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## 18 PRIOR FLEET EXPERIENCE

*The Georgia Department of Transportation (GDOT) needs a contractor with fleet operations expertise and experience. Serco has mastered the processes required to effectively deploy and maintain a fleet of vehicles in support of motorist assist and incident management patrols—as proven over 25 million patrol miles.*

### 18.1 DATES AND APPROACH TAKEN FOR PRIOR FLEET OPERATIONS

Serco has a strong, established history of successfully managing fleets of vehicles used for motorist assist and incident management patrols. We are the premier provider of fleet management services to the electric utility industry. We also have fleet management successes with governmental fleets. Including all of these various sectors, we manage and maintain over 10,000 vehicles. We have selected sample contracts, shown in **Table 18-1**, to demonstrate this relevant experience.

**Table 18-1. Fleet Management Contract Experience.** *Serco offers unparalleled fleet management experience.*

TRAFFIC INCIDENT MANAGEMENT (TIM) PATROL FLEETS		
Virginia Department of Transportation (VDOT)	180 vehicles	Jul. 1 2013–Present
Transurban I-95 Express Lanes	13 vehicles	Dec. 1 2014–Present
Louisiana Department of Transportation and Development (LADOTD)	29 vehicles	Feb. 1 2016–Present
MUNICIPAL AND UTILITY FLEETS		
Dayton Power & Light (DPL)	700 vehicles	Jan. 1 1999–Present
Louisville Gas & Electric (LG&E)	1,500 vehicles	Jan. 1 2001–Present
Vectren Energy Delivery of Ohio	1,100 vehicles	Jan. 1 2004–Present
East Kentucky Power (EKP)	400 vehicles	Sep. 1 2012–Present
Colorado Springs City and Utility	3,515 vehicles	Jan. 1 2014–Present

Serco has successfully patrolled over 25 million miles, providing traffic control, roadside assistance, and emergency responder support for over 300,000 incidents and roadside assists per year. That’s 300,000 motorists per year that have benefitted from the services provided by Serco’s roadway patrols. The 25 million miles are not generic fleet miles; they are specific Roadside Assistance miles, with expert patrollers looking for opportunities to help the motoring public. No other company can demonstrate similar experience delivering Roadway Assistance and Maintenance (RAM) patrol and service to motorists.

Importantly, we recognize that a fundamental key to this success is presenting a fleet of well-maintained, safe, reliable vehicles for delivering our top-tiered RAM Program. Serco vehicles are ready for service over 98% of the time, to yield a route coverage performance exceeding 99.95%. The primary purpose of the fleet is to convey expertly trained Operators and effective tools and equipment to the sites where they are urgently needed in order to ensure the safety of the public and the first responders. The trucks must be professionally managed and maintained or the reliability of these vehicles will suffer as will the safety of both our Operators and the motoring public in general.

The vehicle fleet is the best ambassador for the GDOT RAM Program. Sharp, professionally maintained, and safely operated trucks, driven by professionals in clean and serviceable uniforms, leave a lasting, positive impression on the public. Observing the RAM Vehicle Fleet in operation is the only exposure to the RAM Program most motorists will experience. As we have provided our assistance to

the motoring public, we are routinely told that the motorist was unaware that the State was providing this service.

A professional fleet is critical to the safety of the motorists and first responders, and equally critical to an effective program branding for GDOT. The GDOT RAM Program will have the nation's premier RAM Fleet Management program.

A service-ready fleet does not occur by chance. The RAM program's fleet will be supported by Serco's Fleet Management Division, which employs experts in providing fleet management and maintenance services. A strong fleet management program must be well planned, tracked, and adjusted as lessons are learned and past experiences are documented. Keys to the success of this program include vigilant patrollers and a robust fleet management information system. Operators on patrol will immediately report vehicle operational aberrations as they are noted. Fleet management will demonstrate a dedication to fulfilling manufacturer requirements through a robust preventive maintenance program. The fleet information system will help to monitor and ensure completion of all scheduled maintenance tasks.

Distinctive Advantages
<ul style="list-style-type: none"> <li>• A Fleet Management Division comprising fleet management and maintenance service experts.</li> <li>• An Automotive Service Excellence (ASE) Blue Seal-certified Service Operations Center (SOC) to support, schedule, and expedite vehicle maintenance and repair.</li> <li>• FleetFocus M5 fleet management information system for scheduling, tracking, recording, and analyzing vehicle and maintenance costs.</li> </ul>

The Service Operations Center (SOC) is part of the Fleet Management Division. It is an Automotive Service Excellence (ASE) Blue Seal-certified call center, providing assistance 24x7x365. The SOC has been chartered to assist with fleet maintenance requirements; primarily preventive maintenance and emergent repairs. It will support the GDOT RAM fleet with the activities shown in **Table 18-2**.

