PROPOSAL TO CONDUCT A FLEET SERVICES OPERATIONAL EFFICIENCY AUDIT

FEBRUARY 19, 2025

NORTH RICHLAND HILLS, TEXAS

MATRIX
CONSULTING GROUP

Eva Ramirez, Purchasing Manager
City of North Richland Hills
4301 City Point Avenue
North Richland Hills, TX 76180

Dear Ms. Ramirez:

Matrix Consulting Group, Ltd. is pleased to provide the City of North Richland Hills with this proposal to provide fleet operational efficiency audit services. We have submitted separate proposals for the Permitting and Information Technology Audits as well as a consolidated proposal. Our fleet proposal is based on our review of the Request for Proposal (RFP) and our experience conducting fleet projects across the country. Collaboration to reach actionable recommendations is the core of our approach and has worked well in our previous work with clients in Texas and across the country. We are uniquely qualified for the following reasons:

- **Our dedicated fleet consulting team is skilled, certified, and recognized as experts in fleet management.** They hold professional designations in fleet management and have managed large government fleets.

- **Extensive Fleet Study Experience.** Our project portfolio includes over 1,800 studies in every functional area of government, many of which have included analysis of fleet needs. This total includes more than 350 specialized fleet studies.

- **Experience in the State of Texas.** We have completed many fleet projects across Texas, with clients including Garland, Bexar County, Denton, El Paso, and Possum Kingdom. We are currently conducting a fleet audit for the Montgomery County Hospital District.

- **Innovative Thinking.** We are proud to be regarded as industry specialists who are always raising the bar through our research and analytics. We are frequently asked to showcase our approach at industry seminars and in industry publications. Our approach to fleet utilization is the subject of a December 2024 American Public Works Association article.

As the firm's President, I am authorized to negotiate on its behalf and bind it contractually. I can be reached at 650-858-0507 or via email at apennington@matrixcg.net. On behalf of the firm, I look forward to discussing our proposal, project team, and experience with you and the opportunity to work with the City of North Richland Hills.

Alan D. Pennington

ALAN D. PENNINGTON
President
Matrix Consulting Group, Ltd.

TABLE OF CONTENTS

DEMONSTRATED EXPERIENCE, QUALIFICATIONS, AND REPUTATION

FIRM OVERVIEW

This section of our proposal demonstrates that our firm has the qualifications and experience to complete the City's requested Scope of Work.

Matrix Consulting Group, Ltd. is a management consulting firm dedicated to providing quality analytical, evaluation, support, and training assistance to local government. Our company was formed by experienced consultants to pursue an operating model in which analytical work is performed by senior-level staff. Our firm can be summarized as follows:

- We are a California-based firm that provides management consulting services throughout the United States and Canada. We were incorporated in 2003 and are registered to conduct business in Texas.

- We are headquartered in San Mateo and have regional offices in Trophy Club (TX), Charlotte (NC), Edwardsville (IL), the Tampa (FL) area, Portland (OR), and Nova Scotia, Canada.

- We are comprised of 30 full-time and seven part-time highly experienced management consultants who specialize in analyzing local government functions encompassing the entire spectrum of critical operational areas.

- Since our founding, we have worked with over 1,800 government agencies, conducting management studies and cost-of-service evaluations and providing recommendations on operations, improvements, and cost recovery.

- We take a holistic approach to evaluating operations, processes, policies, and resource needs to provide efficient and effective services to both the public and internal customers.

We have dedicated experts in government internal service functions such as fleet, information technology, and permitting. The following outlines the core service areas of our firm:

Administrative Services	Fire and EMS
Community Development	**Fleet Management**
Diversity, Equity and Inclusion	Law Enforcement
Facilities and Space Planning	Permitting
Information Technology	Sustainability

This proposal is our response to the fleet operational efficiency audit. It should be noted, however, that we have expertise in all three areas that the City is seeking assistance with and have also submitted a consolidated proposal outlining cost savings and efficiencies achievable if our firm is awarded multiple engagements.

FLEET AUDIT EXPERIENCE

Our firm and project team have conducted over 300 dedicated fleet review studies since its founding in 2003. Recent studies include:

Alaska Railroad, AK	Hennepin County, MN	Rancho Water, CA
Bexar County, TX	Hydro Ottawa, ON	Redmond WA
BJSW Authority, SC	Issaquah, WA	RMCP, ON
Bloomington, MN	Janesville, WI	Rowan County, NC
Broward Sheriff Office, FL	Long Beach, CA	Seminole Tribe, FL
Cal Water, CA	Melrose, MA	Simi Valley, CA
Carlsbad, CA	Miami Beach, FL	Spokane, WA
Denton, TX	Minnesota DOT	Trent Lakes, ON
Dubuque, IA	Mount Pleasant, SC	Vaughan, ON
El Paso, TX	Nebraska DOT	UW Health, WI
Garland, TX	Pleasant Prairie, WI	U of Lethbridge, AB
Hamilton, ON	**Possum Kingdon, TX**	Wood Buffalo, AB

We are currently working on similar fleet audits for West Sacramento, CA, Vaughan, ON, and Montgomery County Hospital District, TX.

REGIONAL EXPERIENCE

We have completed more than 80 projects for municipalities across Texas. The table below shows projects completed since 2019.

