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RFP QUESTIONS

NOTE # 1 TO PROPOSING VENDORS: To standardize the format of all proposals for evaluation, Proposers are required to respond to all questions, to answer questions in the order given, and to list the item number and restate the question prior to giving their answer. Failure to comply with this requirement may result in your proposal being declared non-responsive.

NOTE # 2 TO PROPOSING VENDORS: Answer all questions based on the assumption that all Thornton units, including Fire and Rescue department units, will be included in the final contract.

A. GENERAL VENDOR QUESTIONS:

1) General Vendor Summary

Please provide a brief description of the following:

- a) Full legal company name;
- b) Your headquarters address;
- c) Primary company contact including name, phone number, and email address;
- d) Year your firm was established;
- e) A brief listing of your Vendor core competencies; and
- f) A current copy of your company's W-9 (current IRS version is October 2018).

2) Experience and References

Please provide five (5) current client references that you have sold and implemented the same or like solutions to in the past ten (10) years. Of these references, please list as many as available that are other governmental municipalities as possible.

- a) Include in your reference information:
 - i) Name of the municipality or firm;
 - ii) Client's headquarters address;
 - iii) Current reference contact;
 - (1) Reference's title;
 - (2) Reference's phone number;
 - (3) Reference's email address;
 - iv) Date of signed contract;
 - v) Ending date of the contract (or "Current" if still ongoing);
 - vi) Description of services provided including number of staffing; and
 - vii) Estimated contractual value.

- b) Please provide:
 - i) The number of Private sector clients
 - ii) The number of Public sector clients
 - iii) A list of all Colorado clients (Public and Private sectors)
 - (1) If you have no Colorado clients, answer question A.2.b.iii as “None” or “Zero”

B. ENGAGEMENT WITH THORNTON AND IMPLEMENTATION OF THE VENDOR’S SOLUTION:**1) Engagement Methodology**

Thornton’s expectation is that the awarded Vendor will use their expertise to provide proactive leadership, guidance, and direction to the Thornton, CO team throughout each phase of the contract’s life cycle while working collaboratively to plan and implement the solution and Vendor personnel.

- a) Please describe your engagement methodology including, but not limited to:
 - i) Providing previous examples from other municipalities and customers
 - ii) Accounting practices and how billing may be submitted to Thornton (e.g., Operational charges, flat rate monthly charges, how and when charges are reconciled, etc.).
 - (1) Include billing discrepancy resolution between the customer and your firm
 - iii) Additional documentation as necessary.
- b) Has your firm been awarded a contract for a municipality within the last ten (10) years in which you were not previously the incumbent Vendor?
 - i) If yes,
 - (1) Please describe how the transition process worked between yourself and your new client.
 - (2) What hurdles did you experience during the changeover of providers?
 - (3) What recommendations would you make to Thornton and its participants to make any transition as smooth as possible? (e.g., Do’s and Don’ts)
- c) Has your firm lost a contract in which you had been previously providing services as the incumbent Vendor to a municipality within the last ten (10) years?
 - i) If yes, how did you ensure that the participants who were currently utilizing services from your client, still cared for during the transition to the newly awarded Vendor? How were their open work orders, warranty claims, and customer service handled by your firm?

2) Project Schedule/Implementation

Please provide the following:

- a) A **proposed** project schedule via a Gantt chart or other type of chart, in terms of calendar days based upon RFP Scope of Work and the Vendor stated engagement methodology.
 - i) Use “Day 1” as the date of a fully executed contract being signed by both parties, with no prior work being completed prior to a signed contract being put into place.
 - ii) Ensure that you list the number of days expected for each portion of the project schedule.
 - iii) Thornton’s expected “milestones” for the Vendor’s implementation include, but are not limited to:

- (1) Onboarding/hiring of staff to a full, proposed level
 - (a) Please denote if this includes current staff that is currently assigned at Thornton
- (2) Delivery of any necessary Vendor equipment
- (3) Training of Vendor personnel on Thornton policies, procedures, and software
- (4) Others as defined by the proposing Vendor

3) Change in Scope

- a) Provide a description of your process to determine if a request from Thornton is deemed as being out of scope from a resulting contractual agreement and how that determination is conveyed to your client (i.e., Thornton).
 - i) **Note:** All potential change orders shall be reviewed and approved by the Purchasing Division prior to execution. Thornton reserves at its own discretion to utilize its own change order form for signatures and record keeping.

