

City of Rocky Mount Financial Distress

Rocky Mount, NC



Google Maps

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Performance Audit Report

March 2026

State Auditor
Dave Boliek

*A Constitutional Office of the
State of North Carolina*





North Carolina Office of the State Auditor

Dave Boliek, State Auditor

Auditor's Transmittal

The Honorable Josh Stein, Governor
The Honorable Phil Berger, President Pro Tempore
The Honorable Destin Hall, Speaker of the House
Honorable Members of the North Carolina General Assembly
Elton Daniels, City Manager, City of Rocky Mount
C. Saunders Roberson, Jr., Mayor, City of Rocky Mount

To all:

Following a series of inquiries, tips, and concerns relayed to the North Carolina Office of the State Auditor, our Performance Division launched an evaluation of the City of Rocky Mount's financial management.

Our audit found a combination of poor personnel decisions and egregious overspending. These decisions ultimately led the people of Rocky Mount to face increased property taxes and utility rates, pauses in capital improvement projects, and the elimination of city jobs.

The personnel decisions were driven by a hiring process that lacked the basic due diligence typically used to prevent the employment of unqualified individuals. Like many cities, Rocky Mount is effectively run by the City Manager—an employee responsible for everything from carrying out City policies and ordinances to appointing heads of City departments and managing day-to-day city operations.

As detailed in the audit, Rocky Mount paid an executive search firm \$38,000 to recruit the former City Manager, and even after the firm described the individual as a “stretch candidate,” there is no evidence that Rocky Mount performed reference checks or any other due diligence.

When examining the former City Manager's prior work history, we found that he previously served as the Town Manager in Dumfries, Virginia. In that role, he demonstrated a pattern of making unqualified hires, approving questionable salary increases without City Council approval, inadequately segregating duties, and overseeing a \$1 million budget overspend.

This hire, which was made unanimously by the City Council, directly contributed to the overspending. Between August 2023 and August 2025, Rocky Mount's cash and investment balance fell from approximately \$100 million to just \$21.8 million—a 78% decrease. At the same time, total annual purchases and other payments rose to more than \$300 million. While Rocky Mount increased city employee compensation by 27% and capital purchases by 153%, its revenues decreased by 2%.

This overspending—driven by an unqualified City Manager and an enabling City Council—has caused tremendous financial damage to the City of Rocky Mount, the wallets of its residents, and residents' confidence in their government. Rocky Mount remains far from full financial recovery.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Dave Boliek". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Dave Boliek
State Auditor

Executive Summary

Executive Summary

The Office of the State Auditor (OSA) has completed a performance audit in accordance with Chapter 147, Article 5A of the North Carolina General Statutes on the City of Rocky Mount (City). This audit was initiated in response to reports and concern about the City's financial mismanagement and significant financial distress experienced in recent years.



City of Rocky Mount Financial Distress

Between August 2023 and August 2025, the City's cash and investments account balance plummeted from approximately **\$100 million to just \$21.8 million (78% decrease)**.



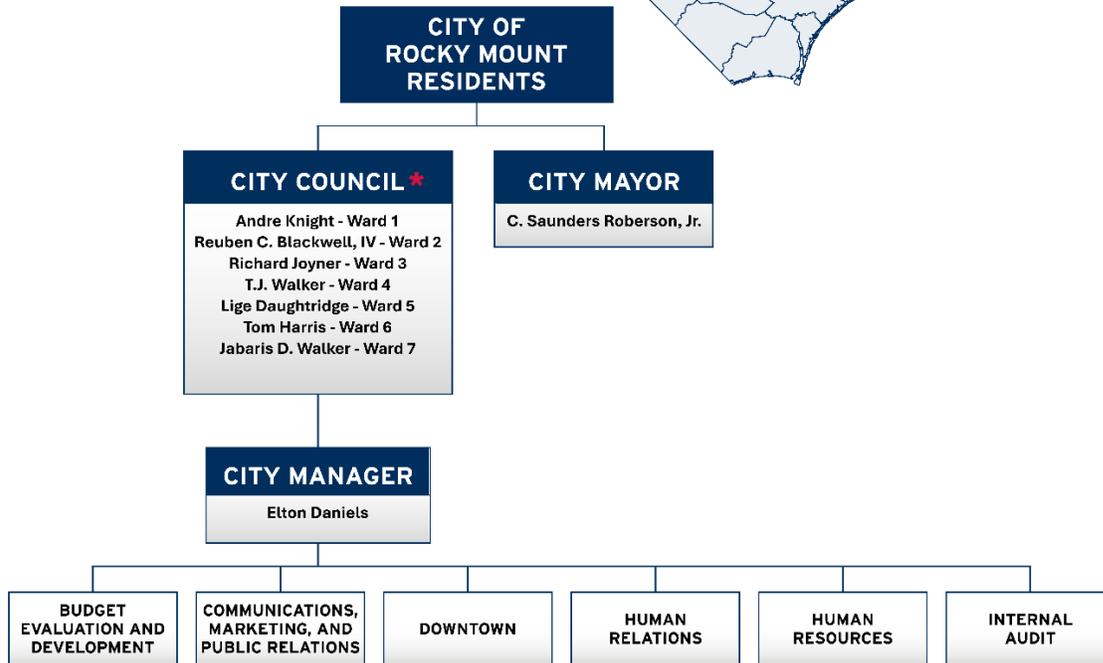
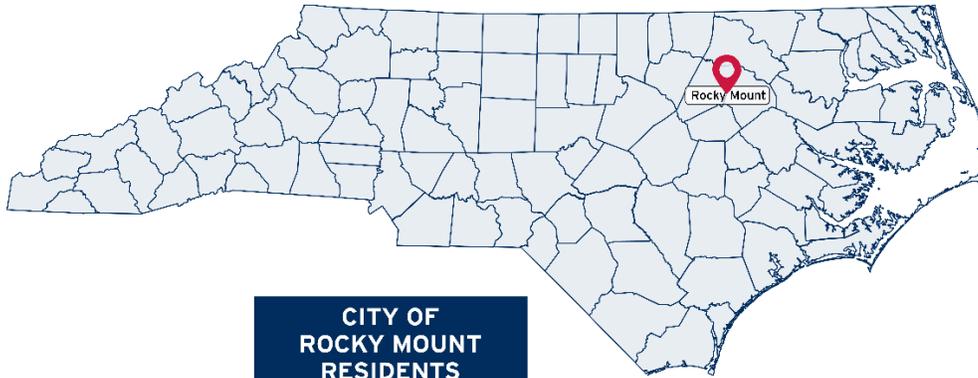
Simultaneously, total annual purchases and other payments¹ rose to over \$300 million in fiscal year (FY) 2024. Analysis of the City's financial records indicated that significant increases in personnel-related expenditures and capital expenditures were key contributors to the City's decreased cash and investments balance.

City of Rocky Mount

The City of Rocky Mount was incorporated on February 19, 1867, and is located in eastern North Carolina in the coastal plains area. The City has a population of approximately 54,943 and straddles the Nash County and Edgecombe County line.

Total annual purchases and other payments rose to over **\$300 million**

¹ Includes all operating costs, capital outlays, and debt service payments (principal and interest). This provides a complete picture of the City's annual purchases and other payments.



* As of August 31, 2025. Auditors note Charles Roberson was elected to represent Ward 3 and sworn in on December 8, 2025, replacing Richard Joyner.

The City operates under the council-manager form of government. The legislative body of the government of the City is comprised of a **Mayor** and a seven-member **City Council**. The governing council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the **City Manager**.

The City Manager is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the heads of various City departments. The Mayor is elected at-large by the citizens to a four-year term and is the presiding officer of the Council. City Councilmembers serve four-year terms and are elected by the voters of the wards in which they reside. The City is divided into seven wards, each of which is represented by a Councilmember who resides in the ward. Elections are held every two years so that the terms of office are staggered.

Objective

The objective of this audit was to determine how personnel-related expenditures and the financial impact of capital expenditures and related debt servicing have contributed to the City's financial distress.

Key Findings

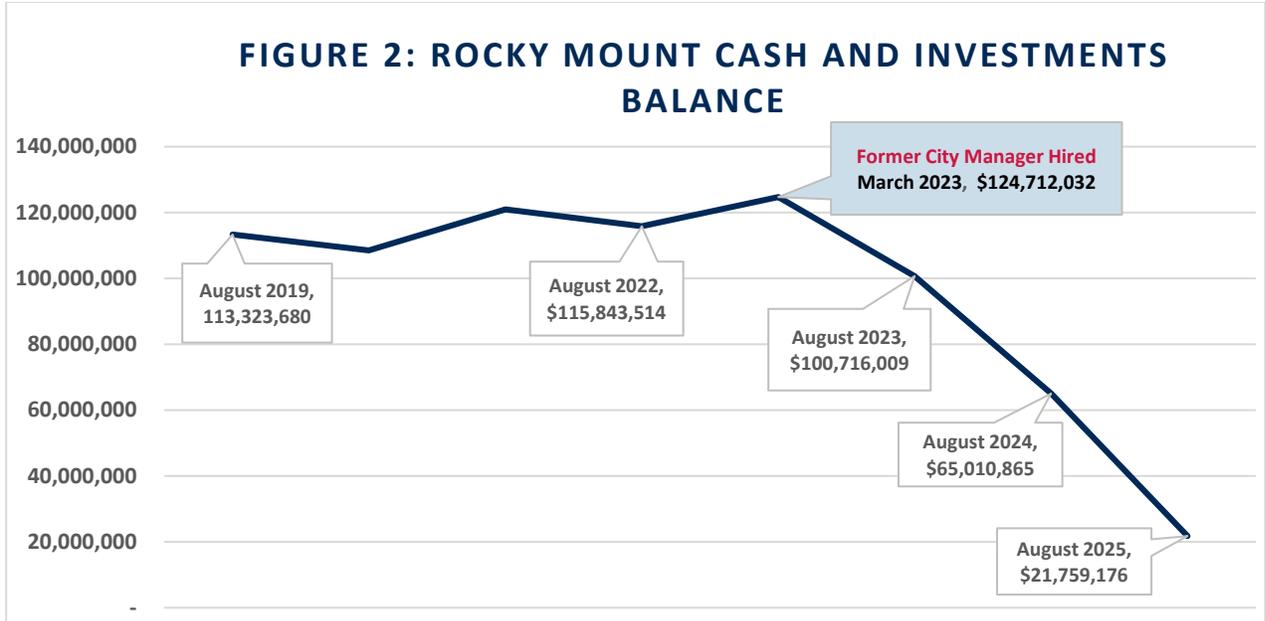
The City experienced severe financial distress between FY 2023 and FY 2025 driven by increased **City employee compensation (27%)** and **capital purchases (153%)** in FY 2024. This increased spending coincided with a **2% decrease in City revenues**. The increased spending occurred **without complete and thorough feasibility analyses, with limited oversight from City management and City Councilmembers, and with instability in financial leadership**. The impact of the City's financial distress has a direct and negative impact on both city services and the community, and time is needed to recover.