Year	Client	Project
Current	Duncanville	Police and Fire Staffing Study
2024	Addison	Facility Maintenance, Police, and Fire Operational Assessments
2024	Dallas	Development Services Implementation; Cost Allocation Plan
2024	Frisco	Fire Standard of Cover
2024	New Braunfels	Staffing Study
2024	Pearland	9-1-1 Study
2024	Prosper	Development Review Process Study
2024	San Marcos	Staffing Study
2023	Addison	Staffing and Operations Study; Cost of Service Study
2023	Dallas	Cost Allocation Plan
2023	DeSoto	Fire Staffing and Operational
2023	Georgetown	Staffing and Operations Study
2023	Kyle	Staffing and Operations Study
2023	Parker County	Emergency Communication Staffing Study
2023	Round Rock	Fire Standard of Cover
2023	Travis County	Jail Operational Assessment and Staffing; Fire Fees (Travis Co. ESD12)
2022	Burleson	Police Staffing and Facilities Study
2022	Cedar Park	Fire Department Study

Year	Client	Project
2022	Dallas	Cost Allocation Plan
2022	Dallas	Development Services Audit
2022	Denton	Cost of Services Study; Development Fee Study; Fleet Follow-up
2022	DeSoto	Fire Department Study
2022	Fort Worth	Police Study Update
2022	Texas City	Police Study
2021	Boerne	Police Study
2021	Buda	Police Study
2021	Cedar Hill	Police and Fire Study
2021	Dallas	Cost Allocation Plan
2021	Fair Oaks Ranch	Police Study
2021	Keller/Westlake	Fire Consolidation Study
2020	Bellaire	Cost Allocation Plan; User Fee Study
2020	Bexar County	Fleet Study
2020	Dallas	Cost Allocation Plan
2020	DFW Int. Airport	Shift Optimization Study
2019	Dallas	Cost Allocation Plan
2019	Denton	Fleet Study

Details about any project listed above are available upon request.

FIRM LOCATIONS

Matrix Consulting Group is an international firm (United States and Canada). The consultant engaged on this project will be from our Texas, Illinois, California, and Nova Scotia offices.

CLIENTS SERVED

A summary of five fleet projects completed within the last five years that included some or all elements of this scope is shown below. Details about any project listed are available upon request.

Client Info	Project Summary
Seminole Tribe, FL Jan – Sep 2024 Sandy Leonard, CAFM Sandyleonard@semtribe.com 954-966-6300	**Fleet Utilization Study**: The initial project involved a utilization review of the Seminole Tribe's fleet (less public safety). We visited the five principal locations where the fleet operates and spoke with users on how vehicles are deployed and used. This study identified right-sizing and right-typing recommendations resulting in $1,000,000 of initial savings. We also provided guidance on establishing a fleet pool and created a fleet utilization policy with lifecycles by vehicle classification. After completing this study, the firm was retained by the Seminole Tribe to study the utilization of the public safety fleet as well as maintenance outsourcing, and electrification.

Client Info	Project Summary
Rowan County, NC Jan – Aug 2024 William (Andy) Downs William.Downs@rowancountync.gov 980-565-9774	**Fleet Management Audit**: The Matrix Consulting Group completed a comprehensive review of fleet and maintenance operations for Rowan County, NC. This review consisted of a best practice analysis, a utilization review, replacement plan, and an audit of maintenance practices with a comparison on outsourcing alternatives. The project team conducted a site visit and identified the need for additional maintenance bays to accommodate the workflow from County operations. Recommendations were made on eliminating and right-sizing vehicles, including a review of take-home vehicle practices. A leveled replacement plan was proposed to overcome a replacement backlog and bring the fleet back into lifecycle. In addition, recommendations were made for the County to hire a dedicated Fleet Manager to oversee the entire garage and outsourcing operations with a focus on tracking performance metrics.
Redmond, WA Jun 2023 – May 2024 Triston Osborne tosborne@redmond.gov 425-449-6263	**Fleet Study**: This comprehensive review was divided into two components. Component A consisted of a fleet and maintenance best practice review where we compared City fleet operations with industry standards. In Component B, Matrix worked with Energetics to conduct a fleet right-sizing review, replacement plan and an EV conversion plan. The study recommended that 18 assets should be eliminated, and 41 assets should be right typed to a different size or configuration. An additional 102 vehicles were identified as candidates for transition to electric vehicles. A phased charging plan was developed to accompany the transition to EVs and the financial implications of the EV transition and charging requirements were provided.
Issaquah, WA Mar 2022 – Oct 2022 Kelly Kussman kellyk@issaquahwa.gov 425-837-3493	**Fleet Fund and Fossil Fuel Reduction Study**: Matrix conducted a comprehensive study of the City's fleet management practices including utilization, replacement planning, maintenance, governance, technology use, and rates/cost recovery. The study also included a sustainability evaluation, recommendations for reducing greenhouse gas emissions, and implementation guidance for reducing fossil fuel usage and transitioning to greater alternative fuels adoption in

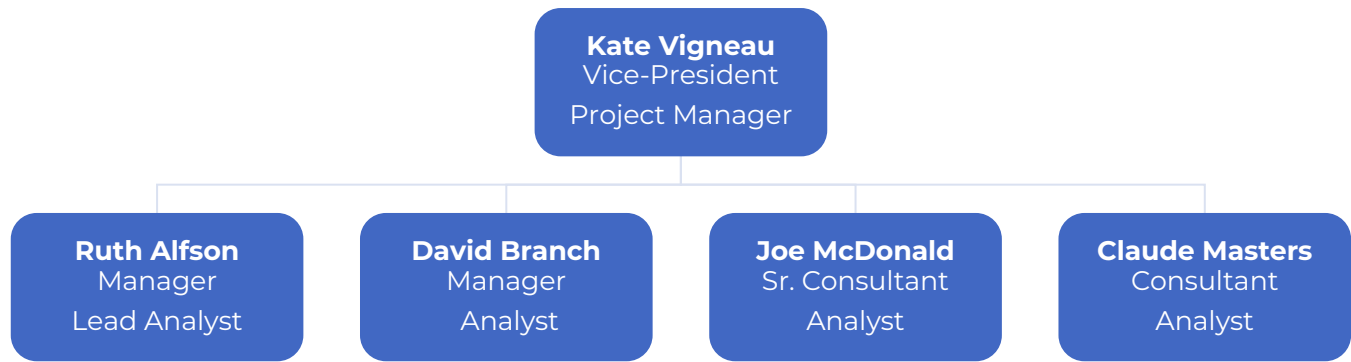| Client Info	Project Summary
	the municipal fleet. The study came at a transition point as the Fleet organization was being re-located within the City.
	The study identified 42 vehicles for elimination or replacement and provided a model multi-year replacement plan to maintain cost-effective fleet composition. It also recommended expanded use of the City's fleet management information system, telematics, adjustments to staffing levels in the repair shop, and the creation of a capital vehicle replacement fund and chargeback methodology. The sustainability report identified data analysis strategies and steps aligned with the City's climate action plan which would reduce greenhouse gas emissions, as well as a multi-year alternative fuel transition plan based on projected availability, charging capacity, and total costs of ownership.
Long Beach, CA Dec 2021 - Jun 2022 Dan Berlenbach dan.berlenbach@longbeach.gov 562-570-5401	**Fleet Management Performance Audit**: This project, initiated by the City Auditor, was to assess fleet practices at the Financial Services Bureau, Harbor and Water. Specific areas for review also included maintenance staffing, work order processes, the effectiveness of the replacement plan including lifecycles, budget, review and guidelines, funding approach and chargeback system adequacy and the Fleet Management Information System capabilities and data usage.
	The findings included a maintenance staffing deficit of 2.6 Full-time Equivalents. We also made right-sizing recommendations that would result in initial savings of over $500,000.