C. STAFFING, RETENTION, AND RECRUITMENT:

1) Vendor Supervisory Staff

After having reviewed the scope of work listed in this RFP, please provide:

- a) How many on-site supervisory staff will you require to provide your solution to Thornton and what are the roles/different levels for each of the on-site supervisory staff?
 - i) **Note:** Thornton's preference is that the Vendor maintain one (1) day shift and one (1) swing shift supervisor. This is only a preference, and not a requirement. Thornton does not currently have this available in our current state.
- b) If you already have personnel dedicated for these on-site supervisory positions, what are their qualifications as a supervisor?
 - i) **Note:** Please include copies of the dedicated personnel's resumes, not to exceed one (1) page for each person's resume, as supporting documentation for your proposal
 - ii) **Note:** If you do not have personnel already dedicated for these positions or would need to conduct a hiring process for these positions, please answer "To Be Determined After Hiring Process" to question C.1)d)
- c) How does your firm identify what will make a qualified and quality supervisor for on-site supervision? What qualities do you seek out in an individual to oversee a multitude of personnel backgrounds and personalities?
- d) Who are the senior leadership roles that on-site supervisory staff will report to or if Thornton needs to engage in conversations with on Vendor performance?
 - i) Please include a copy of your company's organization chart that includes whom the on-site supervisory staff will directly report up to within your firm's regional or main headquarters.

2) Vendor Technicians and Staff

After having reviewed the scope of work listed within this RFP, please provide:

- a) What would be your Thornton serviceable units to Vendor Technician ratio?
 - i) An example would be one (1) technician for every fifty-two (52) units, with Thornton having 820 units = $15.77 =$ Sixteen (16) technicians required to perform the work.
- b) What information and techniques does your firm employ to calculate the proposed ratio from C.2.a above?
 - i) Has your firm utilized a Vehicle Equivalent Unit (“VEU”) or Maintenance Repair Unit (“MRU”) calculation in your current ratio to Thornton or with other clients?
 - (1) If “yes”, please elaborate.
 - (2) If “no”, is your firm willing to incorporate such a calculation in future efforts with Thornton?
- c) Are there different levels of technicians to your proposed solution? If so, what are they?
 - i) Examples of different levels may include Technician I/II/III, Master Technician, Lead Technician, etc.
- d) How many Parts Specialists would you require on staff to serve Thornton’s needs?
- e) How many auxiliary/office, non-Technician and Parts Specialists, staff would you require to serve Thornton’s needs?
 - i) Please list each position level(s) that exists in each of the following categories:
 - (1) Auxiliary/office staff
 - (2) Non-technicians
 - (3) Parts Specialists
 - ii) Include in your response what the roles and job duties/descriptions that these individuals serve and how they play into your overall solution to Thornton’s needs.
 - (1) **Note:** If there are no auxiliary staffing needs to provide your solution, please answer “Not Applicable”.

3) Recruitment of Staff

- a) How has your firm been proactive in recruiting qualified staff, especially Technicians over the last three (3) years?
- b) Does your firm partner with any trade and automotive schools to create a pipeline of apprentice/entry level Technicians? If yes, with what school and how does this program work and provide benefit to Thornton?
- c) What challenges have you faced in terms of the labor market and hiring over the last five (5) years? What has your firm done to combat and overcome these hurdles?

4) Hiring and Onboarding

- a) What is the typical process for the hiring of a Technician with your firm?
 - i) How long (in terms of calendar days) does the hiring process take, on average, from the time of the posting to the time the new hire is posted to their position?
- b) If an employee submits their resignation or retirement paperwork, is your firm required to wait until that employee leaves their position before that employee's job is posted? Or does your firm immediately post the employee's position once you are informed of their leaving the company?
- c) What is the typical onboarding process like for a newly hired employee with your firm?
 - i) Who would be responsible for introducing the employee to their work surroundings?
 - ii) Who would be responsible for ensuring that the employee has been provided with company handbooks on policies and procedures?
 - iii) What training or types of training does your staff receive during the onboarding process?
- d) Does your firm conduct DOT (Department of Transportation) drug screening tests as part of an employee's:
 - i) Pre-screening/initial hiring process
 - ii) Accident report (if in an accident with City vehicles)
 - iii) Random/suspicious employee activity