City Cash and Investment Balances Declined approximately \$80 Million (78%) in Two Years

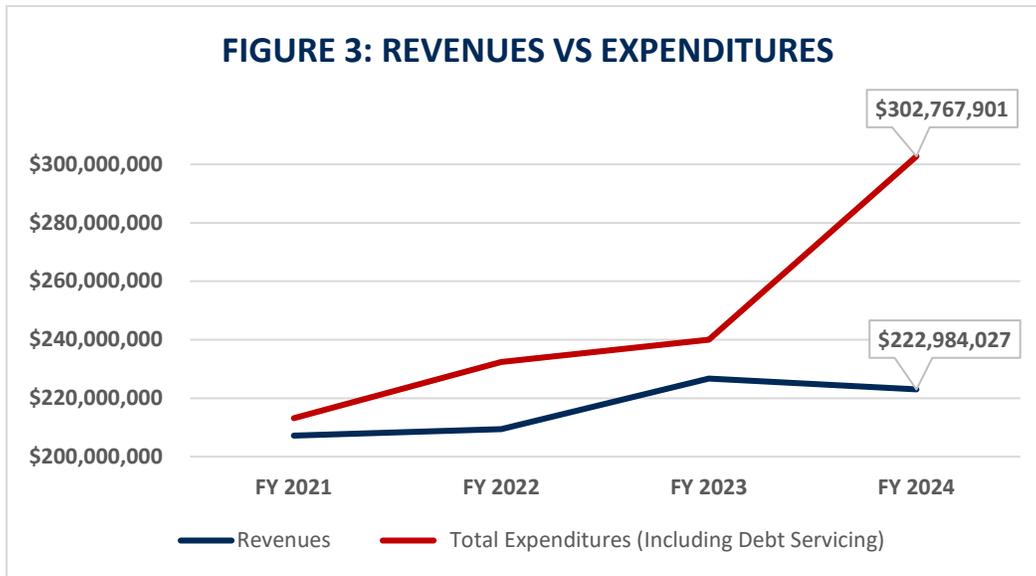
The City's cash and investment balances declined dramatically, from approximately **\$100 million in August 2023 to just \$21.8 million by August 2025 (78% decrease)**.² This downturn coincided with a surge in annual purchases and other payments,³ which **exceeded \$302 million in FY 2024. This spending surge reflected a 26% increase compared to the \$240 million the City spent in FY 2023. Simultaneously, City revenues decreased to \$223 million in FY 2024 from \$227 million in FY 2023 (2% decrease)**. See Figures below.

² See Appendix A for detailed list of withdrawals from the City's Capital Management Trust account from August 2019 through August 2025.

³ As presented, purchases and other payments include all operating costs, capital outlays, and debt service payments (principal and interest). This provides a complete picture of the City's annual purchases and other payments.



Source: City combined cash and investments data and auditor analysis.



Source: City audited financial statements, City general ledger data, and auditor analysis.

Note: As presented, expenditures include all operating costs, capital outlays, and debt service payments (principal and interest). This provides a complete picture of the City's annual purchases and other payments.

The escalation in purchases and other payments was driven primarily by personnel costs and capital project spending.

City Personnel Costs Increased to \$62 million in FY 2025 (27% increase from FY 2023)

Personnel-related costs surged to **\$62.4 million in FY 2025**, a **\$13.5 million (27%) increase** from FY 2023. The largest increase occurred in FY 2024 (20%) due to salary increases starting with the Police Department, then the Fire Department, and eventually all City employees. These increases occurred **without thorough financial feasibility analysis or oversight**.

- **Police salaries** were increased by **\$4.7 million (47%)**; the City raised starting pay to \$60,000 (36% above the original salary adjustment that was discussed with City Council members).

These increases were implemented **without** (1) a full feasibility and funding availability analysis, (2) City Council approval, or (3) support from the City's Compensation and Classification Study.⁴

- **Fire Department salaries** were increased by **\$1.9 million (22%)**, which resulted in an average raise of 13%, and some raises as high as 31%.

The City Council approved these increases to remain consistent with the City's historical practice of aligning police and fire compensation.

- **Citywide salary adjustments:** The City implemented a 12.2% increase to its minimum salary range and a 12.6% raise across all pay grades, adding \$3.2 million to its annual payroll.

These increases were approved by City Council based on a **partial presentation** of the City's Compensation and Classification Study (the full report was **never provided** to the City Council), and **without a full feasibility and funding analysis**. The City's Budget Office planned for only a 3% cost-of-living adjustment, creating inaccurate projections.

Capital Spending and Related Debt Servicing Increased to \$67 Million in FY 2024 (153% Increase from FY 2023)

The City's capital spending surged to **\$67.4 million in FY 2024**, a **\$40.8 million (153%) increase** from FY 2023, driven by major purchases and debt servicing **without thorough financial feasibility analysis or oversight**.

⁴ In the fall of 2022, the City engaged Evergreen Solutions, LLC, to conduct a Compensation and Classification Study, aimed at assessing salary competitiveness, gathering employee feedback, and ensuring job classifications accurately reflect actual duties and appropriate class structures.

- **336 Project:**
 - \$17.2 million was spent for 336 acres intended for a casino/entertainment complex that never materialized.
 - Financing was structured to avoid Local Government Commission review and approval (59-month term).
 - Future obligations included \$4.8 million in annual principal payments starting FY 2027, which the City later refinanced to 10-year plan.
 - **The land remains undeveloped**, yet a consultant was hired at \$10,000/month to attract tenants.
- **Fire Station #2:**
 - The final cost was \$11.2 million⁵ (nearly three times the original estimate).
 - Delays and add-ons inflated costs.
 - **No thorough feasibility analysis** was provided to City Council.
- **Enterprise Vehicle Fleet:**
 - A \$6.8 million lump-sum payment was made for the lease of light-duty vehicles to replace the City's neglected fleet.
 - The City framed this decision as a "**Band-Aid**" fix due to pandemic-related City vehicle shortages.
- **Other Equipment:**
 - \$6.6 million was spent for fire trucks, garbage trucks, and bulldozers, plus \$341,000 for a BearCat SWAT vehicle that remains largely unused.
 - OSA identified evidence of attempts by the former City Manager to **bypass City Council approval** for financing equipment purchases.

Key Breakdowns in City Governance

The City Council and City Manager share responsibility for ensuring effective governance, fiscal integrity, and public trust. As the municipality's governing body, the Council provides oversight by setting clear expectations, establishing policy, and monitoring performance to safeguard the City's interests. The City Manager, in turn, implements these policies and manages day-to-day operations, overseeing departments, delivering services efficiently, preparing and administering the budget, and advising the Council on strategic and operational matters. Key breakdowns included:

⁵ Of the total \$11.2 million spent, the City spent \$338,391 in FY 2023, \$587,891 in FY 2024, \$8.3 million in FY 2025, and \$2.0 million in FY 2026.

- **Hiring Without Due Diligence:**

The former City Manager, hired in March 2023, was described as a “stretch candidate” by an executive search firm. Additionally, no documented reference checks were performed by the City. A basic reference check would have uncovered prior issues at a previous locality involving the former City Manager including poor management, unauthorized salary increases, and overspending. During his tenure with the City, the former City Manager approved major salary hikes, holiday bonuses, and high-cost capital purchases without thorough feasibility analyses or full City Council review and approvals. The former City Manager served until August 2024 and received a \$169,875 separation payment.
- **Financial Leadership Instability:**

Since FY 2021, the Finance Department cycled through five directors, including hires with little local government finance experience. During this time, the City failed to utilize basic financial controls. For example, the Finance Department did not perform bank reconciliations for at least 13 months, permitted fund balances to fall below policy and LGC thresholds, and structured budgets on projections rather than actual cash data.
- **Overspending and Budget Practices:**

Select City Departmental overspending escalated from \$1.2 million in FY 2023 to \$10.3 million in FY 2024 (18% over combined budgets). Rather than enforce spending reductions, the City Council approved budget amendments to match actual spending, masking excessive spending and normalizing fiscal indiscipline. \$71 million was transferred from trust accounts to operating funds, depleting City cash and investment reserves.
- **City Council Oversight Shortcomings:**

The City Council’s oversight practices fell short in that it approved budgets without detailed financial data, missed statutory audit deadlines (FY 2023, filed in December 2024, and FY 2024, filed in May 2025), and failed to hold City management accountable for lack of transparency. The City’s external audits cited repeat findings that remained unaddressed and noted \$17.5 million in capital asset adjustments. City Councilmembers report that internal rivalries and personal agendas overshadowed their own governance responsibilities.
- **Opaque Compensation Arrangements:**

A closed-session City Council agreement allowed a former Interim City Manager to defer pay beyond State allowed pension limits, circumventing state rules and raising compliance concerns.

These governance breakdowns eroded fiscal discipline, decreased transparency, and caused corrective actions to lag, resulting in financial distress requiring recovery measures.

City Residents Pay the Price

The impact of the City’s financial distress has a direct and negative impact on both city services and the community, and time is needed to recover. In response to the budget crisis, the City:

Executive Summary (continued)

- **Paused** all “non-essential projects” to conserve resources.
- **Reduced** the workforce by eliminating 86 full-time positions (approximately 10% of the total staff) and decreasing the budget for part-time employees. In addition, following these actions, 37 employees resigned and 10 retired.
- **Raised** property taxes and utility rates for residents, resulting in an average increase of **\$20 per month** for natural gas and **\$8 per month** for electricity for a typical household.

Recommendations:

To address the underlying causes of the City’s financial distress and strengthen future governance, the following recommendations are proposed:

- **Mandate Comprehensive Financial Impact Analysis:** City policies and procedures should require a thorough, written financial impact analysis for all major compensation changes and capital projects. This analysis should include multi-year cost projections, identification of funding sources, and detailed debt service schedules to ensure fiscal responsibility and long-term sustainability.
- **Ensure Qualified Financial Leadership:** The City Manager should fill the Finance Director position with an individual who possesses demonstrated local government finance experience and appropriate professional credentials, selected through a competitive process.
- **Enforce Timely Account Reconciliation:** City management should implement controls to guarantee that monthly bank reconciliations for all significant accounts are performed and reviewed promptly, supporting accurate financial reporting and early detection of discrepancies.
- **Strengthen Governance and Oversight:** The City Council should develop and enforce a formal governance and oversight framework, including annual performance evaluations for the City Manager that are tied to measurable goals and accountability standards.
- **Implement Competitive Executive Recruitment:** The City should require a transparent and competitive recruitment process for all executive roles, including comprehensive background and reference checks, to attract qualified candidates and reduce the risk of unsuitable appointments.
- **Establish Clear Severance Policies:** The City should develop and enforce detailed policies and procedures regarding severance payments, including eligibility criteria, approval processes, and documentation requirements to promote fairness and fiscal responsibility.
- **Ensure Compliance with Retirement Limits:** The City should prohibit employment arrangements that circumvent state retirement limits and require written legal opinions

for any atypical compensation or employment agreements involving retirees to maintain compliance with state law and protecting public resources.