**Table 18-2. SOC Activities Aids Fleet Maintenance.** *Serco's SOC provides the expert manpower for the continual and diligent oversight of the RAM fleet vehicles.*

SOC ACTIVITIES	PURPOSE OF ACTIVITY
Employ ASE Master-certified technicians and service writers	Diagnose problems, assess vehicle safety issues, and identify proficient vendors for providing the services required
Identify qualified local vendors	Provide timely, high-quality, cost effective repairs and services
Negotiate competitive pricing	Verify pricing is reasonable by comparing the price against competing offers and standards for the work performed
Schedule the work to be done	Coordinate maintenance scheduling with operations, and reserve vendor timeslots to perform repairs or preventative maintenance
Record repair information into the fleet management information system, FleetFocus M5	Provide information for efficient and effective scheduling, tracking, recording, and analyses for vehicle and maintenance costs
Test the accuracy of submitted billings	Verify amounts invoiced agree with the awarded vendor's original quote
Issue prompt payments	Pay vendors in a timely manner
Review vendor performance regularly	Confirm that promised pricing and timing are delivered by each vendor

Serco employs the industry-leading fleet management information system software, AssetWorks FleetFocus M5, in our management approach. Its purpose is to monitor upcoming maintenance requirements, document all work performed, and analyze repair trends. It is also used to assist in life-

cycle analysis of the fleet and to establish cost-effective vehicle replacement schedules. The system tracks preventive maintenance, manufacturer recalls, and technical service bulletins to ensure that all receive timely completion according to the work plan. Reminders are generated to display scheduled work that has not been completed. These reminders will continue until the work plan is fully satisfied. Work that is over 1 month tardy will be addressed at the project management level.

Serco's general approach to fleet deployment includes the understanding that fleet success is necessary for program success. As we deploy and manage fleet operations for a new contract, Serco addresses the following fundamentals:

**Ensure Safety First.** RAM work is inherently dangerous. In such a working environment, every advantage must be given to our RAM Operators to allow them to perform their jobs safely, without injury. Placing our Operators in poorly maintained vehicles would multiply their risks. The fleet must be designed and maintained to promote the protection of our Operators. And, in the process of protecting our Operators, other motorists are also spared the risks presented by unsafe vehicles crossing their paths.

**Understand Client Needs.** Every client has pre-conceived expectations regarding what the program will deliver, and how it will be delivered. Serco intends to meet with GDOT early on, and frequently throughout the contract, to ensure that our direction surpasses GDOT's expectations. We bring a great deal of experience and expertise in managing RAM functions, but we feel it is critical that our approach aligns with GDOT.

**Develop Appropriate Fleet Sizing.** Sizing a fleet for an opportunity such as the RAM Program requires an understanding of vehicle life-cycle engineering. Two of the most important factors in life-cycle costing are miles travelled and maintenance cost per mile. Our experience in providing this service in other locations has granted us valuable insights in estimating expected miles traveled per shift and vehicle maintenance costs at those levels.

- Serco's proposal is based on 250 miles of travel per each of the 32 distinct daily route-shifts. This considers expected patrol time, expected incident response times, and times expected to be devoted to assisting GDOT roadway maintenance operations. This equates to 2,920,000 miles per year patrolling Georgia's roadways. For the 5-year term of the contract, considering that 4 months will be lost in vehicle ordering, our vehicles will be required to travel 13,636,400 miles. To maintain vehicle safety and reliability over these 13 million miles, a strict dedication to a comprehensive vehicle maintenance program must be employed; manufacturer schedules must be followed, checks must be made, and maintenance must be performed when it is due.
- Vehicle replacement strategy must reflect a life-cycle costing model experience. The model employed for this project supported a vehicle replacement point at 325,000 miles (but only if maintained against our strict maintenance program). Keeping vehicles past that point will adversely reflect patrol capabilities, vehicle reliability, and cost of operations. Without such a strategy, decisions will be made in the 4th and 5th years of the contract evaluating whether to replace vehicles with a short cost-recovery period, or expend increased maintenance dollars to patch vehicles together for continued operations. Sadly, the conclusion for those outside of the fleet discipline too often is to cobble a partial repair that may or may not work, thus endangering all involved.
- Given the contract patrol mileage and the life-cycle miles available, we will require 45 vehicles for these patrols. Considering 9 vehicle parking depots for the 16 defined routes, vehicles will be deployed in these depots to best support patrol and maintenance requirements. Two vehicles will be assigned to each depot for each route. The remaining 13 patrol vehicles will be spread across the depots to best support vehicle maintenance requirements and potential surge requirements.

- In addition to route patrol, the 45 patrol vehicles at the depots will also support Supervisor travel in auditing methods of patrolling Operators and responding to severe incidents. Patrol vehicles will also serve to provide quick recovery when vehicles are lost to crashes.
- Four additional non-patrol type vehicles will be provided to the contract. These vehicles will include 4x4 drive and other features that ensure availability for weather emergencies. The primary users of these vehicles will be the Incident Management Coordinators, the Training Manager, and Project Management, and central staff.