5) Retention of Staff and Pay Ranges for Staff

- a) What has the turnover rate been each year, for the last five (5) years, for Technicians staffed within your organization in:
 - i) The entire United States
 - ii) In Colorado, if applicable, (Enter "N/A" if your firm does not have clients in Colorado)
 - (1) **Note:** The turnover rate shall be defined as the percentage of Technicians who have left the company and their positions have been backfilled by another Technician
- b) With a shifting of the labor market both across the United States and in Colorado, especially regarding the service sector, what is your firm actively doing to retain qualified and experienced fleet Technicians?
 - i) This can include, but is not limited to:
 - (1) Increased general pay/salary options
 - (2) Increased pay/salary options for specialized or specific training/certifications
 - (3) Cost of living adjustments
 - (4) Additional training paid for by your firm
- c) What are your current pay ranges for all levels of staff that will be assigned to Thornton? This includes the following:
 - i) Supervisory Staff
 - ii) Technicians
 - iii) Parts Specialists and Office personnel

6) Emergency or Temporary Staffing

- a) Describe an instance in where a client of your firm has had an unexpected reduction in Technician staffing at their facility, in which the reduction created a significant level of service reduction for your client.
 - i) What steps were taken to rectify the shortage of employees and how do you determine response times to deploy rotational staff?
 - ii) How long was the level of service reduced for?
 - iii) Were there any supplemental staff that was provided by your firm to the client?
 - iv) Was there any added cost to your client for your firm to rectify the level of service required for your client, including supplemental Technician staffing? Or was part of the cost absorbed by your firm, free of charge to your client?

- b) If there was ever to be an unexpected reduction in Technician staffing for Thornton, is your firm capable of sending temporary staffing to ensure that Thornton's level of service remains at the necessary levels?
 - i) Would there be any restrictions on the number of Technician staffing or the length of time in which the Technician can be requested for?

D. STAFF TRAINING AND CERTIFICATIONS:**1) Supervisory Training**

- a) What types of training are required for your on-site supervisory staff before they are even placed into their positions?

- b) What type of continuing education training do you require of your on-site supervisory staff? What type of training is recommended and/or encouraged for your on-site supervisory staff?

- c) During an awarded contract, if there is an opening at the on-site supervisory level, does your company promote from within the on-site facility? How do you prepare a newly hired supervisor to ensure that they are properly supported, trained, and able to perform their duties?

2) Current Technician Certifications

- a) Of the number of Technicians that you have proposed as part of your solution, how many of these Technicians that will be assigned to Thornton are:
 - i) Automotive Service Excellence (ASE) Master Truck certified and current on these certifications?
 - ii) ASE Master Automotive certified and current on these certifications?
 - iii) ASE Level 6 certified and are current on these certifications?
 - iv) Emergency Vehicle Training (EVT) Level I, II, and/or III certified and are current on these certifications?
 - (1) Are these certified individuals able to work on any Fire, Ambulance, and Police units Thornton has in its possession based upon our inventory of Thornton units?
 - v) Certified for aerial/bucket truck inspections?
 - vi) Have a current Colorado CDL Class B minimum licensure?

- b) Does your firm have a different definition of ASE certification levels or program than what is defined and offered by the National Institute for Automotive Service Excellence?
 - i) If yes, please provide a detailed description of each level, its' definition, and how your service technicians achieve this level.
 - (1) If your answer to D.2.b is "No", then please state "No, our firm does not have a different definition of ASE certification levels or program than ASE."
- c) Of the number of Technicians that you have proposed as part of your solution, will any have specialized training in any of the following items:
 - i) Hybrid and electric vehicle maintenance and repair
 - ii) Frasier brand ambulance repair and annual training
 - iii) Diesel regeneration processes and issues
 - (1) Currently Thornton must send this issue out to Stewart Stevenson, John Deere, or other providers to correct