- **Provide Ongoing Governance Training:** City Councilmembers should participate in periodic governance and financial oversight training to strengthen their understanding of statutory responsibilities and best practices.
- **Digitize Financial and Accounting Records:** The City should implement a comprehensive digitization program for all financial and accounting records. Transitioning from paper-based to secure digital formats, including scanning, indexing, and applying Optical Character Recognition (OCR) for searchability, will improve audit readiness, operational efficiency, data security, disaster recovery, and fiscal transparency. Security measures such as encryption, access controls, and regular backups must be incorporated to safeguard sensitive data.

Recommendations

- **Mandate Comprehensive Financial Impact Analysis**
- **Ensure Qualified Financial Leadership**
- **Enforce Timely Account Reconciliation**
- **Strengthen Governance and Oversight**
- **Implement Competitive Executive Recruitment**
- **Establish Clear Severance Policies**
- **Ensure Compliance with Retirement Limits**
- **Provide Ongoing Governance Training**
- **Digitize Financial and Accounting Records**



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Chapter 147, Article 5A of the North Carolina General Statutes gives the Auditor broad powers to examine all books, records, files, papers, documents, and financial affairs of every state agency and any organization that receives public funding. The Auditor also has the power to summon people to produce records and to answer questions under oath.

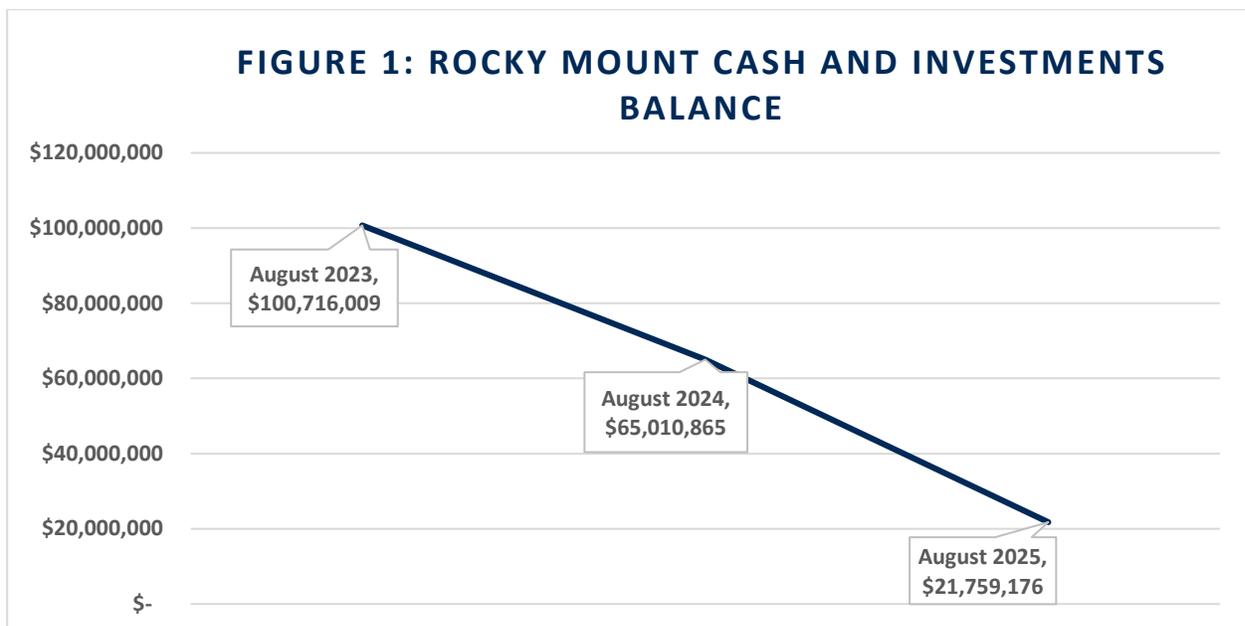


Background

Why We Conducted This Report

The Office of the State Auditor (OSA) initiated a performance audit of the City of Rocky Mount (City) in response to reports and concern regarding the City’s financial mismanagement and significant financial distress experienced in recent years. Between August 2023 and August 2025, the City’s cash and investments account balance plummeted from approximately \$100 million to \$21.8 million. Simultaneously, total annual purchases and other payments⁶ rose to over \$300 million in fiscal year (FY) 2024. Analysis of the City’s financial records revealed that significant increases in personnel-related and capital expenditures were primary factors contributing to the reduction in the City’s cash and investment balances.

Figure 1 illustrates the dramatic decline in the City’s cash and investment balances over the past two years, highlighting a key indicator of the City’s escalating financial distress.



Source: City cash and investments data and auditor analysis.

Indicators of Structural Financial Distress

The City’s deteriorating financial position did not occur in isolation. For three consecutive years prior to this audit, the North Carolina Local Government Commission (LGC) formally identified the City as a municipality in financial distress. The LGC’s annual reviews and communications to City leadership highlighted several persistent warning signs:

- **Declining Fund Balances:** The City’s unassigned fund balance fell to just 6% of annual expenditures, well below its own policy minimum of 10% and the LGC’s recommended threshold of 25%. The total fund balance was approximately 18% of

⁶ Includes all operating costs, capital outlays, and debt service payments (principal and interest). This provides a complete picture of the City’s annual purchases and other payments.

annual expenditures, further underscoring the City's limited financial cushion to absorb unexpected expenses or revenue shortfalls.

- **Revenue Decline:** City revenues decreased from \$227 million in fiscal year (FY) 2023 to \$223 million in FY 2024, even as expenditures surged, widening the structural gap between income and obligations.
- **Delayed Financial Reporting:** The City repeatedly failed to submit its annual financial audits to the LGC by the statutory deadlines, resulting in late filings for both the 2023 and 2024 fiscal years. These delays were accompanied by repeated audit findings related to incomplete or inaccurate financial reporting.
- **Chronic Budget Overruns:** Key City departments, including Police, Fire, Public Works, and the Rocky Mount Event Center, consistently exceeded their original budget appropriations. In FY 2023, these departments collectively overspent by \$1.15 million (2% of their combined budget), and in FY 2024, the overage ballooned to \$10.3 million (18% of their combined budget), an increase of nearly 800%. Rather than implementing corrective actions, the City Council frequently approved budget amendments to align with actual spending, effectively normalizing overspending and masking the City's true financial position.
- **Heavy Reliance on Reserves:** To cover operating shortfalls, the City transferred \$71 million from its Capital Management Trust accounts to operating accounts between April 2023 and June 2024, depleting long-term reserves and further undermining fiscal sustainability.

Budgetary Context

The City's budget process, while formally structured, exhibited several weaknesses that contributed to its fiscal instability:

- **Optimistic Revenue Projections:** The City's budgets often relied on optimistic revenue forecasts that did not materialize, leading to mid-year shortfalls and the need for emergency transfers or spending cuts.
- **Unplanned Expenditures:** Significant increases in personnel costs and capital outlays were frequently implemented without comprehensive feasibility analyses or long-term cost projections. For example, personnel-related expenditures rose to \$62.4 million in FY 2025, a 27% increase from FY 2023, and capital expenditures and related debt servicing soared to \$67.4 million in FY 2024, a 153% increase from the prior year.
- **Lack of Corrective Action:** Despite repeated warnings from the LGC and evidence of structural imbalances, City leadership did not enact the necessary reforms to restore fiscal discipline or transparency.

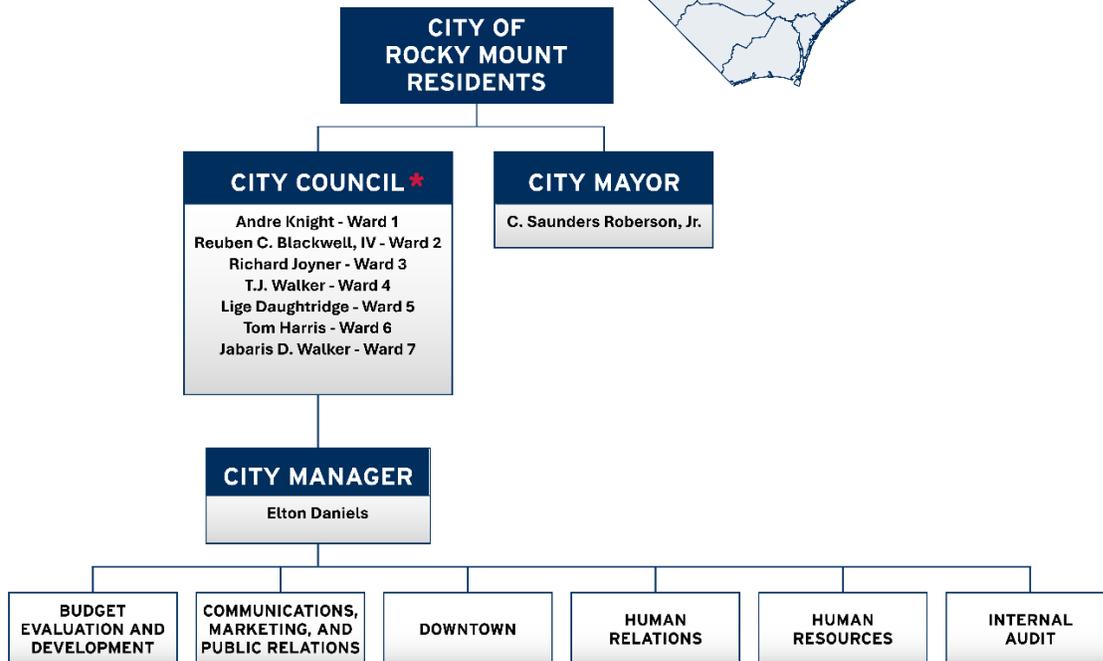
Persistent Warnings

The LGC's warnings were clear and consistent: Rocky Mount's financial trajectory was unsustainable without significant changes to its budgetary practices and financial management. The City's repeated failure to address these warnings, combined with ongoing budgetary imbalances, declining revenues, and eroding reserves, created an environment of

heightened risk and ultimately triggered the OSA’s decision to conduct a comprehensive performance audit.

City of Rocky Mount

The City of Rocky Mount was incorporated on February 19, 1867, and is located in eastern North Carolina in the coastal plains area. The City has a population of approximately 54,943 and straddles the Nash County and Edgecombe County line.



* As of August 31, 2025. Auditors note Charles Roberson was elected to represent Ward 3 and sworn in on December 8, 2025, replacing Richard Joyner.

The City operates under the council-manager form of government. The legislative body of the government of the City is comprised of a **Mayor** and a seven-member **City Council**. The governing council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the **City Manager**. The City Manager is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the heads of various City departments. The Mayor is elected at-large by the citizens to a four-year term and is the presiding officer of the Council. City Councilmembers serve four-year terms and are elected by the voters of the wards in which

Background (continued)

they reside. The City is divided into seven wards, each of which is represented by a Councilmember who resides in the ward. Elections are held every two years so that the terms of office are staggered.

The City provides a full range of services including police and fire protection, sanitation, public improvements, planning and zoning, parks and recreational activities, transportation, general administrative services, and the construction and maintenance of highways, streets, and other infrastructure. The City also operates electric, natural gas, water, sewer, and stormwater utilities for the incorporated and surrounding areas.