Additional details are available upon request.

PROJECT TEAM

The consultants proposed for this engagement have broad experience working together analyzing local government fleet operations.

Please note that if we are awarded multiple studies, we will add a principal in charge (Alan Pennington, President).

Kate Vigneau Vice-President Project Manager			
Ruth Alfson Manager Lead Analyst	**David Branch** Manager Analyst	**Joe McDonald** Sr. Consultant Analyst	**Claude Masters** Consultant Analyst

RESUMES

Resumes for our project team and their level of involvement are outlined in the following few pages.

Katherine Vigneau, CAFM
Vice-President

BIOGRAPHY:

Kate has responsible for our fleet business worldwide since 2020. Prior to that, she worked part-time in our fleet business for three years. Kate has been a management consultant for fifteen years and has extensive experience in all aspects of fleet, sustainability and project management.

Relevant experience highlights include:

- Army Logistics Officer for 27+ years with extensive operational and strategic planning experience across Canada and overseas.
- Fleet Manager for the Department of National Defence responsible for policy oversight of 32,000 vehicles.
- Director of Professional Development for NAFA, responsible for fleet certification and education programs.
- Trainer and author with a regular fleet column in Autosphere known as "Kate's Corner".
- Project Manager for more than fifty projects in the past 5 years.

EXPERIENCE HIGHLIGHTS:

SEMINOLE TRIBE, FL: FLEET UTILIZATION REVIEW

This review of the Tribe's fleet utilization and maintenance outsourcing practices led to the following recommendations:

- Continue to use a Fleet Management Company to coordinate outsourced maintenance.
- Introduce electric vehicles and charging infrastructure.
- Eliminate and pool assets identified in the utilization review.

ROWAN COUNTY, NC: FLEET AND MAINTENANCE AUDIT

This best practice review, maintenance audit and utilization study for the county led to the following key recommendations:

- Enhance policies, especially the take-home vehicle policy, through a Driver's Handbook and Fleet Policy Manual.
- Retain the current outsourced fleet maintenance arrangement.
- Increase the number of bays and create a fleet manager position to oversee fleet replacement and the maintenance contract.

ROLE ON THIS ENGAGEMENT:

Kate will be the Project Manager

RELEVANT CLIENTS:

CA, Carlsbad
CA, Elsinore Valley
CA, Long Beach
CA, Palm Desert
CA, Rancho Water
CA, West Sacramento
FL, Broward Sheriff
FL, Miami Beach
FL, Seminole Tribe
MN, DOT
MN, Hennepin County
NC, Rowan County
ON, Hamilton
ON, Hydro Ottawa
ON, RCMP
ON, Vaughan
SC, Mount Pleasant
TX, Denton
TX, Montgomery Co.
WA, Issaquah
WA, Redmond
WA, Spokane
WI, Pleasant Prairie
WI, Janesville
WI, UW Health

YEARS OF EXPERIENCE:

35+

EDUCATION:

Certified Automotive Fleet Manager (CAFM) NAFA Fleet Management Association, 2000

MBA, Royal Military College, 2003

MDS, Royal Military College, 2005

Ruth Alfson, CAFM
Manager

BIOGRAPHY:

Ruth is a Manager/Analyst for Matrix with more than 30 years of experience as a fleet manager. She has taught fleet management for students of the CAFM designation with an emphasis on financial management for fleets.

Relevant experience highlights include:

- Fleet Manager for the City of Cincinnati and responsible for a $12M per year garage operation including 9 locations and 60 technicians and support staff.
- Fleet Operations Manager for Mettler-Toledo, revamping the fleet department to include replacement cycling, upfitting, and vendor management.
- Fleet Manager for Serco Group, responsible for DOT programs, fleet analysis, program management for Serco contracts and RFPs.
- Fleet Consolidated Services Manager for Exelon, leading the program to unite two subsidiary fleets into one reporting structure.
- Developer of NAFA's Lifecycle Cost Analysis CD and additional instructional materials.

EXPERIENCE HIGHLIGHTS:

ROWAN COUNTY, NC: FLEET AND MAINTENANCE AUDIT

Ruth's contributions to a maintenance audit included:

- Analyzed vehicle usage and made recommendations for vehicle right-sizing and elimination.
- Created a multi-year replacement plan for all fleet vehicles.
- Reviewed fleet policies, proposing solutions for improving operations.