Serco considered the possibility of deploying fewer than 45 patrol vehicles on this contract to improve cost competitiveness. Considering our extensive experience with this work, we believe that fewer vehicles will result in diminished patrols for GDOT (i.e., vehicles will be stationed not patrolling), or extended vehicle lives and excessive maintenance costs will become apparent for our patrol vehicles. To provide our best service, 45 vehicles must be deployed.

**Design Vehicles for Effectiveness.** The patrol vehicle is the primary tool for accomplishing RAM Program goals. It must be designed and built to carry the tools and equipment that are necessary for the RAM process to be efficient. Consideration must also be given to governmental mandates and regulations that come into play when vehicles exceed certain size and weight capacities. At the same time, economy is an ever-present concern, particularly in a competitive bid environment. With all of these interacting factors, Serco has chosen fleet professionals to evaluate our choices. We want the most effective vehicles, within budget, that we can provide to safely and efficiently perform the work at hand.

Any selected vehicle must be designed for reliability and continuous availability for this critical service. The preventive maintenance program that is specifically designed for these vehicles will minimize the time lost performing corrective maintenance. Further, a high availability will ensure that vehicles are prepared and ready to go for surge assignments and responses to severe weather events or natural disasters. The trucks proposed by Serco for this engagement include all of the features stated in the GDOT Scope of Work. They are designed to do the job. They also include the features that have been proven on our contracts for these services. Additionally, we are proposing that the following unspecified items be included to further enhance our performance:

**Table 18-3. Standard Items for RAM Vehicles.** *These added items fill important needs beyond the equipment list in the Scope of Work.*

SOC ACTIVITIES	PURPOSE OF ACTIVITY
HD front suspension	Support the front push bumper
200 amp alternator	Preventing battery drain while operating lights at vehicle idle
Running boards for Patroller and passenger	Safety entering and exiting cab
4x4 drive	For use in all terrains and under all conditions
4x4 electronic shift on the fly	To allow Patroller to promptly and easily react to roadway conditions
Trailer brake controller	For use of any trailer requiring brakes
Up-fitter switches	For controlling the light bar
Side window deflectors	To allow air circulation in the cab in all weather
Aluminum utility body	To provide weight and storage capacity and organization
Cab console	For operator efficiency and complete control of all truck features
CB radio	To monitor roadway traffic conditions over trucking networks

SOC ACTIVITIES	PURPOSE OF ACTIVITY
Rechargeable flashlight	To provide light for nighttime patroller operations
Flashlight safety wand	For traffic directing and awareness
Rack to elevate arrow board	For better visibility for on-coming traffic
Larger fire extinguisher provided	10-lb. versus 5-lb. specified to better contain vehicle fires
Full-sized, mounted spare tire on truck	Ensure continued operation
3-T floor jack	For larger vehicle lift capacity
Gas and diesel supply is in a lockable rack	To prevent tampering and for safety
Strobe lights have been added	Additional safety illumination
Air horn	Provided for travelling shoulders while responding to crash scenes
Self-adjusting backup alarm	Used to prevent unnecessary noise pollution in neighborhoods
4-port inverter	Included to power chargers, etc.
Increased quantities of flares and traffic cones	Provided for incident scene safety management and traffic control

**Establish Vehicle Branding.** This program will be a brand ambassador to the public. The vehicles will be painted white and attractively marked to GDOT standards to ensure that everyone knows that the truck represents GDOT at work. As such, the image of both trucks and patrolling Operators must be clean, neat, and well-organized. Trash will be removed from vehicles at the end of each shift. The vehicles will be washed on a bi-weekly schedule. Surface blemishes including dents, scratches, and dings will be promptly repaired.

As cosmetic body repair can add significant life-cycle costs to the fleet, every effort must be made to control these costs. Serco employs the Fleet Management SOC to competitively price each repair, and to ensure the timely completion of the repair. The SOC uses expert systems and knowledge to properly estimate expected repair costs. Variances in estimates between the SOC and estimates provided by vendors are compared and only costs that are reasonable and necessary for the repair are authorized. Unreasonable costs are eliminated in the beginning of the repair process.

**Provide Dedicated Fleet Support.** Serco’s Fleet Management Division will support the RAM Program, as it now does for fleets totaling more than 10,000 vehicles. Highly experienced Fleet Managers (shown in **Table 18-4**), ASE Master-Certified Technicians, and Service Writers with significant experience in roadside assistance will monitor, schedule, and report on all services for the fleet. The fleet is available 24x7x365 to schedule service and to field emergent issues when they may occur. Serco Fleet Management Division specialties and benefits include vehicle and equipment maintenance, repair-cost control, warranty guarantees, fleet management information processing, call center functionality, vehicle design, vehicle replacement analysis, finance, and other issues. They have established relationships with the fleet community including vehicle and component manufacturers, leasing companies, regulatory agencies, trade associations, and information system providers. We are a solutions partner with AssetWorks and an early user of their fleet management information system, FleetFocus M-5. Further, the SOC is a valuable tool in contracting and scheduling vehicle maintenance, recording maintenance information, and ensuring that all scheduled work is completed in a timely and cost-effective manner.