The annual budget serves as the foundation for the City's financial planning and control. The City has a formal operating budget process, which begins in February of each year. The City Council receives the recommended budget in late May. The Council is required to hold public hearings on the proposed budget and to adopt a final budget by no later than June 30, the end of the City's fiscal year. Budgetary control for operating budgets is exercised at the fund (e.g., General) and department (e.g., Police) level. The City Manager may make transfers of appropriations within a fund. Transfers of appropriations between funds, however, require the special approval of the City Council.

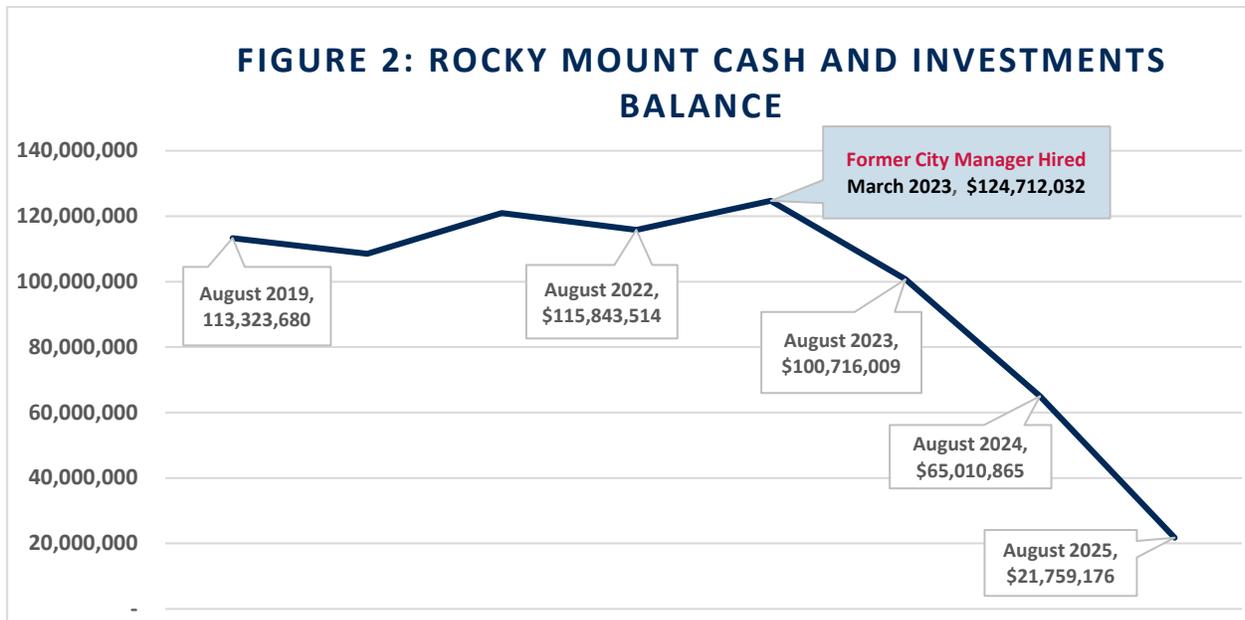


Findings and Recommendations

Major Compensation Increases and Capital Purchases without Adequate Analysis and Oversight

In recent years, the City of Rocky Mount, North Carolina (City), has faced acute financial strain, marked by a dramatic decline in cash and investment balances from approximately **\$100 million in August 2023 to \$21.8 million by August 2025 (78% decrease)**.⁷ This downturn coincided with a surge in annual purchases and other payments,⁸ which **exceeded \$302 million in fiscal year (FY) 2024**. **This surge reflected a 26% increase compared to the \$240 million the City spent in FY 2023**. **Simultaneously, City revenues decreased to \$223 million in FY 2024 from \$227 million in FY 2023 (2% decrease)**. See Figure below.

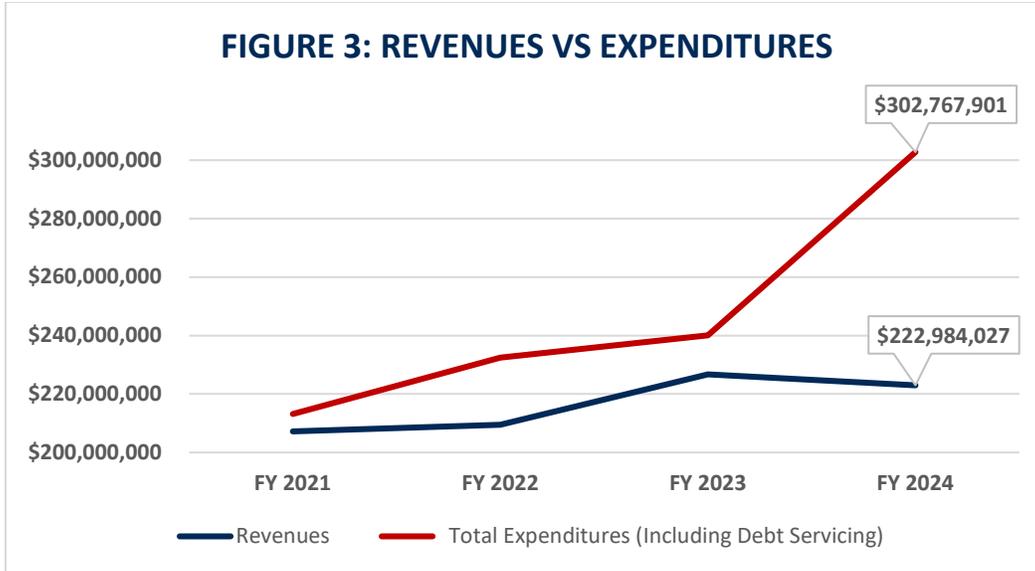
Increased personnel costs and capital project spending, compounded by insufficient oversight and deviations from established approval processes, primarily contributed to the escalation in purchases and other payments and has severely undermined the City’s fiscal stability. These actions taken by previous City leaders, including the previous City Manager, resulted in significant financial distress and forced the City to implement drastic measures that impacted both City employees and residents.



Source: City combined cash and investments data and auditor analysis.

⁷ See Appendix A for detailed list of withdrawals from the City’s Capital Management Trust account from August 2019, through August 2025.

⁸ As presented, purchases and other payments include all operating costs, capital outlays, and debt service payments (principal and interest). This provides a complete picture of the City’s annual purchases and other payments.



Source: City audited financial statements, City general ledger data, and auditor analysis.

Note: As presented, expenditures include all operating costs, capital outlays, and debt service payments (principal and interest). This provides a complete picture of the City’s annual purchases and other payments.

Increased Personnel-Related Expenditures

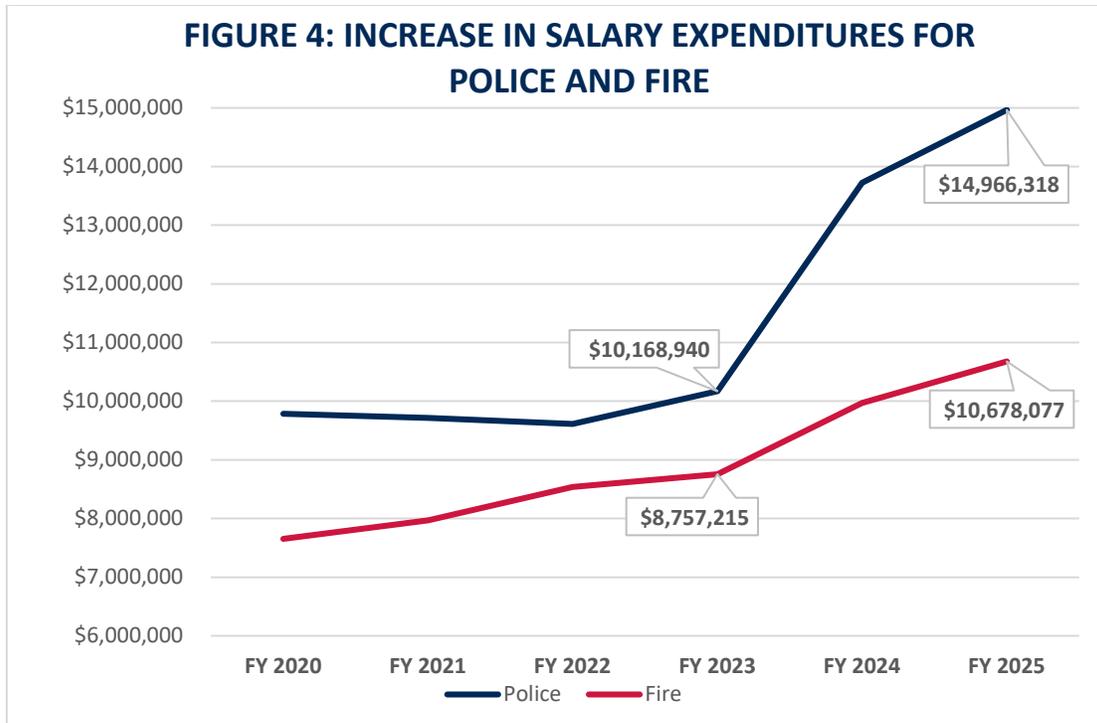
The first primary factor contributing to the City’s financial distress was a significant increase in the City’s personnel-related expenditures, which grew to **\$62.4 million** in FY 2025. This growth reflected a **\$13.5 million (27%) increase** from FY 2023. The most significant increase occurred in FY 2024 (**20%**), when the City implemented across-the-board salary increases that began with the Police Department, then the Fire Department, and eventually cascaded to all City employees.⁹ The increases were implemented without a full feasibility analysis from the City Budget Office and Finance Department and were well above recommendations from a City-commissioned Compensation and Classification Study.¹⁰ Additionally, the former City Manager awarded holiday bonuses despite the City’s declining cash and investments balance, further exacerbating the City’s increased personnel-related expenditures.

Police and Fire Department Raises

During FY 2023, under the directive of the former City Manager and Human Resources (HR) Director, the City implemented significant salary increases for police officers and firefighters that increased the City’s personnel-related **expenditures** from FY 2023 to FY 2025 by **\$6.7 million (35%)**. Of that amount, police department salaries increased by **\$4.7 million (47%)**, and fire department salaries increased by **\$1.9 million (22%)**.

⁹ See Appendix G for full list of employee raises.

¹⁰ In the fall of 2022, the City engaged Evergreen Solutions, LLC, to conduct a Compensation and Classification Study, aimed at assessing salary competitiveness, gathering employee feedback, and ensuring job classifications accurately reflect actual duties and appropriate class structures.



Source: City salary expenditure data and auditor analysis.

According to current City leadership and City records, adjustments to police salaries were intended to address ongoing staffing and recruitment challenges at the police department.

However, the police salary increases were implemented **without**:

- A full feasibility and funding availability analysis from the City Budget Office and Finance Department to determine whether the City could afford the increases, both in the current and future fiscal years;
- A formal presentation to the **City Council** for discussion, evaluation, and **approval** of the proposed salary adjustments; or
- Support from the City's Compensation and Classification Study. This study was an independent analysis commissioned by the City to evaluate and recommend appropriate pay scales for municipal positions. The salary increases not only lacked formal justification but also significantly exceeded the study's recommendations and were not aligned with its findings.