PALM DESERT, CA: FLEET VEHICLE STUDY

This review of the fleet and maintenance outsourcing practices led to the following recommendations:

- Move from a leased fleet to an owned fleet for substantial savings.
- Hiring a dedicated Fleet Manager to manage operations.

ROLE ON THIS ENGAGEMENT:

Ruth will be Lead Analyst

RELEVANT CLIENTS:

CA, Carlsbad
CA, Humboldt Bay
CA, Palm Desert
CA, Rancho Water
CA, SMUD
FL, Broward Sheriff
FL, Seminole Tribe
IA, Dubuque
MA, Lowell
MN, Hennepin County
NC, Rowan County
ON, Vaughan
TX, Montgomery Co.
WI, Pleasant Prairie
WI, Janesville
WI, UW Health

YEARS OF EXPERIENCE:

30+

EDUCATION:

Certified Automotive Fleet Manager (CAFM) NAFA Fleet Management Association, 1996

BA Communications, Wayne State University, 1998

PROFESSIONAL ASSOCIATION:

NAFA Fleet Management Association

Florida Association of Governmental Fleet Administrators

DAVID BRANCH
Senior Manager

BIOGRAPHY:

David Branch has served as an analyst and project lead on a wide range of government studies covering a variety of county and government functions. David has extensive experience conducting operational, and staffing assessments during his 13 years with our firm. Experience highlights include:

- Completed over 120 studies for local government entities, including numerous departmental and development review assessments.

- Analysis focuses on workload and staffing, organizational structure, asset management, and process improvement using recognized best practices and quantitative metrics and modeling and developing implementation solutions.

EXPERIENCE HIGHLIGHTS:

SANTA BARBARA, CA: FLEET OPERATIONAL REVIEW
This review focused on the City's fleet utilization, replacement planning, maintenance, technology use, and sustainability plan.

- Conducted full utilization review of the fleet, identifying assets for replacement, elimination, right-typing or pooled use, and developed a ten-year replacement plan to cost-effectively update the fleet.

- Recommended steps to achieve compliance with upcoming CA state regulations and the City's own established goal of reaching full carbon neutrality by 2035.

SPOKANE, WA: FLEET UTILIZATION
The study examined the fleet utilization and cost efficiency of the Coty's Police Department, which manages its own fleet with maintenance assistance from the Fleet Department. It included:

- Reviewed take-home vehicle policies, the fleet governance approach, maintenance staffing, replacement strategy, utilization, and sustainability.

- Recommended training and performance initiatives, policy development for utilization and replacement, and infrastructure for future acquisitions of EV patrol vehicles.

ROLE ON THIS ENGAGEMENT:

David will serve as an Analyst.

RELEVANT CLIENTS:

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AZ Buckeye
CA El Segundo
CA Fresno
CA Milpitas
CA Redlands
CA Riverside
CO Aurora
CO Westminster
FL Coral Gables
FL Fort Myers
FL Kissimmee
GA DeKalb County
IL Chatham
IL Tinley Park
NC Rowan County
NY Albany
OR Tigard
TX Dallas
TX Flower Mound
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YEARS OF EXPERIENCE:
13

EDUCATION:

BS, University of Southern California; Policy, Management, and Planning

MPA, California State University, Fullerton

PROFESSIONAL ASSOCIATION:

American Public Works Association (APWA)

Association of Public Safety Communications Officials (APCO)

CLAUDE MASTERS
Subconsultant

RELEVANT CLIENTS:

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AK Alaska Railroad
CA PG&E
CA Santa Clara Co.
CA Simi Valley
CA Southern Cal Ed.
FL Key West
FL Miami Dade County
FL Palm Beach County
ON Vaughan
WA Redmond
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YEARS OF EXPERIENCE:
40+

EDUCATION:

Six Sigma

BA, University of Houston

PROFESSIONAL ASSOCIATION:

NAFA Fleet Management Association

BIOGRAPHY:

Claude is a Senior Consultant with the Matrix Consulting Group and has 43 years of experience as a fleet manager and fleet management consultant. Claude is a nationally recognized expert in fleet management, utilization, and best practices. His relevant experience includes:

- President of NAFA, Fleet Management Association, from 2013-2015 and architect of NAFA's Fleet Sustainability Program.

- Instructor and public speaker on fleet topics such as disaster response, sustainability and best practices.

- Fleet Manager at Centerpoint Energy/ Houston Lighting & Power where he managed a fleet of 4,300 vehicles for the electric utility and another 1,200 for the gas utility.

- Reserve Deputy for Harris County Sheriff's Office for eighteen years.

EXPERIENCE HIGHLIGHTS:

PALM BEACH COUNTY, FL: BUS FLEET UTILIZATION REVIEW

Claude was the project manager for an analysis of the Palm Beach County bus fleet. This project involved:
- Analysis of existing lifecycles and making recommendations to optimize lifecycles and improve procurement practices.
- Review all aspects of their fleet fueling program and recommend implementation of industry best practices.

SANTA CLARA COUNTY, CA: FLEET ELECTRIFICATION REVIEW

Claude was a fleet consultant for Santa Clara County. The project involved:
- Assessment of best practices for the Information Management System, the fuel system, existing infrastructure, maintenance staffing, utilization, and rates.
- Identification of options to convert fleet vehicles to EVs, policies for pooled vehicles and reimbursement programs to incentivize employees to choose the greener options.

ROLE ON THIS ENGAGEMENT:

Claude will serve as an Analyst.

JOE MCDONALD
Senior Consultant

Joe McDonald has served as an analyst on a wide variety of engagements, ranging from community development departments to fleet management. Joe assists in developing client surveys, documenting current and future workflows, and assists senior staff in conducting interviews, performing data analysis, and preparing client deliverables.

EXPERIENCE HIGHLIGHTS:

SEMINOLE TRIBE, FL: FLEET UTILIZATION REVIEW

On this project, Joe:

- Created a utilization survey to be answered by 500+ fleet users.