**Table 18-4. Serco Fleet Support Key Team Members.** *Our GDOT RAM personnel will apply their wealth of fleet management experience.*

NAME	POSITION	HIGHLIGHTS
Ed Muse	VP-Fleet Services	<ul style="list-style-type: none"> <li>• 35+ years' vehicle service industry experience.</li> <li>• 25+ years' developing technical solutions, bidding, implementing and managing fleet contract operations.</li> </ul>
James Kendig	Sr. Quality Control & Compliance Specialist	<ul style="list-style-type: none"> <li>• 40+ years' vehicle service industry experience</li> <li>• 52 ASE certifications, 7 ASE Master certifications</li> <li>• Recognized by Automotive Aftermarket Industry Assn. (AAIA) with a World Class Technician award</li> </ul>
Ruth Alfson	Center of Excellence & Fleet Manager	<ul style="list-style-type: none"> <li>• Certified Automotive Fleet Manager (CAFM) with 20+ years' experience in private and public fleets</li> <li>• President National Association of Fleet Administration (NAFA)</li> </ul>
Ed Earnest	Project Manager & Fleet Analyst	<ul style="list-style-type: none"> <li>• 30+ years' experience managing municipal government and large utility fleets up to 4,300 vehicles</li> <li>• MBA with Bachelor's degrees in Mathematics and Engineering</li> </ul>
Paul Doody	Project Manager & Implementation Manager	<ul style="list-style-type: none"> <li>• 25+ years' fleet and contract management experience</li> <li>• US Army Maintenance &amp; Logistics Branch Officer with responsibility for over 200 mechanics</li> </ul>
Scott Ditmer	Fleet Purchasing IT & SOC Manager	<ul style="list-style-type: none"> <li>• Accredited Purchasing Practitioner with 25+ years fleet purchasing operation and IT experience</li> <li>• Service Operations Center manager providing emergency service, service writing, and purchasing support.</li> </ul>

**Employ Web-based Fleet Management.** Serco uses the FleetFocus M5 fleet management information system produced by Asset Works to collect fleet data and to publish routine and ad hoc reports. The routine reports provide specific vehicle intelligence for each period. The ad hoc reporting will allow timely responses to almost any fleet-related question that GDOT may offer. Further, this tool is critical to effective fleet and cost management. The software enables us to define the PM intervals and the tasks required during PM. A PM schedule will be generated each week that details both maintenance currently required and any maintenance that has become past due. It further allows us to define maintenance campaigns to perform specific checks or maintenance tasks on a defined vehicle or group of vehicles. This feature is used to track Technical Service Bulletins and Manufacturer Recalls and verify that they are addressed. Each scheduled task will continue to be displayed each week until the scheduled maintenance work has been completed. We begin the PM scheduling process using the manufacturers' requirements. We then add problem area checks discovered through our experience with these or similar vehicles. Preventive maintenance can be scheduled through the computer tracking of time, mileage, or fuel usage. Serco typically schedules this maintenance using time periods, while considering the mileage expectations for each group of vehicles.

**Define the Role of Subcontractors.** As the leading provider of incident management and roadside assistance patrol programs, Serco employs few subcontractors. Serco Fleet Management, and corporate services such as Human Resources, Insurance, Risk Management, and Environmental Services all support our fleet management programs. It is our intent to use subcontractors only when we have identified an efficiency to be gained, a customer-designated small business goal, or when subcontractors will facilitate a better response to some aspect of the work performed.

We have identified an Atlanta-based vendor, PS Energy, to provide fleet fueling credit cards for this project. We used them to support our 180 patrol vehicles on the VDOT project and have found their work to be excellent. Authorization for users was typically added or deleted within an hour. Queries

regarding error messages at gas stations were investigated as we waited on the phone. New card requests were filled within a week. They respond quickly and thoroughly when any issue is presented. They are registered both as a Minority Business Enterprise (MBE) and as a Women Owned Business Enterprise (WBE), but they do not qualify as a Disadvantaged Business Enterprise (DBE).

We are also in the initial stages of a conversation with PS Energy regarding providing fuel to vehicles during a disaster in which power is disabled to local fuel providers. They provide wet-hose fuel tankers to move fuel from areas where it is available to fuel vehicles within the disaster recovery area. This service may be extremely important during natural disasters, particularly in areas that are not close to urban centers. This option would be provided at an additional cost, as the guarantee is provided for a monthly fee. However, the benefits may outweigh the costs, particularly in events such as Houston, Texas experienced with Hurricane Rita in 2005.

**Figure 18-1**, shows Houston as it was preparing for the hurricane. This event is categorized as the third-largest traffic jam in history. Obviously, traffic control and roadway assistance would be precious commodities both during this event and after the hurricane devastated the area. Absent this service, the patrol vehicles would quickly be grounded and helping hands would become immobile.