3) Continuing Technician Education

- a) How does your firm encourage Technicians to continue their education and training as new automotive technology emerges in the market? Does this include, but is not limited to, any of the following: (If yes, please provide a brief description of each)
 - i) Tuition reimbursement
 - ii) Wage Incentives
 - iii) Shift reassignments (e.g., from swing to day shifts, or vice versa)
 - iv) Advancement in employment or job titles/responsibilities
- b) Does your firm require Technicians to perform any additional required periodic (quarterly, annual, etc.) trainings to remain current on company policies and certifications?
- c) How does your firm accommodate the technician staff to be able to have the time to take continuing education?
 - i) Does this accommodation result in reduction in technician staffing and a reduction in service to your clients? If so,
 - (1) How does your firm mitigate this reduction of service?
 - (a) Does your firm bring in temporary staffing to backfill?
 - (b) Does your firm conduct onsite, mass training efforts to maximize training services?
 - (2) How does your firm communicate the reduction of service to your clients, like Thornton?

E. VEHICLE MAINTENANCE AND REPAIR CAPABILITIES:

- 1) **Capabilities.** Based upon Thornton's current fleet and owned units, please confirm your firm's ability to provide maintenance and repair services to the following types of units, including your ability to procure the necessary parts for said maintenance and repair services.

Confirmation may include your ability to partner with a subcontractor to send out for repairs. A simple Yes or No answer will suffice to each of the following:

- a) Sedans, Vans, Sports Utility Vehicles (SUVs), and Crossover Utility Vehicles (CUVs)
- b) Light, Medium, and Heavy Duty (Class 3, 4, and 5)
- c) Law Enforcement
- d) Fire
- e) Rescue/Ambulances
- f) Sanitation and Landfill
- g) Transit buses or vehicles
- h) Trailers
- i) Motorcycles
- j) Electric vehicles
- k) Hybrid vehicles
- l) Alternative fuel units (e.g., Propane – forklifts)
- m) Other specialized and miscellaneous types of vehicle

F. SPECIALTY EQUIPMENT EXPERIENCE:

1) Fire and Rescue/Ambulances

- a) Based upon your answer listed above, what is your specific experience with providing equipment service for fire and rescue types of units? This includes fire engines and ambulances.
- b) How does your firm ensure that for this critical level of equipment, that there is a consistent number of parts on the shelves for both PM schedules and for critical repairs?
- c) If your normal supplier of parts for this critical level of equipment cannot obtain and fulfill orders for your firm to repair downed Thornton units, what other means does your firm have to obtain these parts?
 - i) Is your firm able to pull parts from a national inventory or from other clients you may serve, if necessary?
 - ii) Does your firm partner with other groups, associations, special districts, etc., to secure critical equipment?
 - iii) Does your firm have different ordering avenues or ventures that may be advantageous to Thornton in order to put our downed unit back onto the street sooner?

2) Sanitation (a.k.a. Environmental Services)

- a) Based upon your answer listed above, what is your specific experience with providing equipment service for sanitation types of units? This includes automated side loader (ASLs) units, front end loader units, and grapplers.
- b) How does your firm ensure that for this critical level of equipment, that there is a consistent number of parts on the shelves for both PM schedules and for critical repairs?

- c) If your normal supplier of parts for this critical level of equipment cannot obtain and fulfill orders for your firm to repair downed Thornton units, what other means does your firm have to obtain these parts?
 - i) Is your firm able to pull parts from a national inventory or from other clients you may serve, if necessary?
 - ii) Does your firm partner with other groups, private sector purchases, special districts, etc., to secure critical equipment?
 - iii) Does your firm have different ordering avenues or ventures that may be advantageous to Thornton in order to put our downed unit back onto the street sooner?

3) Motorcycle Repair

- a) Thornton's Police Department does have a motorcycle fleet of approximately thirteen (13) units within its Patrol division. These motorcycles are ten (10) Harley-Davidson™ Electra Glide model FLHTP, but there are also three (3) Zero™ DSRP NA ZF 14.4 electric motorcycles as well. For these units, please answer the following questions:
 - i) Does your firm and technicians have experience and certifications for working on these units within your own shop? If "Yes", please include:
 - (1) Does this experience include being able to perform general and PM maintenance to the unit, without having to send it to a dedicated Harley Davidson shop?
 - (2) Does this experience include having service and maintenance diagrams, templates, etc., to perform the service work?
 - ii) If your answer is "No", then would your firm be able to have your technicians certified to perform this type of work on Thornton's motorcycle fleet?