Instead, the City Budget Director stated that a review was conducted to determine whether the City could afford the raises in the current fiscal year.¹¹ He stated that based on the limited information provided during this review, he was not able to assess the affordability of the increases in subsequent fiscal years, indicating that the future affordability for such increases was, at best, questionable.

Rather than seeking formal approval from the City Council for the police department raises, the former City Manager contacted each City Councilmember individually with his plan.

¹¹ See Appendix B, Pg. 6.

According to current City Councilmembers, they were essentially notified by the former City Manager that these increases were going to occur with the facilitation of the former HR Director.

Ultimately, the former City Manager approved a **36% increase** in the starting salary for police officers, raising it to **\$60,000**. **This amount far exceeds the original salary adjustment of \$45,000 that was discussed with City Council members.**

After the City Manager approved the police department salary increases, the fire department requested comparable pay increases at the next City Council meeting. That request was subsequently approved by the City Council. According to City leaders, this decision was consistent with the City's historical practice of aligning police and fire compensation. As a result, the fire department received an average pay increase of **13%** across all positions, with the typical firefighter seeing a **17%** raise and some individual increases reaching as high as **31%**.

The City's decision to implement substantial salary increases for police officers and firefighters without conducting a full feasibility analysis or securing full City Council approval (in the case of the police department) placed immediate and lasting strain on the City's financial resources, contributing directly to the fiscal distress experienced in subsequent years.

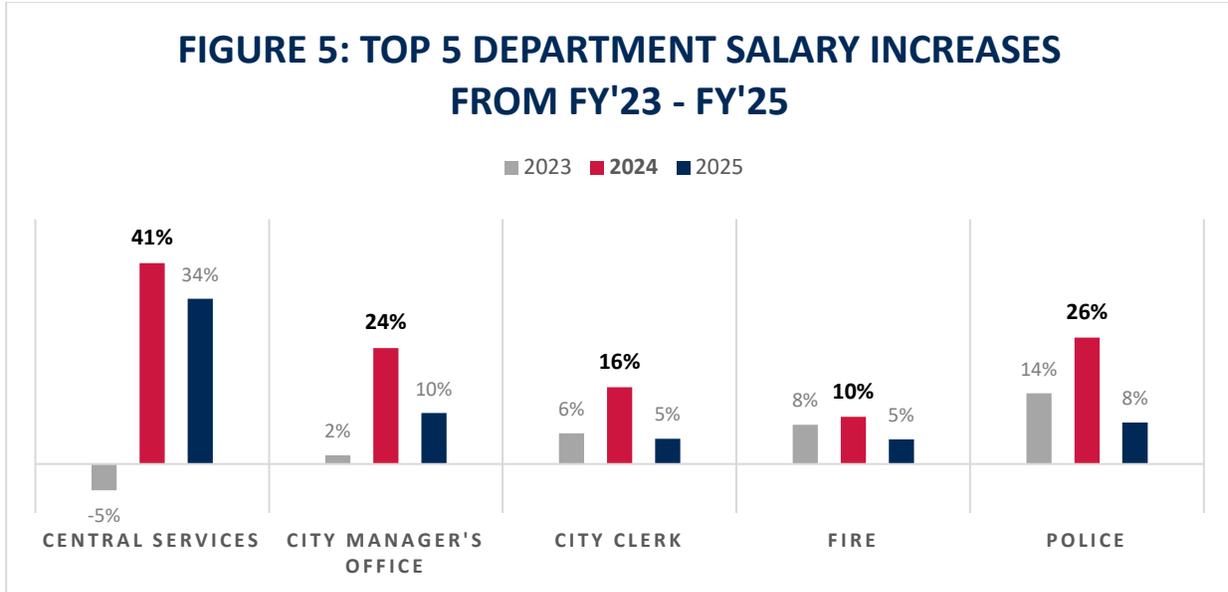
12.2% Raises to the Minimum Salary Range & 12.6% Raises Across All Other City Pay Grades

Following increases in the police and fire department salaries, the City implemented a broad salary adjustment for all City employees citing results from the City's Compensation and Classification Study. The adjustments resulted in a **12.2% increase to the minimum salary range** and a **12.6% raise across all other City pay grades**. These increases led to an estimated additional annual cost of **\$3.2 million**.

The City initiated this broad salary adjustment by increasing 416 City employees' salaries to the new minimum salary of their respective pay ranges and increasing 83 employees' salaries from the previous living wage minimum of **\$15.00 per hour** to a new living wage minimum of **\$16.83 per hour (12.2% increase)**.¹²

This increase to the minimum pay grades resulted in a cascading effect that increased all other City pay grades as well. See Figure below for the City departments that experienced the largest increases:

¹² Minimum Wage Rate Calculation: $\$16.83 - \$15.00 = \$1.83 / \$15.00 = 12.2\%$.



13

Source: City salary data and auditor analysis.

According to current City leadership and City records, these adjustments were intended to align City employee compensation with market standards and address recruitment and retention challenges.

However, the City-wide salary adjustments were implemented **without**:

- A full feasibility and funding availability analysis from the City Budget Office and Finance Department to determine whether the City could afford the increases, both in the current and future fiscal years.
- Support from the City's Compensation and Classification Study. The salary increases not only lacked formal justification but also significantly exceeded the study's recommendations and were not aligned with its findings.
- Detailed discussion with the City Council.

¹³ **Central Services** - Previously a division of the Finance Department. The new department is responsible for city-owned property management, the city's risk-management program, and mailing services.

City Manager's Office - The chief executive officer for the City of Rocky Mount. Operating under the council-manager form of government, the City Manager provides oversight for all departments, ensures that departments carry out the city's mission, vision and values, and is responsible for carrying out policy decisions enforced by the Mayor and members of the City Council.

City Clerk - Maintains and preserves the permanent and legal records of the City, including minutes of City Council meetings, ordinances, resolutions, contracts, easements, deeds to City property, cemetery records, and any other records committed to its custody or required by law.

Fire - Provides fire suppression, rescue, and emergency medical services, hazardous materials mitigation, technical rescue, code enforcement, fire investigation, and public education to the city of Rocky Mount. The Rocky Mount Fire Department currently serves 54,248 residents (2020 census) in an incorporated area of 45.65 square miles.

Police - The Chief of Police has four major divisions reporting directly to the Chief (Criminal Investigations, Patrol Services, Special Operations, Support Services), as well as a secretarial support position. In addition, the Professional Standards/Inspection Section and the Office of Recruitment report directly to the Chief.

Instead,

- The City Budget Office planned for a **3% cost of living adjustment** in FY 2024, not the 12.2% increase that was ultimately implemented. This larger increase led to inaccurate budget projections for FY 2024 and FY 2025, significantly undermining the City's financial planning.
- The City's Compensation and Classification Study did include a recommendation to raise the living wage minimum from **\$15.00 per hour to \$16.83 per hour (12.2% increase)**. However, the Compensation and Classification Study's recommended increase totaled **\$2.2 million**. The City Council ultimately approved increases totaling **\$3.2 million**, a difference of **\$1 million (32%)**.
- The former City Manager's plan for the salary adjustments was presented to the City Council at a summary level. Based on discussions with the City Council, the complete Compensation and Classification Study upon which the salary adjustments were purportedly based **was never provided** to City Councilmembers for review despite repeated requests.

Instead, "key results" of the study were presented to the City Council via a PowerPoint presentation. Additionally, when City Councilmembers questioned the feasibility of the increases, City management stated that the City had the money with not much more detail. See Appendix B for examples from City Council minutes. According to one current City Councilmember, eventually the City Council was resigned to just trusting that City Management, Budget, and Finance were doing their jobs.

While the City's leadership may have intended to improve employee compensation, the repeated and substantial increases to personnel-expenditures without thorough financial planning or feasibility analysis, significantly strained the City's financial resources and contributed to its fiscal distress.¹⁴

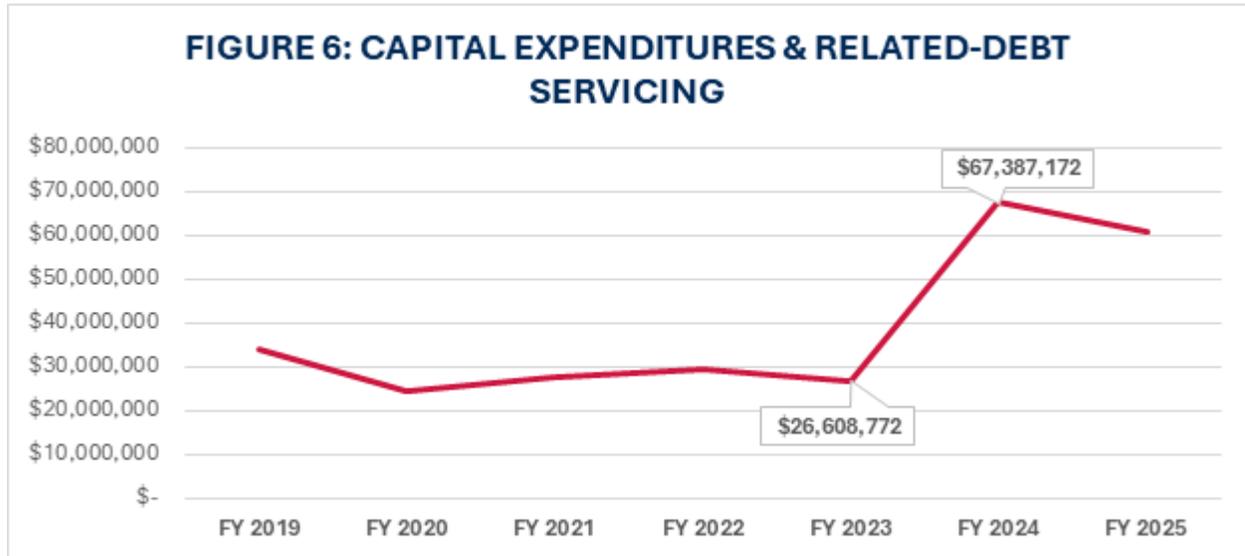
Holiday Bonus Payments During Financial Decline

Further increasing personnel-related expenditures during FY 2024, the former City Manager and former HR Director issued a post-tax holiday bonus of **\$500** (totaling **\$763.33** before taxes) to full-time employees and a post-tax bonus of **\$200** (totaling **\$305.61** before taxes) to part-time employees **without the approval of the City Council**. In total, the City distributed **\$621,500 in holiday bonuses**, though its cash and investment balance had decreased by **\$28.4 million** (or approximately **23%**) from March 2023 (the former City Manager's hire date) to December 2023. Current City leadership noted that this practice was uncommon with one City employee stating, "Christmas bonuses were unusual . . . we never received a bonus from the City before."

¹⁴ See Appendix C for a listing of employees with salaries over \$100,000.