**Figure 18-1. Houston, September 2005.** *With Hurricane Rita fast approaching Texas's largest city, more than two million residents merged onto Interstate 45 to flee the storm. But instead of speeding to safety, they all ended up trapped on the highway in a 99-mile jam, suffering 100-degree heat and, at times, 140-mile-an-hour winds. Houston's Mayor Bill White didn't do much to quell the panic, first announcing, "Now is not a time for warnings; it is a time for evacuation," and later, "Being on the highway is a deathtrap." Lucky for those caught in the "deathtrap" with nowhere else to go, Hurricane Rita's trajectory shifted eastward away from Houston. Above, heavy northbound traffic takes up both sides of Interstate 45 on Sept. 22, 2005.*

AP Photo/The Houston Chronicle, Johnny Hanson

Serco intends to use subcontractors to perform all vehicle maintenance. The SOC will attempt to locate qualified and competent DBE-certified vendors for these services. They will be given the opportunity to participate in this work considering quality of work, cost of repair, and promised repair schedules.

**Employ ARI for Vehicle Financing.** The financing of vehicle purchases is always an issue with businesses relying on fleet support. Traditional fleet purchase methods are very costly up-front, and can at times cause a company to forego an established vehicle replacement cycle. Closed-ended leasing provides a cheaper cost of finance, but diminishes flexibility with a fixed term and proves costly with high penalties for excess mileage and “abnormal” truck wear and tear. Also, no ownership interest in the vehicle is accrued. Serco prefers to use an open-ended Terminal Rental Adjustment Clause (TRAC) lease. We have used ARI as a financing partner for these transactions. This permits us to use the vehicle for as long as we like, regardless of the lease term (a small residual fee is charged each month after the conclusion of the lease term). No fees or penalties are due if the vehicle is retained until the end of the lease term, and proceeds from the subsequent sale of the vehicle are credited to Serco. Serco may exit the lease any time after 12 months, by paying the remaining lease book value. This enables us to truly manage our vehicle resources, and to provide for vehicle replacement as we find to be most appropriate.

## **18.2 PRIOR EXPERIENCE MANAGING FLEET OPERATIONS**

In the pages that follow, we present detailed descriptions of our experience managing fleet operations on projects of similar size and scope.

### 18.2.1 Virginia Department of Transportation (VDOT)

VIRGINIA DEPARTMENT OF TRANSPORTATION (VDOT)	
Period of Performance:	Jul. 2013–May 2016
Fleet Size & Composition	Roughly 180 light-duty trucks supporting the Safety Service Patrol (SSP) program

**Scope of Services.** Serco was awarded a contract in July 2013 to manage the Intelligent Transportation System in Virginia. The contract included management of the Safety Service Patrol (SSP), the Transportation Operations Centers (TOCs), ITS Maintenance, creation of a new ATMS system, and a program management group. The contract involved consolidating five regional organizations into one program. To provide statewide oversight of the program and operating procedures, VDOT created a central contract group. Serco was tasked with satisfying the direction of each of the regional organizations, as well as the central contract group.

At the start of the contract, VDOT SSP fleet vehicle computer records were transferred to Serco’s M5 fleet information system, populating our system with vehicle information. This information was used to evaluate the existing vehicle fleet size and determine an optimal vehicle census. After establishing an equitable sale price for moving ownership of patrol vehicles from VDOT to Serco, we moved to complement the fleet with additional vehicle purchases while using VDOT solicitation specifications. We also secured and managed vehicle leasing and oversaw the building of new vehicles.

The SSP function included approximately 48 daily routes patrolling interstate roadways in Virginia. A fleet of 180 vehicles patrolled 200,000 miles per week. This permitted responses to over 300,000 incidents and roadside assists each year. Commencement of services required both the transfer of VDOT vehicles and the acquisition of additional new vehicles. Vehicles were maintained to be available 98 percent or the time, for route coverage success exceeding 99.95%.

#### Accomplishments

- A regional implementation plan was completed within the first 6 months of the contract. VDOT vehicles were transferred and new vehicles were acquired providing full coverage within that period without missing a shift of SSP patrol service.
- Feedback from VDOT, SSP Supervisors, and SSP Patrollers was solicited and both the SSP vehicles and the equipment that they carry were modified to conform to the submitted recommendations.
- Identified and evaluated vehicle and supply storage depot sites to minimize SSP time to route.
- Issued fuel credit cards and established an interface with the M5 system to manage fuel consumption and expenses.
- Influenced VDOT discussions concerning vehicle routing.
- Employed the Serco SOC to establish pricing agreements and to schedule and record vehicle maintenance.
- Supported the Risk Management Department with settling vehicle accident claims.
- Managed vehicle costs through M5 generated reports.
- Established and modified preventive maintenance requirements.
- Identified and submitted warranty claims for vehicle maintenance performed.
- Scheduled preventive maintenance, technical service bulletin requirement, and recall requirement performance through M5.
- Analyzed retirement and auction/disposal of vehicles to create an optimal vehicle replacement policy.
- Provided vehicles and ambassadors to showcase vehicles and SSP work to visiting dignitaries.