G. PARTS ORDERING AND RESTOCKING:

1) Inventory and Availability

- a) How does your firm ensure that there is adequate inventory for **all** your client's fleet equipment?
- b) How does your firm ensure that new fleet equipment that has been put into service has the correct parts stocked for PM and repairs prior to its' first PM appointment or repair service?
- c) Does your firm utilize a parts inventory list, such as a min/max inventory list?
 - i) If you've answered "yes":
 - (1) What type of list do you utilize and what is the name of this list?
 - (2) What type of information is on that list?

2) Parts Agreements

- a) Does your firm have master agreements with OEM companies on being able to purchase parts on behalf of your client for PM and repair services?
 - i) When your client purchases a new piece of fleet equipment that your firm does not currently have a master agreement with, does your firm enter into a master agreement to be able to purchase parts on behalf of your client?

- b) From reviewing Thornton's complete fleet list in 128-22 RFP Appendix No.5, are there any OEM companies that you do **not** have a master agreement with?
 - i) If your answer is "yes", please list those companies in which you do not have a master agreement with.
- c) Does your firm have master agreements with non-OEM companies on being able to purchase parts on behalf of your client for PM and repair services?
 - i) Please list the non-OEM companies you have current master agreements with. Examples may include, NAPA, O'Reilly Auto Parts, Mopar, US Distributors, etc.

3) Critical and Short/Backordered Parts

- a) How does your firm coordinate with your client to identify parts that are deemed as part of critical infrastructure for service with the client?
- b) What occurs when your firm experiences an issue with short/backordered parts that are deemed as critical by your client?
 - i) How do you notify your client of this issue and how quickly?
 - ii) Does your firm reach out to other supply chain contracts that your firm may have?
 - iii) Does your firm reach out to other supply chain sources that your firm does not have a contract with?
 - iv) How often are you following up with your client on updated expected delivery times?
- c) If a part is repeatedly short, for a PM or repair, what is the frequency for it to have not been in stock before your firm recommends to your client to have it in stock or, in stock at a higher inventory level?

4) Part Obsolescence

- a) What is your process for obsolete parts?
 - i) How do you notify your clients when parts are becoming obsolete in the marketplace or by the manufacturer?
- b) Does your firm accept returns from the client for a credit on the amount owed/invoice to the client when there is an obsolete part?
 - i) If yes,
 - (1) Is there a timeframe for a client to return the part to your firm once the client has been notified by your firm of the part's obsolescence?
 - (2) Is the return done as a full credit or as a percentage of the original cost?
 - (3) Are there any restrictions on fully functional, new parts that can be returned by the client if there are deemed as obsolete?

H. PREVENTATIVE MAINTENANCE SCHEDULING:

Based upon Thornton's desired scope of work stated within this solicitation, please answer the following:

1) Scheduling Procedures

- a) How far ahead does your firm propose to run a PM schedule (in calendar days) in order to schedule and notify client Agencies?
 - i) How far ahead is your firm capable in running a PM schedule (in calendar days) in order to schedule and notify Thornton's Agencies?
- b) How does your firm notify client agencies of their current and upcoming PM schedules?
 - i) Does this notification include periodic reminders for upcoming services?
- c) Does your firm have experience with having a set standards for labor hours for routine maintenance, such as, tire changes, oil changes, PM inspections, etc.?
 - i) Is this experience based upon a requirement from a current client or reference? If yes, who is that client or reference?
 - ii) Do you enforce this set number of labor hours with underperforming technician staff? If yes, how do you enforce this and communicate it to your clients?

2) PM Vendor Recommendations

- a) How often does your firm meet with clients to make recommendations on changes to the client's current PM programs?
- b) How are these recommendations presented to your client?
 - i) Please provide at least two (2) examples of recommendations that your firm has provided to the clients listed within your references and the results for each client after those recommendations have been applied.

