicle/Equipment Replacement Schedule with allocated funds
- Increased work force and internal job opportunities
- Lease vehicles rather than purchase

Threats

- Increased capital costs (price of new vehicles, equipment, and machinery)
- Adverse impact on other departments (Human Resources, Procurement, IT, Finance)
- Increase in department's overhead costs (administration, accounting, purchasing, etc.)
- Inability to negotiate price for parts etc. with the absence of Contractor bargaining power
- Inability to meet demands of Internal Customers
- The current Procurement guidelines will impact operations based upon the restraints (3 quotes)
- Technician training costs are high
- Overtime is required to meet service demands

Contracted Maintenance Services

Strengths

- Increased core business efficiency allows for targeted focus
- Efficiencies of scale concerning lower rates, high supply demand and discounted parts
- Best practice benefits from years of operational experience
- Risk reduction - Contractor assumes liability with OSHA, DOT, Fleet compliance etc.
- Contractor is responsible for certification management of technicians
- Transactions are streamlined and fluctuations are limited based upon contractual agreement
- Insight regarding operations since maintenance is primary focus
- Reduced operating costs - Fixed costs agreement

Weaknesses

- Non contract costs can fluctuate causing budgetary hardships
- Loss of insight over prevenative maintenance
- Inability to directly manage and instruct the workforce
- Changes in operations requires amending the contract

Opportunities

- Information sharing between two "cultures"
- Reduces proposed staff count

Threats

- Non contract costs are difficult to estimate therefore could fluctuate drastically
- Risk of contract default by contractor
- Vendor supplies cease supplying goods or services
- Change in contractor management creates interruptions in vendor/Augusta relationship

Comparison Summary

The contracted maintenance service estimate of \$4.3M includes our current contract (\$2,957,662.89), non-contract costs and operating costs. Our current operating agreement includes all parts associated with service, sublet costs, human resource hiring/termination actions, procurement and management fees. Our current contract may be renewed, expanded or extended for one additional year (2018) by mutual written agreement.

The in-house maintenance estimate of \$4.4M assumes all liability and maintenance costs associated with operating a fleet maintenance shop. Sublet costs incurred include glass repair work, emergency towing and body work. **This estimated cost does not account for anticipated administrative work load increases as a result of increased staff (HR), purchases (Finance and Procurement) and technology needs (IT).**

The in-house maintenance service estimate of \$4.4M proposes outsourcing parts acquisition and corresponding process to a selected parts vendor. This option will reduce our proposed staff by 3 supply related persons with an annual salary savings of \$122,670.65 including salary and benefits. This method will lessen the operational load of service for Finance and Procurement, by reducing the administrative duties relating to processing numerous invoices and purchase orders. Our current vendor reports processing 8,726 invoices from 162 different vendors for a total cost of \$1,999,958.54 in 2016. This statistic does not include 170 vendors and 495 transactions with a company credit card totaling \$36,299.42.

Serotta Maddox Evans & Co., CPA's, contracted internal auditing firm, has reviewed this financial data for accuracy.

\$4,385,434.82

• Contracted Maintenance Service

\$4,419,136.03

• In House Maintenance

\$4,420,107.53

• In House Maintenance w/ Outsourced Parts



Office of the Administrator

Janice Allen Jackson, Administrator
Chester Brazzell, Deputy Administrator

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December 5, 2017

Ms. Takiyah Douse
Central Services Director
2760 Peach Orchard Road
Augusta, GA 30906

Dear Takiyah:

The Augusta, Georgia Commission, at their regular meeting held on Tuesday, December 5, 2017 took action on the following items.

10. Approved a 1-year extension of the existing fleet maintenance contract with First Vehicle Services. (Approved by Administrative Services Committee November 28, 2017)
27. Deleted the motion to receive an update from the Fleet Services Subcommittee. (Requested by Commissioner Marion Williams)

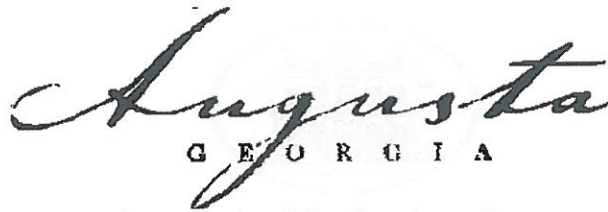
If you have any questions, please contact me.

Yours truly,

Chester Brazzell
Deputy Administrator

12-05-17: #10, #27

cc: Ms. Donna Williams
Ms. Geri Sams



Commission Meeting Agenda

12/5/2017 2:00 PM

2017 Vehicle Maintenance Contract Extension

Department: Central Services Department - Fleet Management Division

Department: Central Services Department - Fleet Management Division

Caption: Motion to **approve** a 1-year extension of the existing fleet maintenance contract with First Vehicle Services. **(Approved by Administrative Services Committee November 28, 2017)**

Background: First Vehicle Services has been providing a full maintenance service contract for Augusta since 2003. Contract was entered into for a period of 3 years with provisions for two 1-year extensions, subject to the approval of the Augusta Commission. The current service contract was approved on March 18, 2014 (enclosure). It was extended for the first year on January 17, 2017 (enclosure). In 2017, the contract cost was reduced by \$167,393.00 from 2016 due to a reduction in fleet assets and moving small equipment into a non-contract status. First Vehicle services was asked to provide pricing for the second and final extension. They would like to propose extending the 2017 pricing to 2018. The contract cost for 2018 would be \$2,957,663.00. The wording for the extension is attached for review. No further options exist to extend the contract beyond 2018.

Analysis: The proposal for the final year extension, by First Vehicle Services, is \$2,957,663.00 for 2018.

Financial Impact: The proposed and recommended budget for 2018 supports the First Vehicle Services proposal for \$2,957,663.00. (626-01-6440/5223113).

Alternatives: (1) Approve the request; (2) Do not approve the request

Recommendation: Approve the extension for 1-year of the fleet maintenance contract for \$2,957,663.00.

**in the Following
Accounts:**

Proposed 2018 Budget: 626-01-6440/5223113

REVIEWED AND APPROVED BY:

Finance.

Procurement.

Law.

Administrator.

Clerk of Commission