## 18.2.2 Transurban I-95 Express Lanes, Virginia

TRANSURBAN I-95 EXPRESS LANES, VIRGINIA	
Period of Performance:	Dec. 2014–Nov. 2019
Fleet Size and Composition	13 light-duty trucks supporting the Safety Service Patrol (SSP) program

**Scope of Services.** Serco was awarded a contract in December 2014 to provide SSP and gate management services. The contract includes SSP patrol of 35 miles of Express Lanes on I-95 in Northern Virginia outside of Washington, DC. It further includes roadway gate management and repair, since this is a single direction, reversible roadway.

Weekday first and second shifts are staffed with five Operators stationed at various locations along the 35-mile roadway. They are responsible for performing all traditional SSP tasks. They sweep the area hourly to verify the absence of roadway impediments and undiscovered stranded motorists. Shifts operating overnight and on weekends are more sparsely staffed. Special gates duties require a sweep of the entire length of the roadway to ensure that motorists are not trapped as roadway direction is reversed. Patrollers must visually verify that gates to the roadway are opened and closed as intended. Any gate arm that is damaged by motorists must be repaired (typically replaced) as quickly as possible. Since this is a toll roadway, minimizing time for direction reversal is very important to revenues.

### Accomplishments

- This was an initial service contract. Nothing was in place prior to our SSP service commencement. The service commencement took place 3 months following service award.
- Evaluated vehicle fleet sizing and Transurban requirements in determining an optimal vehicle census. Vehicles were purchased and vehicle leasing was established. The build and up-fitting, and stocking of the vehicles were monitored and supervised. New vehicles were provided for this contract within 2 months of service commencement.
- Identified and evaluated vehicle and supply storage depot sites to minimize time to route.
- Issued fuel credit cards and established an interface with the M5 system to manage fuel consumption and expenses.
- Populated the M5 fleet information system with vehicle information and preventive maintenance requirements.
- Contributed to discussions concerning vehicle staging, placement, and routing.
- Employed the Serco SOC to establish pricing agreements and to schedule and record vehicle maintenance.
- Supported the Risk Management Department in settling vehicle accident claims.
- Scheduled preventive maintenance, technical service bulletin requirement, and recall requirement performance through M5.
- Established campaigns in M5 to issue reminders and track completion of manufacturer service and recall requirements.
- Used M5 to identify and submit warranty claims for maintenance performed.
- Created a vehicle replacement policy.
- Managed vehicle costs through reports generated by M5.
- Directed retired vehicle auctions and disposals.

### 18.2.3 Louisiana Department of Transportation (LADOTD)

LOUISIANA DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT (LADOTD)	
Period of Performance:	Feb. 2016–Jan. 2019
Fleet Size and Composition	27 light-duty patrol trucks and 2 flatbed tow trucks

**Scope of Services.** Serco was awarded a contract in February 2016 to provide Motorist Assist Program (MAP) services. The program requires that new vehicles be provided at service commencement, July 1, 2016. The program is intended to advance a TIM-based approach to roadway management and incident responses. The incumbent is a highway safety engineering company that has not been able to advance LADOTD’s intended focus on TIM.

The program will dispatch 14 routes from depots in Baton Rouge, New Orleans, Shreveport, and Lake Charles. Tow trucks will be stationed to address motorists becoming incapacitated on bridges in New Orleans during rush hour traffic. This is a growing program, with additional routes anticipated.

#### Accomplishments

- Serco was chosen for award of this contract due to our demonstrated knowledge and experience in managing a patrol program focused on TIM principles and guidelines.
- Evaluated vehicle fleet sizing and LADOTD requirements in determining an optimal vehicle census. Vehicles were purchased and vehicle leasing was established. The build and up-fitting, and stocking of the vehicles, were monitored and supervised. New vehicles will be provided for this service commencement.
- Identified and evaluated vehicle and supply storage depot sites to minimize time to route.
- Issued fuel credit cards and established an interface with the M5 system to manage fuel consumption and expenses.
- Populated the M5 fleet information system with vehicle information and preventive maintenance requirements.
- Employ the Serco SOC to establish pricing agreements and to schedule and record vehicle maintenance.
- Contributed to discussions concerning vehicle staging, placement and routing.
- Employed the Serco SOC to establish pricing agreements and to schedule and record vehicle maintenance.
- Supported the Risk Management Department with settling vehicle accident claims.
- Scheduled preventive maintenance, technical service bulletin requirement and recall requirement performance through M5.
- Established campaigns in M5 to issue reminders and track completion of manufacturer service and recall requirements.
- Used M5 to identify and submit warranty claims for maintenance performed.
- Created a vehicle replacement policy.
- Managed vehicle costs through reports generated by M5.
- Directed retired vehicle auctions and disposals.

### 18.2.4 Fleet Services for Dayton Power and Light (DP&L)

FLEET SERVICES FOR DAYTON POWER AND LIGHT (DP&L), DAYTON, OH	
Period of Performance:	Jul. 2015–Jun. 2019 (Serco has supported this customer since 1999.)
Fleet Size and Composition	Combination of approximately 700 light, medium, and heavy trucks, emergency vehicles, sedans, off-road equipment, and classification trailers as well as auxiliary and third-party equipment.