3) Onsite PM/Inspections

- a) Is your firm capable or does it have experience in performing inspections for aerial trucks (a.k.a. "traffic bucket trucks")? If not, is your firm able to assist with coordination with a 3rd party Vendor and Thornton to have Thornton's aerial trucks sent out and retrieved from the Vendor for inspections?
 - i) How would you achieve this coordination? Would you have technicians or other designated personnel to ferry the unit to and from the Vendor?
- b) Is your firm capable or does it have experience in performing inspections on fire trucks (e.g. ladder units, pumpers, etc.)? If not, is your firm able to assist with coordination with a 3rd party Vendor and Thornton to have Thornton's fire trucks sent out and retrieved from the Vendor for inspections?
 - i) How would you achieve this coordination? Would you have technicians or other designated personnel to ferry the unit to and from the Vendor?

4) Annual Inspection Tracking

- a) How does your firm track annual inspections on units that require additional annual certifications, such as, aerial bucket trucks and fire apparatuses?

I. QUALITY CONTROL AND REWORK:**1) Rework**

- a) What is your company's policies and procedure on repairs that rework may be identified?
- b) How many calendar days does your firm provide the client with a workmanship warranty?
- c) How does your company determine that rework is required?
- d) How do you communicate to your client that the fleet equipment will require rework?
- e) How does your firm resolve with the client if the rework is deemed to be true?

2) Quality Control

- a) What types of quality control does your firm perform in order to ensure a quality PM or repair has been performed by your technicians?
- b) How does your firm handle repeated failures of the same part type over the same unit/types of fleet units that are not part of a warranty/recall issue?
 - i) Include any company policies and procedures on resolution with the employee and your client for the repeated rework.
 - ii) How does your company handle situations where your technician does additional damage to a vehicle while attempting to repair it from an original work order or preventative maintenance repair?

3) Warranty Work

- a) How does your firm ensure that they are current with OEM recall notices?
- b) How does your firm track the warranty periods and terms (years/mileage) for your client's fleet units?
- c) How does your firm track the warranty periods and terms (years/mileage) for your client's fleet of warranty parts?
- d) How does your firm assist with staying on top of OEM warranty claims that have been filed?
 - i) Is your firm able to file a warranty claim on behalf of the Thornton Fleet Management Team?
- e) Does your firm assist its clients in recouping any labor costs spent with the OEM on a unit that is not operational during a valid warranty claim?
- f) Thornton has a vested interest in having the ability to perform warranty work on various makes and models of units. Is your firm and its technicians able to perform warranty work on any of the manufacturers listed within 128-22 RFP Appendix No. 5 Thornton Total Fleet (e.g., Ford, Toyota, etc.)?

4) Third Party/Outsourced Rework

- a) How does your firm ensure there is quality control over repairs done by an outsourced, third-party Vendor?
- b) How does your firm identify a third party's repair that will require rework? How does your firm problem solve with the outsourced Vendor that minimizes the impact on your client's operations?

J. REPORTING, DOWNTIME, AND KPIS:**1) AssetWorks**

- a) Does your firm currently utilize AssetWorks as a fleet management tool, including data entry, work order entry/tracking, and report generation with providing reports to your clients?
 - i) If "no", what direct experience does your firm have with AssetWorks?
- b) Does your firm operate in a system other than AssetWorks, but your client operates in AssetWorks and requires your firm to perform data entry and report generation out of AssetWorks (twin systems)?
 - i) If yes, is this client listed from your reference above? If not, please provide this client's contact information.

2) Parts Availability Reports

- a) Does your firm provide a parts availability report, such as Min/Max list, to your clients?
 - i) If yes:
 - (1) How often do you recommend in providing this report out Thornton Fleet Management?
 - (2) How often do you recommend reviewing and updating the Min/Max quantities to parts?

3) Downtime Reports

- a) How does your firm calculate downtime on a unit that is brought in for service, PM or repair?
- b) How does your firm work to prevent "compounding" downtime?
 - i) An example being that Unit # 001 is brought in for preventative maintenance and a work order is entered. Upon further inspection, the blower for the A/C unit is malfunctioning, and a separate work order is entered in by the technician.
- c) How does your firm ensure that downtime is calculated correctly and reflected correctly when generating and reporting downtime out to your client?
 - i) When an error in downtime is found/detected by yourself or the client, how is this error corrected in both the reporting and to ensure that the error does not continually reoccur?

4) Key Performance Indicators (KPIs)

- a) What types of KPIs are identified by your firm and clients to measure past, current, and future performance?