- Administered the customer survey and collected results.

- Worked with Tribe staff to interpret the data and glean useful insights into low-usage assets.

ROCKLIN, CA: COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL ASSESSMENT

Joe supported senior project team members in the following areas:

- Facilitated the process mapping workshops to document development review, permitting, and inspection processes.

- Responsible for the customer survey outreach and analysis. Identified key strengths and challenges with the current operational approaches.

- Conducted a comparative survey with eight peer communities to understand their organizational structure, staffing approaches, and technology utilization.

ROLE ON THIS ENGAGEMENT:

Joe will be the Technical Analyst.

RELEVANT CLIENTS:

AZ Buckeye
CA El Segundo
CA Fresno
CA Milpitas
CA Redlands
CA Riverside
CO Aurora
CO Westminster
FL Broward Sheriff
FL Fort Myers
FL Seminole Tribe
GA DeKalb County
IL Chatham
IL Tinley Park
NC Rowan County
NY Albany
OR Tigard
TX Dallas
TX Flower Mound

YEARS OF EXPERIENCE:
4

EDUCATION:

BS, University of Southern California; Policy, Management, and Planning

MPA, California State University, Fullerton

PROFESSIONAL ASSOCIATION:

American Public Works Association (APWA)

Association of Public Safety Communications Officials (APCO)

STAFF CAPACITY

All proposed staff are available to work on this engagement as needed. The following table summarizes our team's availability during the estimated project lifespan. We manage our staff allocations through Team Forecast, a project management software that enables us to assess and quickly reallocate priorities.

Name	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Vigneau	45%	45%	55%	55%	60%	65%	65%	65%
Branch	20%	40%	40%	50%	50%	40%	60%	60%
Alfson	40%	40%	40%	40%	40%	50%	50%	50%
Masters	15%	35%	35%	45%	45%	35%	45%	45%
McDonald	30%	30%	30%	30%	30%	30%	30%	30%

SPECIAL QUALIFICATIONS

Three project team members (Kate, Ruth, and Claude) are Certified Automotive Fleet Managers (CAFM). NAFA Fleet Management Association awards this designation through an eight-course program covering all aspects of fleet management. All three are NAFA instructors on fleet utilization, maintenance staffing, alternative fuels, and fleet financial decisions.

WORK SAMPLE

The link below provides access to the City of Long Beach, Fleet Services Bureau, and Fleet Maintenance Audit.

https://drive.google.com/drive/folders/1EFAkJDaV0i6B0NOkUC0mUZpke6n6wMZF?usp=sharing

PROPOSED PROJECT METHODOLOGY

PROJECT TASK PLAN

We will accomplish all items requested in the RFP through the following five activities or tasks. This table shows how the City's tasks are included in our plan:

Matrix Task	Task from Request for Proposal
1. Project Start and Kick-Off Meeting	2.A: Comprehensive Assessment and Document Current State 5.B.4.1: Project Inception Report
2. Perform Current State Assessment	A1. Conduct a detailed review of the Fleet Services operations organization, staffing, facilities, equipment, policies, and procedures. A2. Analyze historical data on fleet utilization, maintenance, and costs. A6. Identify key challenges and opportunities for improvement.
3. Conduct a Best Practice Review	A4. Analyze current Fleet Services procurement practices, including specification development, vendor research and selection, and contract management. B1. Evaluate the effectiveness of preventive maintenance programs in minimizing breakdowns and extending vehicle lifespan. B2. Assess the adequacy of the City's maintenance facility, equipment, staffing, and parts procurement processes. B3. Analyze the cost-effectiveness of in-house maintenance versus outsourcing options. B4. Identify opportunities to improve maintenance efficiency through technology (e.g., predictive maintenance, automated scheduling). C1. Identify opportunities to automate tasks and improve data collection and analysis. C2. Recommend technology solutions to enhance efficiency, routing, vehicle utilization, and decision-making. D1. Assess the efficiency and effectiveness of the Fleet Services' organizational structure. D2. Analyze staffing levels and skills to determine if they are appropriate for current and future workload demands. D3. Identify opportunities to improve staff training, development, certification, and retention. E1. Review existing policies and procedures related to vehicle acquisition, disposal, usage, and maintenance. E2. Recommend updates or revisions to ensure alignment with best practices, legal requirements, and city objectives. E3. Identify opportunities to streamline processes, reduce paperwork, and improve communication.

Matrix Task	Task from Request for Proposal
4. Conduct a Benchmarking Review	A3. Benchmark the City's fleet operations against best practices in comparable municipalities and industry standards.
5. Compile the Final Report	Recommendations Report

TASK 1: CREATE PROJECT FRAMEWORK AND KICK-OFF MEETING

We will launch the project by setting up a robust Project Management framework that will guide the project work to completion. This framework includes:

- **Pre-launch meeting:** We will meet with the City's Project Lead to review the administrative aspects of the project and ensure a mutual understanding of timelines, key personnel, status meetings, and deliverables.

- **Request for Information (RFI)**. We will provide the City with a comprehensive RFI detailing the data we will require for the project. We will provide a structured data collection template to collect all required information and identify any items that are not readily available. We will discuss data transfer and storage with the City and adopt a shared folder that is convenient for you. An example of an RFI for a recent project appears below.

Request for Information (RFI)	
Section	**General Information Description**
Governance	
G-1	Organization's Strategic Plan
G-2	Professional Development or Training Plans
G-3	Fleet policies and plans (maintenance, fuel, safety, etc.)
Organization	
O-1	Organizational Chart for the entire organization
O-2	List of departmental fleet reps with names, positions, location and contact information
Fleet Lifecycle and Replacement	
R-1	Fleet Asset Inventory Listing
R-2	Fleet Lifecycle policies (acquisition, remarketing, in-service utilization of assets)
R-3	Fleet Lifecycle parameters by unit class (miles/hours, trips or other metrics used)

- **Kick-off Meeting.** We will conduct a project initiation meeting with the Project Steering Committee to review study objectives, approach, work plan, interim deliverables, and schedule. We will prepare slides to guide the meeting and keep a record of discussion detailing action items.