**Scope of Services.** Serco has been providing DP&L with comprehensive vehicle fleet management and maintenance services since January 1999. This contract was re-competed in 2010 and 2015, with Serco being awarded the contract through 2019.

DP&L is an electric and gas utility serving 24 counties in Southwestern Ohio, with a fleet of approximately 700 vehicles and equipment operating over its 6,000 square mile territory. Most maintenance is performed onsite using mobile service trucks. The shop operates two shifts with staff on-call 24x7x365. Additionally, Serco performs fuel management functions and provides facilities maintenance and distribution electric services for DP&L.

#### Accomplishments

- DP&L allows many take-home units for medium- and light-duty trucks. Serco developed a support model that combines fixed facility and mobile service unit support to deliver quick responses to emergent issues and monthly Preventive Maintenance (PM) requirements.
- Because of severe weather in our Midwest support location, we frequently are required to provide storm support for our customer. Our processes enable support to begin within one hour of an emergency call and ramp up to total staff support within 2 hours after we are notified. Our customer has repeatedly praised our reliability and responsiveness for all their emergency support requirements.
- Customer has an aged fleet. We developed age-related PM checks and specific PM training standards to maintain the customer’s standard for fleet availability metric.
- Serco has achieved ASE Blue Seal certification. One hundred percent of our technicians are ASE certified and 100 percent of our experienced technicians are ASE Master certified.
- Inventory and stock usage has been fully automated on a scan system and M5 system inventory function. This change improved stock demand history and fleet availability.
- Serco developed an up-fitting service for this customer which includes body enhancements, mobile data, Global Positioning System (GPS), and radio installations.
- Five contract technicians have achieved Fluid Power Society (FPS) certification.
- Restructuring of contract terms led to a 10% cost reduction for customer following a significant fleet capital investment.

### 18.2.5 Fleet Services Louisville Gas and Electric (LG&E) Kentucky Utilities

FLEET SERVICES LOUISVILLE GAS AND ELECTRIC (LG&E)/KENTUCKY UTILITIES	
Period of Performance:	Apr. 2011–Mar. 2017 (Serco has supported this customer since 2001.)
Fleet Size and Composition	Combination of 1,500 light, medium, and heavy vehicles, including utility vehicles, ground support equipment, construction equipment.

**Scope of Services.** Serco has been providing LG&E/Kentucky Utilities with comprehensive fleet management and maintenance services since transitioning from an in-house union operation in 2001. This effort was recently re-competed, with Serco being awarded the contract into 2017. We are an ASE Blue Seal facility with 81% of our technicians ASE certified. Over 70% of our technical staff have commercial driver’s licenses (CDLs).

Additionally, Serco provides performance measurement and reporting, parts management, and overall operations support. We provide installation and maintenance of all radios. Serco works with LG&E/Kentucky Utilities as a partner in the decision-making process involving operational, management, and strategic issues. We implemented an operations plan that allows for 24x7x365 response to emergency repair requests.

#### Accomplishments

- Piloted and assessed the reporting and mobile data collection from NetworkFleet in a selected group of fleet units for our customer’s mobile data vendor selection process.
- Enhanced our PM inspection program to account for checks related to aging, weight class, specialized equipment, and up-fitted components inspected jointly with its assigned unit.
- Serco reduced the frequency of some inspections and combined redundant inspections in accordance with Original Equipment Manufacturer (OEM) recommendations. This reduced overall PM costs to the customer by more than 10% without jeopardizing personnel safety or impacting vehicle reliability. In addition, it significantly decreased the number of times the units were in the shop, thereby increasing unit availability.
- Negotiated lower labor rates from local Ford dealer for warranty and repair service center and established a program with Ford to supply remanufactured engines and transmissions at substantially reduced costs.
- During our previous contract, Serco provided 14 days of continuous operational support to LG&E/Kentucky Utilities after that region suffered its worst ice storm in decades.
- Received Certificate of Excellence from LG&E/Kentucky Utilities for Outstanding Safety Record.

### 18.2.6 Fleet Services for Vectren Energy Delivery of Ohio

FLEET SERVICES FOR VECTREN ENERGY DELIVERY OF OHIO	
Period of Performance:	Aug, 2013–Jul. 2019 <b>(Serco has supported this customer continuously since 2004.)</b>
Fleet Size and Composition	Combination of 1,100 light, medium, and heavy vehicles, including backhoes, trenchers, trailers, and support equipment

**Scope of Services.** Serco has supported this fleet since 2004 when we were granted a no-bid service award as a result of the work provided for a neighboring utility. We support a massive geographical area of operation in Indiana and Southwest Ohio with nine mobile service units and logistical support from a centralized SOC. Serco was awarded a no-bid 2-year renewal of our contract in 2012.