- b) How are these KPIs identified and how are they reported out to your client, including frequency of reporting?
- c) How does your company work with a client to identify additional KPIs that would be useful for your client, which the client may not be aware of?

K. ADDITIONAL SERVICES PERFORMED/PROVIDED:**1) Roadside Assistance**

- a) Does your firm currently provide roadside service calls to a current client if they have a downed unit?
 - i) If yes, is this performed using a service body vehicle that is owned by your firm or is the service body vehicle owned by your client?
- b) What are the standard services your firm can provide during a roadside service call?
- c) Does this service body vehicle remained stocked with standard components and tooling to make a quick fix to put the downed unit back into immediate service? (e.g., tire repair kits, wiper blades, jumper cables, hydraulic fluid, etc.)
- d) At what point during the call do you recommend a tow of the downed unit back to the repair center for further diagnostics? Is there a certain time threshold or is it based upon the operability of the unit itself?

2) Towing

- a) Does your firm currently provide towing service via a tow truck to tow a downed unit back to the repair shop?
 - i) If yes, is this pricing included as part of your overall pricing or inclusive within a provided price?
- b) Does your firm manage a set of towing contracts on behalf of your client to tow downed units back to the repair shop?
 - i) If yes:
 - (1) Who initiates the call to the towing company? Is it your firm or is it your client?
 - (2) How are payments issued to the towing company? Are they issued by your firm with a charge on your monthly statement to the client or is the client paying the towing company directly?
 - (3) If your firm currently operates in the Denver Metro or I-25 corridor, which towing firms do you currently utilize?
 - (4) Based upon Thornton's current fleet size and the likelihood of a continued growth, how many towing contracts does your firm recommend having available for towing Thornton owned units?

- c) Thornton currently manages a set of two (2) towing contracts for towing private citizen vehicles to clear a roadway or for evidence tows for further Police examination, however, as part of their contracts, the towing Vendors are required to provide assistance to Thornton owned units during weather related issues (e.g., blizzards). These contracted Vendors may change over time due to a resolicitation of needs.

Would your firm be willing to contract with or utilize these existing Vendors for Thornton owned units?

L. CUSTOMER SERVICE AND RECOMMENDATIONS:

1) Repair vs. Replace Decision Process

- a) Does your firm provide feedback or recommendations to current clients on when a unit should be repaired, when it should be replaced, and the costs for either option?
- i) If yes, please provide one (1) example from at least two (2) current client references and the outcomes of both recommendations made to your client including:
- (1) What the unit was; and
 - (2) What was wrong with that unit; and
 - (3) What was the recommendation provided to client and why was the recommendation provided; and
 - (4) Did the client follow the recommendation that your firm provided; and
 - (5) What was the result after the recommendation was followed/not followed by your client

2) Preventative Maintenance and Creep Vehicles

- a) Does your firm currently operate an oil and fluid analysis program with an analysis machine that is housed within a client's shop?
- i) If yes,
- (1) How often are you conducting an oil analysis test on units?
 - (2) Are your technicians' noting tests and the test results on their work orders?
 - (3) Has this program resulted in further benefits for your client, such as, reduced PM scheduling, a change in consumables used, etc.?
- ii) If no, does your firm use an outsourced fluid analysis program?
- b) Each year during budget season, Thornton performs an analysis of its fleet units to determine what vehicles are a "creep" vehicle, that may be creeping past its recommended end of life. Does your firm currently participate in these types of discussions and provide recommendations to current clients on a similar process?
- c) Does your firm perform a complete annual inspection and equipment evaluation on each piece of equipment?

3) Covid-19 Pandemic Response

- a) With the onset of the Covid-19 pandemic, how did your firm respond and adapt to this ever-changing situation in order to continue to serve your clients?

- b) Does your firm follow guidelines set by the Centers for Disease Control (CDC)? Does your firm adhere to state and local guidelines that are set within your client's area of operations?
 - i) How does your firm enforce these guidelines, including masking and/or social distancing?
- c) Has the pandemic caused your firm to temporarily shut down or severely impacted services to a client due to a lack of available technician staffing?
 - i) If yes:
 - (1) How did your firm perform these services if they were still operational but at a reduced level? What was the overall impact to your client, including any reduced scheduled preventative maintenance performed and reduced contract payments to your firm?
 - (2) How has your firm overcome this issue?
 - (3) What adaptations has your firm taken in response to the pandemic to reduce chances of another outbreak with your technicians?