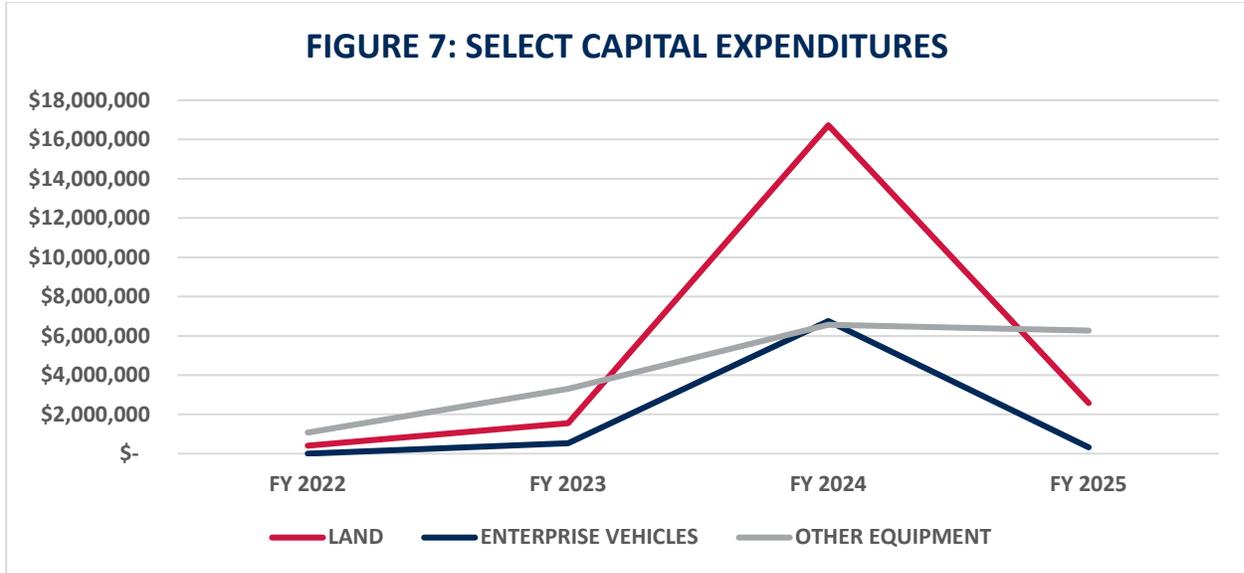
Increased Capital Purchases and Related Debt Servicing

The second primary factor contributing to the City’s financial distress was capital expenditure purchases and the related debt servicing. In FY 2024, the City’s capital expenditures and related debt servicing totaled **\$67.4 million**, reflecting a **\$40.8 million (153%)** increase from \$26.6 million in FY 2023.



Source: City capital expenditure and related debt servicing data and auditor analysis.

Significant capital purchases during FY 2024 included **\$17.2 million** for 336 acres of land intended for a casino and entertainment complex that never materialized, **\$11.2 million** for the redevelopment of a City fire station, **\$6.8 million** for the City’s light vehicle fleet, and **\$6.6 million** for other equipment that included new fire trucks, garbage trucks, and bulldozers. Much like the increased personnel-related expenditures, these purchases were completed without a detailed analysis from the City Budget Office and Finance Department to ensure financial feasibility.



Source: City land, enterprise vehicles, and other equipment expenditure data and auditor analysis.

336 Project

In FY 2024, the City purchased 336 acres of land (the “336 Project”) in Nash County near the intersection of I-95 and U.S. 64 for approximately \$17.2 million. Of that amount, the City paid \$1.8 million in cash and financed \$15.4 million. The City Council approved the purchase in late 2023 under the project name “Project Winner.” The purchase was originally motivated by proposals for a casino and entertainment complex and then-pending State legislation that would have allowed three casinos in North Carolina, including one in Nash County.

The City had options on the land parcels that were set to expire at the end of calendar year 2023 and needed to quickly decide whether or not to go through with the purchase. The City decided to purchase the land and worked with the Cordish Company out of Baltimore, Maryland and Carolina’s Gateway Partnership to complete the transaction. The City decided to finance the purchase on a 59-month term because their options were expiring soon and because the Local Government Commission (LGC)¹⁵ is not required to review and approve debt financing terms of shorter than 60-months.

Based on minutes from a closed session City Council meeting, the City Council knowingly structured the debt financing plan around circumventing the need for LGC approval. During this closed session, City Councilmembers indicated that the City could cover the interest payments on the 336 Project for FYs 2025 and 2026. They acknowledged, however, that beginning in FY 2027, the City would need additional funding to cover annual principal payments of \$4.8 million at an interest rate of 5.70% and that those principal payments would continue until the loan matured in January 2029. City staff also notified the City Council that, from a cash flow perspective, the City was facing a slight funding shortfall and would need additional revenue.

¹⁵ The Local Government Commission (LGC) is responsible for fulfilling the obligations of the Commission found in Chapter 159 of the North Carolina General Statutes. LGC staff provide resources, guidance, and oversight to over 1,100 units of local government subject to the provisions of Chapter 159 on a variety of topics including annual budgets, internal controls, debt management, and pension and other post-employment benefits (OPEB) reporting.

Findings and Recommendations (continued)

The City has since received approval from the LGC to refinance the debt terms to a 10-year debt financing plan under which the City made an interest payment of **\$439,000** in FY 2025 and will make annual principal payments of **\$1.9 million** beginning in FY 2027 through fiscal year 2034.

As of the date of this report, the City has been unable to proceed with the development of a casino on the land as State lawmakers have not passed legislation allowing commercial casinos. The City is currently advertising the land as a retail, residential, or commercial site with the intent of attracting investment and jobs to the community. However, there are no specific plans for the land at this time. Until September 2025, the City paid \$10,000 a month (\$120,000 annually) to fund the salary of a City of Rocky Mount Chamber of Commerce consultant tasked with finding tenants for the 336 Project land. The City was unable to provide the total amount paid to the consultant over the full duration of the project because the City receives one monthly invoice for all amounts due to the Chamber. Therefore, the total amount spent on the consultant is not determinable from the City's records.

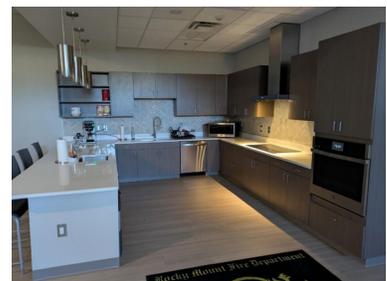
See Appendix D for the 336 Project parcel maps.



Fire Station #2



In 2019, the City Council approved the redevelopment of “Fire Station #2”, originally built in 1977, because the facility became outdated with worn-out infrastructure and had reliability concerns. In 2021, the City issued a request for qualifications (RFQ) for the redevelopment. The estimated original budget was approximately \$4.1 million. However, the City Council initially tabled the vote on the original budget, citing the desire for additional land and amenities for the station. Ultimately, the final cost for the completed Fire Station #2 totaled approximately **\$11.2 million**¹⁶ (nearly three times the original estimate). This additional cost was primarily caused by the purchase of additional land and the addition of a community center.



The City Council and the LGC eventually approved redevelopment of Fire Station #2 after numerous delays that ballooned the project's budget, including significant add-ons from the initial plans, delays during the Covid-19 pandemic, and delays during the project approval process due to disagreements among the City Council.

¹⁶ Of the total \$11.2 million spent, the City spent \$338,391 in FY 2023, \$587,891 in FY 2024, \$8.3 million in FY 2025, and \$2.0 million in FY 2026.

The City Council did not receive a full feasibility analysis conducted by the City Budget Office and Finance Department to validate whether funding capacity existed to complete the project before approval.

Enterprise Vehicle Fleet

During FY 2024, the City entered into a lease agreement with Enterprise Vehicle Maintenance (“Enterprise”) to provide light-duty vehicles (police cruisers, parks and recreation pick-up trucks, public works trucks, etc.) for the City’s vehicle fleet. The City Council approved the agreement with Enterprise, paying an initial lump sum of approximately **\$6.8 million** in FY 2024.



According to City management, this lease arrangement was necessary because the City deferred routine vehicle maintenance and postponed regular fleet replacements during and after the COVID-19 pandemic. These deferrals were intended to preserve cash reserves amid fiscal uncertainty and declining revenues, particularly from the Rocky Mount Event Center, which was impacted by pandemic restrictions. This strategy, while intended to maintain liquidity, led to a significant deterioration in the condition of the City’s vehicle fleet.



Compounding the issue, pandemic-related supply chain disruptions resulted in a nationwide shortage of available vehicles and extended wait times for new orders. Faced with an urgent need to replace aging and undermaintained vehicles, the City Council approved an agreement with Enterprise as an immediate stopgap solution. This “Band-Aid” approach enabled the City to quickly replenish its fleet but reflected the broader challenges of reactive decision-making during a period of financial distress.

Other Equipment

During FY 2024, the City incurred approximately \$6.6 million in “Other Equipment” expenditures, which included the acquisition of new fire trucks, garbage trucks, and bulldozers. As with the decision to purchase new light-duty vehicles, this surge in equipment purchases

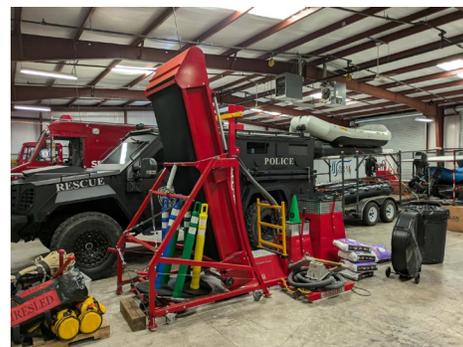
Findings and Recommendations (continued)

was largely a response to deferred maintenance and replacements intended to assist with liquidity during the COVID-19 pandemic. The City's neglect of heavy equipment was so prolonged that it had to borrow a fire truck from Nashville, NC to meet operational needs. City management acknowledged that these circumstances necessitated significant catch-up investments in FY 2024.



See Appendix E for a detailed listing of all Other Equipment expenditures during FYs 2023 through 2025.

In the course of audit interviews, City employees disclosed the purchase of a BearCat Tactical Armored Vehicle SWAT Truck (BearCat) for approximately \$341,000 in FY 2024. Notably, the BearCat was absent from the Fixed Asset Listing provided by the City, raising concerns about asset tracking and financial reporting practices.



Auditors also obtained documentation from the City indicating that the former City Manager attempted to approve the financing of equipment purchases without City Council approval (including the BearCat purchase and other equipment purchases – See full table below).