- **Status meetings**. We will schedule bi-weekly meetings to review the project timeline and progress on deliverables.

TASK RESULT

We will create a framework that will support the management of the project and complete a Project Inception Report outlining the project understanding, methodology, and timeline.

Task 2: Perform a Current State Analysis

This task involves reviewing data as it is submitted and meeting with stakeholders to build an understanding of the fleet organization and create a fleet profile. We will build a detailed current inventory listing fleet data by department, year, and model, which will be the basis for future studies. The inventory will also reflect unit and VINs, purchase date, current odometer, anticipated mileage, and capital and operating costs. A sample table generated from a consolidated inventory by vehicle type and average mileage can be seen below:

Equipment Class	Count	Avg. Mileage
Sedan	5	27,283
SUV	32	40,528
Van	13	67,746
Pick-up	55	55,636
Truck MD	42	48,983
Truck Dump	13	45,351
Truck Service	8	18,126
Heavy Equipment	1	47,020
TOTAL	**169**	**47,696**

We will use diagrams and graphs to illustrate important information, such as annual fleet units purchased in the example below:
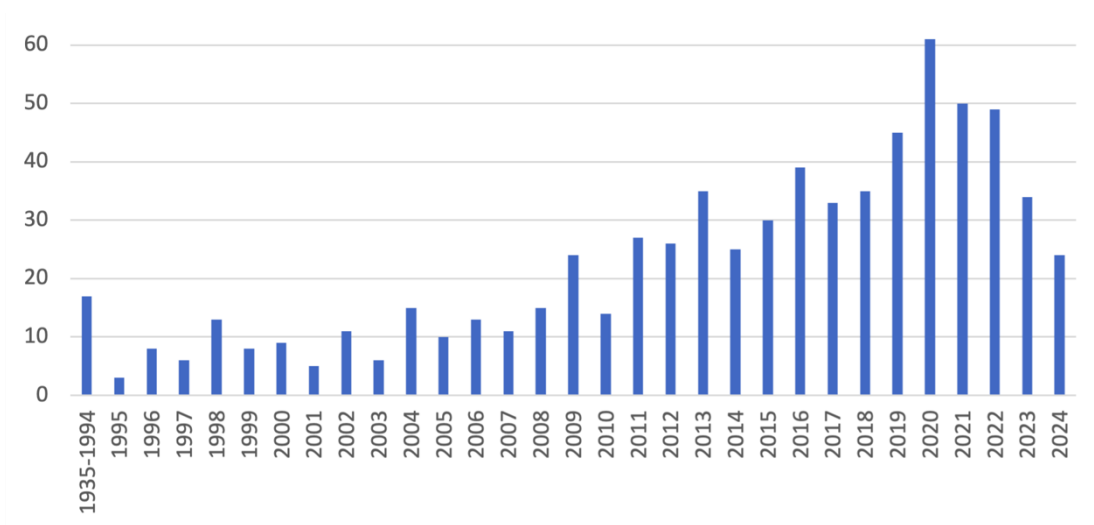
In addition to the inventory, the Fleet Profile will provide an overview of the organization, job descriptions, facilities, budget, policies, and use of technology. A draft fleet profile will be submitted to allow the City to edit or add to the information collected. The report will conclude with a list of challenges and opportunities noted during early analysis. The final version of this assessment will be the baseline upon which all future deliverables are built.

> ## TASK RESULT
>
> We will use data analysis and stakeholder feedback to create a Current State Assessment Report documenting the current inventory and staffing as well as existing Fleet Services operational policies and processes.

TASK 3: CONDUCT A BEST PRACTICES REVIEW

In this task, the project team will analyze the efficiency and effectiveness of the organization's fleet service delivery. This assessment will focus on the degree to which the City follows recognized industry best management practices and opportunities to improve fleet program management and/or lower costs. This task includes a site visit to assess maintenance practices and conducting in-person interviews. The best practice review will concentrate on fleet governance, utilization, replacement, maintenance, and technology.

GOVERNANCE AND POLICIES

We will review how the fleet program is governed from a corporate perspective, including policies related to fleet management and vehicle maintenance, the division of responsibilities between fleet program stakeholders, the degree of centralization, lines of communication, and customer service protocols. We will assess customer satisfaction with the current support by conducting a survey of the fleet's main customers. We will also closely examine the policy framework and provide recommendations for the content of the Fleet Policy Manual, Driver's Handbook, and Service Level Agreements.

UTILIZATION

We will look at miles traveled, hours used, trips per day, and criticality for administrative vehicles to assess whether all fleet assets are fully utilized. If some assets are not fully utilized, we will make recommendations for their future status. We will look at the number of crews, shifts, and reserves for emergency service assets to ensure that the fleet adequately supports operations. We will recommend asset retention, elimination, replacement, pooling, right-tying, and right-fueling.

REPLACEMENT

Fleet replacement should be planned to occur at the optimum point in the asset's lifecycle to minimize Total Costs of Ownership (TCO). We will assess the extent to which the City is replacing assets at their optimum replacement points. We will use our Fleet Replacement Planning Tool to refine a replacement plan for the City. Replacement planning is dependent on the funds available. We will examine the fund

structure and chargeback rates. We will also assess procurement practices, specifications, and contract management.

MAINTENANCE

We will review and evaluate all aspects of shop operations, including:

- Technology in use for fleet and maintenance management, utilization and fuel.

- Preventive Maintenance scheduling and compliance.

- Unscheduled repairs completion.

- Work order management.

- Decision-making for outsourced work.

- Parts ordering and inventory management.

- Other management and support staff and responsibilities.