M. SERVICE CONSIDERATIONS ON PRICING AND PERFORMANCE STANDARDS:**1) Experience with Pricing Clauses**

- a) Has your firm held a contract in the last ten (10) years in which your client agency required or had included in your contract a penalty or liquidated damages clause based on performance standards or specific metrics that had to be met?
 - i) Approximately, what is the percentage of your contracts that hold these types of clauses?

2) Performance Standards, Metrics, and Acceptable Ranges

If your firm has answered "No" to question M.1.a, you may enter N/A for all M.2 questions, and skip down to M.3.a.

- a) What types of performance metrics has your firm been based on for penalties or liquidated damages clauses?
Note to Proposing Vendor: Thornton currently uses six (6) main categories of metrics as performance standards with some categories having subcategories. The six main categories are as follows:
 - i) Vehicle availability
 - ii) Turnaround Time for Preventative Maintenance
 - iii) Repair Quality
 - iv) Parts Availability
 - v) Fleet Facility Cleanliness
 - vi) Retention of Technician Staff
- b) Are these metrics and/or penalties based on a percentage range of acceptable service? If "yes", please include those as well in your description.
- c) Are the metrics and/or penalties based on the total contract dollar amount, or a dollar amount based as a percentage of another service fee? Please describe what these have been based upon.

3) Willingness for Final Contract.

- a) Based upon your answers to question M above, and your knowledge of Thornton's requirements and needs from this solicitation, would your firm be willing to have a set of performance standards and metrics included in the final contract, should you be the awarded Vendor? Yes or No.

4) Price Indices.

- a) Having reviewed Section D.5 – Annual Price Updates from the main RFP document, does your firm find these three (3) price indices as acceptable? Yes or No.
i) If "No", and there are other price indices your firm is proposing, please list those here.

N. LITIGATION AND INVESTIGATION:**1) Federal, State, and Regulatory Against the Company**

Has your firm or any current member of your staff (in the staff member's capacity as an employee/contractor of/for your firm) been involved in any litigation or investigation **by** a federal, state, local municipality, or regulatory agency, in the past ten (10) years, including any pending litigations/investigations by your firm against any governmental entity? If yes, please list such instances.

2) Federal, State, and Regulatory Against a Governmental Entity

Has your firm or any current member of your staff (in the staff member's capacity as an employee/contractor of/for your firm) been involved in any litigation or investigation **against** a federal, state, local municipality, or regulatory agency, in the past ten (10) years, including any pending litigations/investigations by your firm against any governmental entity? If yes, please list such instances.

O. VALUE ADDED SERVICES, ADDITIONAL DETAILS, AND CLOSING STATEMENT:**1) Current Company Certifications**

- a) Does your company hold any International Organization for Standardization (ISO) standards that are applicable to your proposed solution? If yes, what are those ISO standards and how will they be provided to and aid Thornton in our needs and operations?
- b) Does your company hold any efficiency certifications, such as Six Sigma or Lean Six Sigma, that are applicable to your proposed solution and to what will be provided to Thornton, including employees stationed at Thornton? How will these aid Thornton in our needs and operations?
- c) Does your company hold training and repair certifications from OEM companies, such as, Toyota, Ford, General Motors, etc. that are applicable to your proposed solution and to what will be provided to Thornton?

- d) Does your company hold any special certifications, such as the Association of Equipment Management Professionals (AEMP) or the National Association of Fleet Administrators (NAFA) that are applicable to your proposed solution and to what will be provided to Thornton, including employees stationed at Thornton?

2) Value Added Services

- a) Please list any additional services that aren't previously mentioned within your proposal that are offered or included within the proposal pricing that are offered by your firm, in addition to your adherence to Thornton's Scope of Work.

3) Additional Details

- a) Please describe in detail any areas that Thornton has not included in this RFP's Scope of Work (best practices, missed requirements, etc.) that your team considers to be beneficial, important, relevant, or crucial to the successful implementation of your proposed solution.

4) Closing Statement

- a) Please provide a brief narrative (one [1] page or less) of how you believe your company's proposed solution will best serve Thornton's needs both now, and in the future of the contractual agreement.

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