Figure 8
FY2024 Installment Financing - Equipment

Item	Equipment	Fund	Estimated Cost	Status
1	Special Response Team Delivery/Rescue Vehicle	General	\$ 341,000	PO 2401582
2	Tractor/Mower (Parks Maintenance)	General	\$ 74,000	PO 2401051 & 2401052 PAID 8/15/2023
3	Backhoe (Environmental Services)	General	\$ 126,000	PO 2401095
4	Dump Truck 6.5 yd (Streets & ROW)	General	\$ 214,000	PO 2401806
5	Tractor/Mower (Sports Complex)	General	\$ 72,000	PO 2401667
6	Crawler Dozer (Streets & ROW)	General	\$ 320,000	PO 2401500
7	Knuckle Boom Loader (Environmental Services)	General	\$ 206,000	PO 2401424 PAID 8/15/2023
8	Pac Mac 8 yd. Mini Rear Loader (Envir. Svc)	General	\$ 145,000	PO 2401086 PAID 8/1/2023
9	(2) Labrie Automizer Sideloaders (Envir. Svc)	General	\$ 859,000	PO 2401148 PAID 7/25/2023
10	Rubber Tire Backhoe	Water	\$ 118,000	PO 2401150 PAID 8/31/2023
11	WWTP Rectangular Clarifiers Festoon	Sewer	\$ 214,000	PO 2401456
12	Gearbox on Screw Pumps	Sewer	\$ 242,000	QUOTE
13	Remote Control Mower	Stormwater	\$ 65,000	QUOTE
14	Tornado Street Sweeper	Stormwater	\$ 367,000	PO 2401497
15	Leaf & Debris Collector	Stormwater	\$ 307,000	PO 2401498
			\$ 3,670,000	

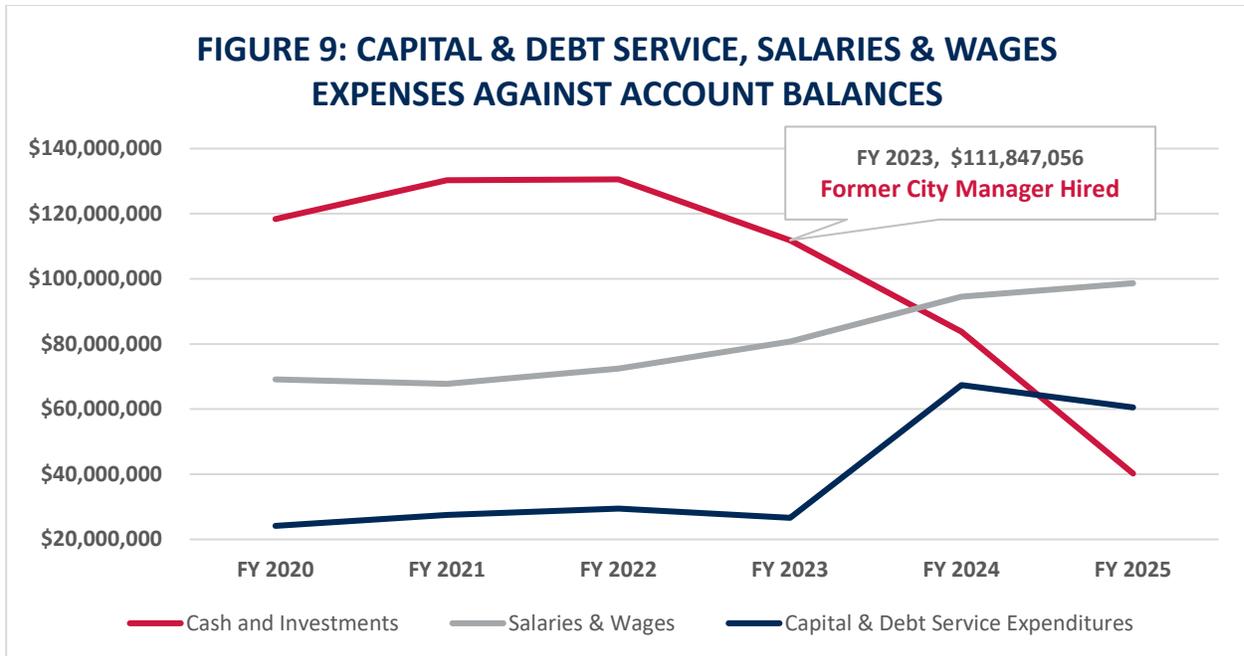
Source: City equipment financing data.

Concerned about the former City Manager's actions, a City Finance Department employee independently contacted the UNC School of Government (SOG) to confirm whether the City Manager had authority to approve equipment financing without City Council involvement. The UNC SOG advised that the preferred method is for City Council to approve a reimbursement resolution (usually via the consent agenda) and that the City should review N.C.G.S. § 160A-148, which governs the City Manager's authority and duties.

These actions seem to reflect the City Manager's intent to bypass City Council oversight. While the former City Manager ultimately brought reimbursement resolutions before the City Council for approval prior to the purchases being finalized, the City Manager did not provide the City Council with complete financial information that would have allowed the City Council to conduct proper due diligence prior to giving its approval.

Breakdowns in City Governance

The City Council and City Manager share responsibility for ensuring effective governance, fiscal integrity, and public trust. As the municipality's governing body, the Council provides oversight by setting clear expectations, establishing policy, and monitoring performance to safeguard the City's interests. The City Manager, in turn, implements these policies and manages day-to-day operations, overseeing departments, delivering services efficiently, preparing and administering the budget, and advising the Council on strategic and operational matters. Various factors including the decision to hire the former City Manager with limited due diligence, instability and lack of expertise in the City Finance Department, and shortcomings on the City Council all contributed to breakdowns in the City's governance and the City's current fiscal distress.



Source: City cash and investments data, salaries capital & debt service expenditure data and auditor analysis.

Former City Manager Hired with Limited Due Diligence

As illustrated in the above figure, the significant deterioration in the City’s finances occurred during the former City Manager’s tenure—March 2023 until his ultimate separation in August 2024.

The City paid **\$38,000** to POLIHIRE,¹⁷ an executive search firm, to recruit the former City Manager. According to City Council meeting minutes, POLIHIRE described the former City Manager as a “stretch candidate” and reiterated “he is a stretch candidate and coming in, there will be a learning curve...” Despite this information, there is no evidence that the City performed reference checks or other due diligence to determine the former City Manager’s qualifications for the job. Interviews with current City employees and City Councilmembers revealed that the HR Director at that time had a personal connection to the former City Manager prior to the hiring process.

Auditors contacted the former City Manager’s previous employer and uncovered details about his prior performance. Before joining the City, the former City Manager served as Town Manager in Dumfries, Virginia. A subsequent forensic audit of Dumfries revealed recurring issues of poor management and decision-making, including a pattern of unqualified hires, questionable salary increases without Council approval, inadequate segregation of duties, and structurally unsound budgeting. These deficiencies ultimately resulted in a \$1 million overspend.

These patterns closely mirror concerns later observed during the former City Manager’s tenure with the City. As detailed earlier in this report, the former City Manager:

¹⁷ See Appendix F for background information on POLIHIRE.

- Increased the starting police officer salary to **\$60,000** without a full feasibility analysis or City Council approval.
- Increased salaries across the board for all City employees by an average of **12.6%**¹⁸ in contradiction to recommendations from the City's Compensation and Classification study.
- Distributed unprecedented holiday bonuses totaling **\$621,500** without City Council approval.
- Made several significant capital purchases without a detailed feasibility analysis, including:
 - **\$17.2 million** for 336 acres of land intended for a casino and entertainment complex that never materialized,
 - **\$11.2 million** for the redevelopment of a City fire station,
 - **\$6.8 million** for the City's light vehicle fleet, and
 - **\$6.6 million** for other equipment including new fire trucks, garbage trucks, and bulldozers.

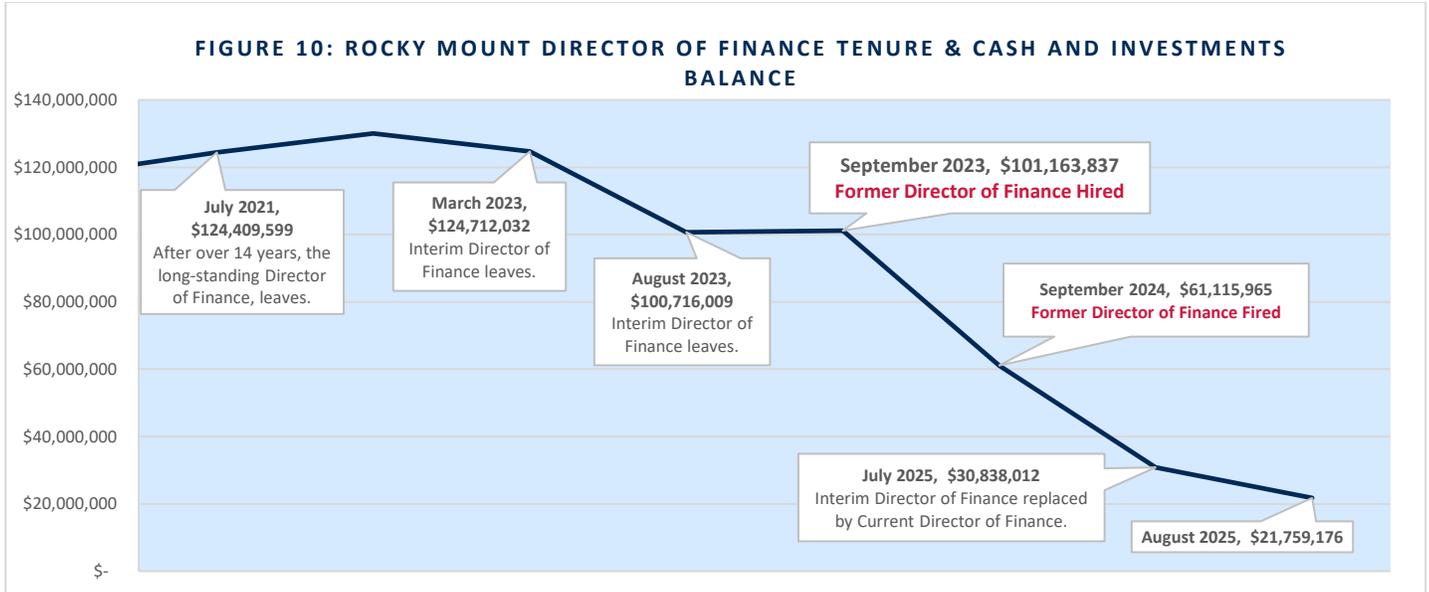
Basic due diligence, including reference checks, would have alerted the City to the significant issues that arose during the former City Manager's tenure in Dumfries. This information likely would have been pertinent in the City's hiring process for a position of this magnitude and importance.

Nevertheless, the City Council ultimately voted unanimously to appoint the former City Manager and entrust the City to his management. The former City Manager served in that role until the City Council called for his resignation in August 2024. The City paid the former City Manager a **\$169,875** separation payment.

Lack of Financial Leadership and Experience

Since the loss of the City's long-time Finance Director in FY 2021, the City has experienced a lack of financial expertise in the Finance Department. Since then, the City has relied heavily on out-of-state financial consultants and experienced significant turnover in the Finance Director position, which has repeatedly been filled with individuals who have little to no local government finance experience. This period of instability and lack of leadership in the City's Financial Department directly coincides with the City's deteriorating financial condition described in this report.

¹⁸ See Appendix G for complete list of employee raises and the breakdown of raises by City department.



Source: City cash and investments data and auditor analysis.

Since 2021, the Finance Department has experienced significant leadership turnover, with four different individuals serving in the Director role in just four years. The long-standing finance director remained until July 2021, after which the Internal Audit Director served twice as Interim Finance Director. Another Interim Finance Director held the position briefly, followed by the appointment of a new Finance Director (former Finance Director) in September 2023. That individual was subsequently terminated in September 2024. This period of frequent leadership turnover coincided with a sharp decline in the City’s cash balance, which quickly fell from historically strong levels to critically low amounts. Additionally, during this time, the Internal Audit Director simultaneously held the role of Finance Director and performed management functions, resulting in an independence impairment and raising serious governance concerns.