Where applicable, we will use flowcharting to diagram process flows and our recommendations for improvement.

We will assess the adequacy and effectiveness of maintenance staffing using an established industry methodology: Vehicle Equivalency Unit (VEU) Analysis. A VEU represents a relative repair factor that enables comparisons between different types of vehicles and fleets. The baseline is the passenger sedan, which is assigned a VE of 1.0. All other vehicles and equipment are given a VE based on the relative level of effort required to maintain them compared to a sedan.

Once we have determined the total number of VEs represented by the vehicles and equipment in the fleet, we can determine the labor hours required to maintain one VE. In our experience, this number is impacted by factors such as the age of the fleet, utilization, shops and tools, operating environment, etc. Once we have determined the labor hours per VE, we will calculate the need for mechanic labor. The final step in determining the number of mechanics required is to evaluate the labor hours a mechanic can produce in a year. Once we know the number of mechanics required, we can make informed recommendations on the number of bays and the division between light and heavy duty.

These staffing calculations are also part of our Excel-based fleet modeling tool. We will provide a copy so you can estimate the impacts of fleet growth or reduction on staffing requirements. After calculating the mechanics, we will determine the need for supervisors and support staff. We will review the job descriptions of all staff and recommend changes as needed.

TECHNOLOGY

Fleet management is an increasingly data-driven activity, and organizations must have tools to capture the data needed to make important decisions. We will, therefore, examine the adequacy of tools currently in place for this purpose.

The resulting Best Practices Checklist will cover how the City meets each industry standard in a checklist format as shown below. Note that each topic will be the subject of a chapter in the final report where findings, recommendations, and savings will be identified.

Best Practice Criteria	Status	Comment
1. The City has a fit-for-purpose Fleet Management Information System.	✓	The City uses Assetworks M5, a well-recognized industry tool.
2. The City uses odometer readings from the GPS system to monitor utilization.	X	The City does not use GPS.
3. The City has a reporting matrix that details what information is required at what level in what format and at what time intervals.	~	An annual report is compiled, but information needs are not regularly assessed.

TASK RESULT

We will provide a Best Practice Checklist, the results of a customer satisfaction survey, policy revisions, a replacement plan and a maintenance staffing spreadsheet.

TASK 4: CONDUCT A BENCHMARKING STUDY

In addition to this industry best practice comparison, we will identify three organizations similar in size, location, and climate to North Richland Hills and interview them. This will provide the City with additional input on best industry practices. We will request that the benchmark partners provide their fleet inventories and information on their acquisition methods, replacement plans, and shop operations.

We follow these steps in the conduct of a benchmark study:

- Draft benchmarking survey for approval by the City.
- Identify and confirm the participation of industry partners.
- Schedule and conduct interviews to administer the survey.
- Collate all information as case studies and identify lessons learned.

In our experience, this type of benchmarking exercise can be very time-consuming, so it is essential to identify participants early on.

> **TASK RESULT**
>
> We will provide a Benchmarking Report comparing the City's processes to best practices in other cities.

TASK 5:   COMPILE A FINAL REPORT AND IMPLEMENTATION PLAN

Upon the conclusion of the preceding tasks, we will prepare a detailed report summarizing the results of each of the previous work tasks and clearly delineating the recommended changes and associated costs. The report will be structured as follows:

- Executive Summary
- Introduction, Methodology, and Project Approach
- Fleet Profile
- Best Practices
  - Governance and Policies
  - Utilization
  - Replacement
  - Maintenance
  - Technology
- Benchmarking Comparison
- Recommendations Summary and Prioritization (Implementation Plan)
- Appendix – Best Practice Checklist

This report includes specific, actionable recommendations for improvement with a cost-benefit analysis and implementation plan.

Once the draft report is complete, we will submit it to the City Project Lead and work with them to clarify any questions. Once the report is checked for factual accuracy and comments returned to our project team, we will make the necessary edits and produce a final version. We will provide electronic copies of the final report and all attachments to the Project Lead.

> **TASK RESULT**
>
> We will provide a draft and final report in the format described.

METHODOLOGY AND TOOLS

This section includes an overview of our project methodology.

APPROACH

Our philosophy in providing consulting services is to provide a customized approach to address our client's unique issues and needs in a fact-based manner utilizing our proven methodologies and analytical approaches as summarized in the following graphic:

1 A principal of the firm is involved in every aspect of each study. For this engagement, Alan Pennington, President, will serve in this role as the project executive.

2 We approach our projects by gaining a firm grounding in formal and fact-based analytical methodologies.

3 Our projects are characterized by extensive input and interaction between the consultants and our clients' staff, management, and policy makers. This study will also include engagement with past customers and other identified key players.

4 We recognize that successfully serving clients requires more than simply providing the right answers. We provide our clients with practical solutions for implementing change.

5 We engage regularly with our clients to ensure that the project remains on time, the schedule is maintained, and we are accessible when needed.

Our place in the government consulting industry is based on our experience and tailored approach to meeting each client's unique needs.

PROJECT MANAGEMENT AND CLIENT INTERACTION

We believe strongly in effectively managing each consulting engagement. As a result, we utilize formal project management techniques in our studies. These techniques include:

- All project work activities are defined in advance and tied to each project team member, as well as deliverables, schedule, and budget.

- Project team and client expectations and results are managed by developing and utilizing formal project schedules and reporting tools, and frequent review meetings are conducted with clients to review interim deliverables.

- Quality control measures include a project executive review of all interim and final products before they are delivered to the client.

- Bi-weekly (or alternative schedule) meetings with the City's project manager and/or project steering committee.