Serco provides 24x7x365 comprehensive mobile fleet maintenance services, parts management, overall operations, and emergency support for equipment at 49 service centers. We operate nine fully functional mobile service units, which also serve as inventory locations to support utility equipment, backhoes, trenchers, and support equipment. Most work, including engine repair/replacement, is completed at customer service centers. Tires and hydraulic hoses are subcontracted due to the logistical challenges. All maintenance system data is captured electronically on our web-based maintenance system with cab-mounted laptops.

#### Accomplishments

- Developed an in-house electronic material request process that allows for timely and efficient ordering and sourcing of parts for mobile locations.
- Incorporated technology with NetworkFleet GPS tracking, in-cab laptops with air cards, and AssetWorks M5 labor wedge functions to provide real-time tracking of location and progress on work tasks at any time.
- Prepared and executed labor contingency plans on three occasions to maintain continuity of service while our customer dealt with union labor agreement work stoppages.
- Consistently delivered fleet availability averages over 99% since 2004.
- All technicians are ASE certified and over 70% are Master Certified.
- In 2012, we provided maintenance support to off-system crews in one of the areas most devastated by Hurricane Sandy, Breezy Point, NY on Long Island.

### 18.2.7 Fleet Services for East Kentucky Power

FLEET SERVICES FOR EAST KENTUCKY POWER (EKP)	
Period of Performance:	Sep. 2012–Aug. 2017
Fleet Size and Composition	Combination of 400 light, medium, and heavy trucks, emergency vehicles, sedans, off-road equipment, and auxiliary equipment

**Scope of Services.** In 2003, we successfully conducted an initial outsourcing transition for EKP. Following startup, we earned high praise for our innovation, service response, and ability to leverage Serco’s buying power. Our successful redesign of the support model and consistent achievement of performance targets led to a no-bid renewal of our contract in 2006.

We lost this contract in 2009 on price to Penske. At the conclusion of their initial contract term, EKP requested that we submit a bid for their 2012 RFP. We won the contract based on our proven and unique ability to manage the maintenance and nuanced support of their operations.

#### Accomplishments

- Serco’s contract with EKP provides fleet maintenance services for a fleet that is located at three operational centers and covers an area of operations of several hundred square miles. We developed a mobile maintenance service and multi-functional technician job requirement that successfully supports this operation with reduced staff. This staffing blends direct and remote supervision with an off-site sourcing solution which delivered a reduced cost and improved KPI standards.
- During 2012, the customer required a short window for Serco to transition into the contract because of ongoing performance issues by the previous vendor and they feared disruptions to the continuity of service. Serco’s proven transition model and fleet sector team staffed and started up the contract by the customer’s deadline.
- EKP required Serco to transition to new maintenance management software for the new contract. Serco’s fleet staff has experience with many fleet maintenance software programs and has performed multiple software transitions for customers. We planned a project phase-in and completed the transition on time and without incident or disruption to service.
- EKP also required a pricing model with cost savings and methods for continuous cost improvement. Serco’s longstanding support of the diverse sourcing needs for utilities enabled us to reduce their costs from our purchase agreements and inventory plan.
- In 2003, we successfully conducted an initial outsourcing transition for EKP.

### 18.2.8 Fleet Services for Colorado Springs City and Utility

FLEET SERVICES FOR COLORADO SPRINGS CITY AND UTILITY	
<b>Period of Performance:</b>	Jan. 2014–Dec. 2018
<b>Fleet Size and Composition</b>	Combination of 1,916 Utility and 1,599 City vehicles totaling 3,515 light, medium, and heavy vehicles, including aerial units, police, fire, backhoes, trenchers, trailers, and various other construction and public works support equipment

**Scope of Services.** In January 2014, Serco began fleet management and maintenance responsibilities for COS and CSU after a competitive process. Serco was awarded the base contract period through 2018, with an option to extend 5 more years through 2023. Serco provides 24x7x365 response to emergency repairs with the implementation of a one-call number to provide support for utilities, police, and snow removal equipment.

Serco operates maintenance locations, including a full body-shop operation and seven mobile service trucks. We manage a complete parts inventory at each location and on each service truck. The Asset Works M5 system is utilized to manage our maintenance and parts activities.

We provide a full range of support from PM to major component overhauls, including aerial repair, major aerial rebuilds, inspections, dielectric testing, and overhead crane inspections. With CSU being a four-service utility (electric, water, gas, and wastewater) Serco is tasked with maintaining a large variety of equipment including gas and electrical construction vehicles and equipment, coal pushers, boring machines, Vactors, excavators, scrappers, and grounds maintenance equipment.

#### Accomplishments

- Completed a large backlog in the first 3 months for vehicles and equipment that had maintenance deferred in anticipation of the work being outsourced to a contractor.
- Successfully kept a large percentage of incumbent employees for smooth transition. It was important to maintain the technician knowledge base for this equipment.
- Maintained the fleet of snow plows and sanders during one of the worst winters in Colorado Springs in the last several years while going through the transition.
- Implemented a new plan for informing customers when vehicles were completed.
- Developed dashboards to track Key Performance Indicators (KPIs) that include PM completion, unit availability, and unit turnaround time.