We recommend creating a small project committee to work with us on this project. This committee would review our findings, conclusions, and recommendations by reviewing each interim deliverable. We would conduct regularly scheduled progress meetings to report progress to date, problems or obstacles encountered, and planned project activities.
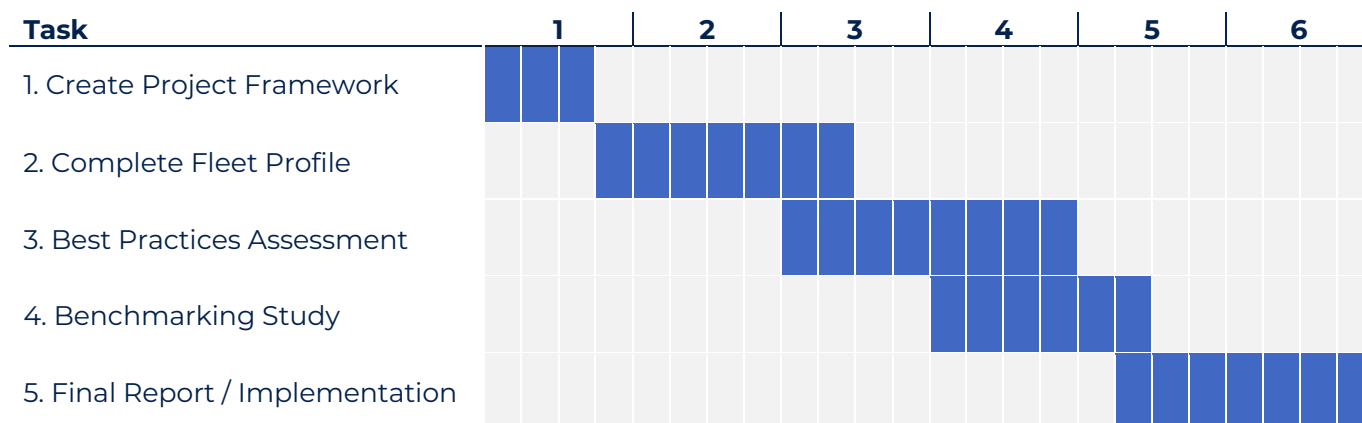
TOOLS

We will use our fleet modeling tool to plan replacement and calculate staffing. This Excel-based tool, developed in-house, provides a user-friendly and efficient way to analyze data and create fleet planning scenarios.

OmniGraffle's flowcharting tool is another beneficial tool for this type of analysis. It can chart current process flows and recommend efficiency improvements.

PROPOSED SCHEDULE

The chart below shows our proposed timeline for completing this project over six months. If we receive a notice to proceed, we will finalize the project schedule with the City to ensure we meet their needs.

Task	1	2	3	4	5	6
1. Create Project Framework	■					
2. Complete Fleet Profile		■	■			
3. Best Practices Assessment			■	■		
4. Benchmarking Study				■		
5. Final Report / Implementation					■	■

All proposed timelines can be adjusted based on City staff priorities, preferences, and requirements. We can begin work within two weeks of receiving a notice to proceed.

PRICE

We propose to conduct this engagement at a not-to-exceed price of **$61,530**. The following table summarizes our proposed price by task.

Task	Project Manager	Analysts (3)	Technical Analyst	Total Hours	Total Fee
1. Launch Project	8	6	2	16	**$3,290**
2. Fleet Profile	16	32	16	64	**$12,000**
3. Best Practices	16	80	16	112	**$20,400**
4. Benchmarking	8	48	8	64	**$11,600**
5, Final Report	24	24	8	56	**$11,240**
Total Hours	**72**	**190**	**50**	**312**	
Hourly Rate	$240	$175	$160		
Total Professional Fees	**$17,280**	**$33,250**	**$8,000**		**$58,530**
Travel Expenses					$3,000
Total Project Cost					**$61,530**

We are open to alternative price structures for conducting this audit.

We have also submitted a consolidated option with reduced pricing should we be awarded multiple projects (fleet, permitting, IT) with the City.

Thursday, February 6, 2025

RFP # 25-012 - PERMITTING PROCESS OPERATIONAL EFFICIENCY AUDIT

ADDENDUM ONE:

1) The deadline for this RFP has been extended to 10:00AM (CST) Wednesday, February 19, 2025.

2) The City has simultaneously released three RFPs to provide similar efficiency audit services for Information Technology Operations, Fleet Operations, and Development Service Permitting Process. The City has received inquiries regarding the submission of consolidated proposals encompassing all three RFPs. The City will consider such consolidated proposals.

   Proposal and Pricing Requirements:

   Individual RFP Proposals: All firms must submit a complete proposal and separate pricing for each individual RFP listed above.

   Consolidated Proposals: Firms may also submit a consolidated proposal that covers all three RFPs. If a consolidated proposal is submitted, it must include:
   - Separate pricing and timeline for each individual RFP (as required above).
   - Combined pricing and timeline(s) for two or more RFPs.
   - Firms providing consolidated proposals may increase the maximum page limit by three pages to allow for additional information. For example, each proposal has a maximum page limit of 25. If a firm is submitting a consolidated proposal for all three efforts, the total page limit would be 75+3=78 pages to provide sufficient room for an explanation of the economies of scale associated with the consolidation, and to briefly describe how it would be managed.

   Firms submitting a consolidated proposal should clearly delineate the individual and combined pricing within their submittal to avoid confusion during the evaluation process.

   All other terms and conditions of the original RFPs remain unchanged. This Addendum shall be considered an integral part of the original RFP documents.

THIS ADDENDUM MUST BE SIGNED AND RETURNED WITH YOUR RFP RESPONSE.

Acknowledge receipt of this addendum by inserting this page with your RFP response.

This addendum form is a part of the contract documents, and it so modifies, amends, deletes and/or adds to the original RFP document.

Name and Address of Company:

Matrix Consulting Group, Ltd.
1875 S Grant Street #960
San Mateo, CA 94402
_____

Authorized Representative:

Signature: _Alan D. Pennington_

Name: Alan Pennington
Title: President
Phone: 650-858-0507
 Email: apennington@matrixcg.net