Of particular note is the former City Manager’s hiring of the former Finance Director in September 2023. Prior to working for the City, the former Finance Director was employed in a grant monitoring role at the University of North Carolina at Charlotte making \$66,000 per year and had no previous local government finance experience. Despite this lack of experience, the former City Manager fully entrusted her with the City’s financial management and paid her \$170,000 per year along with a \$3,150 sign-on bonus and up to \$5,000 to cover relocation expenses.

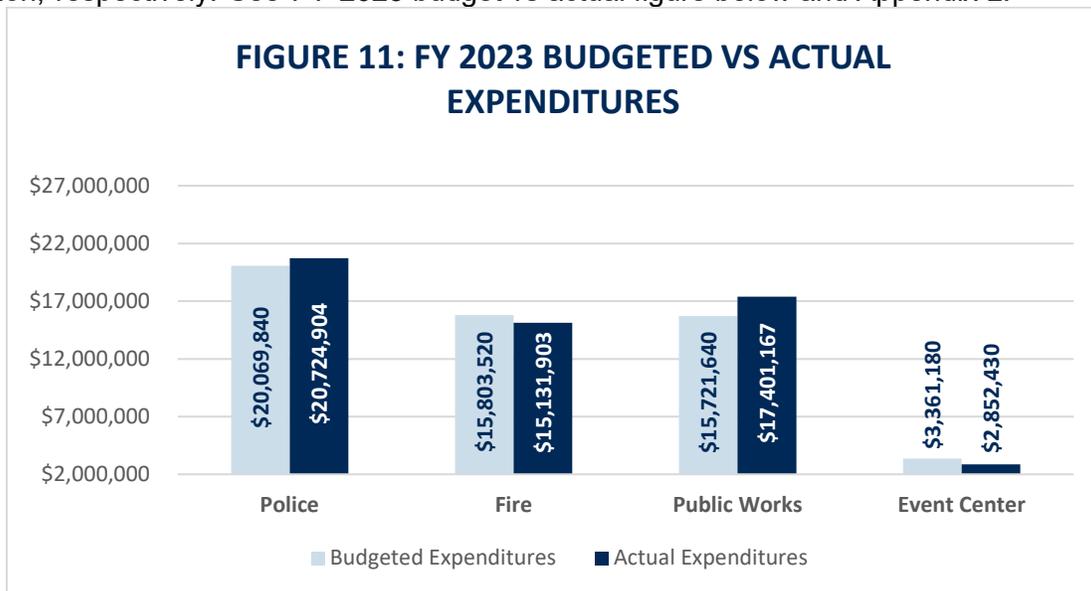
The former City Manager engaged POLIHIRE to assist with evaluating the former Finance Director for the position. However, the process lacked competitive consideration. Unlike a standard recruitment process, no other candidates were evaluated. POLIHIRE stated in an email, “Here is what we received on [] application. We did not receive directly from []” Additionally, the former HR Director stated in an email, “I will reach out to [] today to make the offer and to let her know that you will contact [],” indicating that the decision to hire the former Finance Director may have been a predetermined outcome (See Appendix H for the email from POLIHIRE). Despite this, the City paid POLIHIRE **\$13,000** to assist in the evaluation process. The former Finance Director served in that role for about a year until their termination in September 2024. According to the City’s letter to

the LGC on June 23, 2025,¹⁹ the former Finance Director had “insufficient knowledge and understanding” for the position.

During the former Finance Director’s tenure, the City’s financial management persistently failed to perform timely bank reconciliations and prepare accurate budgets. For example, the City Finance Department did not perform any bank reconciliations for a 13-month period from May 2024, through June 2025. During this time, employees repeatedly ignored bank issued balance warnings, allowing account balances to fall below both internal policy limits and LGC recommended thresholds without any corrective action. Rocky Mount’s own policy requires a minimum unassigned fund balance of **10%**, yet the City’s actual FY 2024 unassigned balance was only **6%**. Similarly, its FY 2024 total fund balance was about **18%** of annual expenditures, far below the **25%** LGC recommended threshold. The City’s financial audit reports have consistently highlighted these deficiencies, indicating a systemic lack of oversight.

Additionally, the City’s Budget Director stated that budgeting was difficult during this time due to the lack of reliable information from the City Finance Department. Budgets were prepared using theoretical projections rather than actual cash balances, creating a disconnect between budgeting and finance functions and leading to lack of understanding of the City’s true financial position.

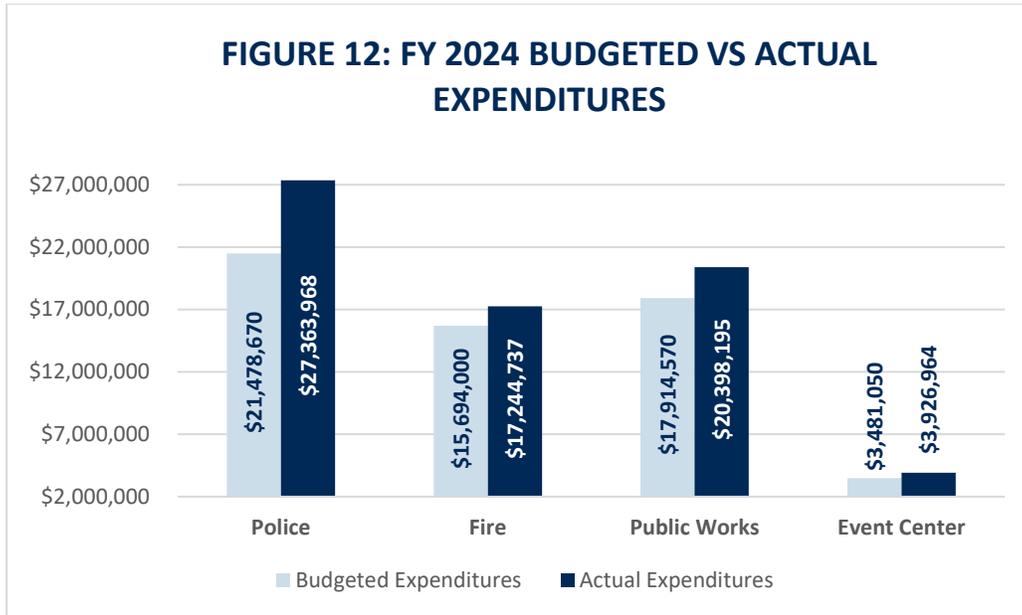
The City consistently exceeded its budgets for several key departments, including Police, Fire, Public Works, and the Event Center following FY 2023. In FY 2023, these departments collectively overspent their original budgets by **\$1.15 million** (or 2% of their combined budget). Police and Public Works were over budget by \$0.7 million and \$1.7 million, respectively. Fire and Event Center were under budget by \$0.7 million and \$0.5 million, respectively. See FY 2023 budget vs actual figure below and Appendix L.



Source: City’s FY 2023 audited financial statements and auditor analysis.

¹⁹ Letter titled “Financial Performance Indicator of Concerns” addressed to the LGC explaining Rocky Mount’s plan to rectify the financial performance indicators of concern from the City’s 2024 financial audit. See Appendix I for the full letter.

The situation worsened in FY 2024, with total overspending for these select departments rising to **\$10.3 million** (or 18% of their combined budget), a **798% increase** compared to the prior year. Police, Fire, Public Works, and the Event Center²⁰ were over budget by \$5.9 million, \$1.6 million, \$2.4 million, and \$0.4 million, respectively. See the FY 2024 budgeted vs actual expenditures figure below and Appendix L and M for full City budgeted to actual expenditures for FYs 2023 and 2024 respectively.



Source: City's FY 2024 audited financial statements and auditor analysis.

Rather than revising and implementing spending reductions, the City Council responded by simply increasing departmental budgets at the City Manager's request. Although these budget increases were approved by City Council through the formal Budget Amendment process, leadership did not recognize the consequences of failing to take further remedial action.

By consistently approving budget amendments to match actual spending rather than implementing corrective measures to address overspending, the City created an environment where overspending became normalized. This practice masked the City's true financial performance in annual statements and fostered a perception of compliance, even as expenditures exceeded original appropriations by millions of dollars. Rather than enforcing fiscal discipline, leadership's response encouraged continued reliance on transfers from the Capital Management Trust account²¹ to cover shortfalls. From April 2023 to June 2024, the City moved **\$71 million** from its trust accounts to its operating accounts. This practice not only depleted long-term financial reserves but also undermined transparency and accountability in the City's budget management.

²⁰ The Rocky Mount Event Center also reported operating losses of \$1.2 million in FY 2023 and \$1.8 million in FY 2024. See Appendix N for more information on the Rocky Mount Event Center including its revenues, expenditures, and operating losses for FY 2022 through 2024.

²¹ The Capital Management Trust account is a state-authorized investment pool for North Carolina local governments, managed by Fidelity Management & Research Company and distributed by Capital Management of the Carolinas, LLC. The account is certified and regulated by the North Carolina Local Government Commission (LGC), a division of the Department of State Treasurer, in accordance with N.C.G.S. § 159-30(c)(8). Local governments use this account to manage cash reserves and short-term investments. Transfers from the Capital Management Trust account to operating accounts are typically made to address budget shortfalls or liquidity needs but may reduce funds available for long-term financial stability.

Shortcomings of City Council

The North Carolina General Statutes provide that “the government and general management of the city [is] vested in the council”²² and that a city’s council is responsible for organization and general management of the city government “in order to promote orderly and efficient administration of city affairs.”²³ Included in these duties are the appointment of a City Manager based “solely” on executive and administrative qualifications,²⁴ holding the City Manager accountable for fulfilling their duties and responsibilities, adopting and approving annual budgets, and maintaining accountability for audits and financial reporting deadlines. However, the City Council has fallen short of fulfilling these statutory responsibilities.

- **Appointing a City Manager based on executive and administrative qualifications.** In hiring the former City Manager, the City Council did not perform full due diligence to ensure the candidate was qualified and appropriate for the position. Specifically, no one reached out to the former City Manager’s prior employer. Had the City made this effort, it would have discovered that, while in the same role for a Virginia town, the former City Manager demonstrated poor Town management and decision-making, including a pattern of making unqualified hires, approving questionable salary increases without Council approval, inadequately segregating duties, and structurally unsound budgeting that resulted in a \$1 million overspend.
- **Holding City Management Accountable.** The City Council demonstrated a hesitance to hold the former City Manager accountable. The former City Manager refused to provide City Councilmembers with basic budget and financial information despite repeated requests. For example, when a City Councilmember asked the former City Manager how the City could afford the across the board raises in an open session meeting, the former City Manager refused to explain and simply stated that the City should be “grateful” that they have \$3.2 million in funding available.²⁵ Nevertheless, it does not appear that the City Council pushed the City Manager for the requested information or otherwise performed its own due diligence before approving the requested raises. In short, the City Council approved these significant raises without confirming whether the City had the funds to afford it. The City’s June 23, 2025, letter to the LGC outlining the City’s plan for financial recovery further indicates the City Council’s lack of due diligence in approving these raises.²⁶ In this letter, signed by every City Councilmember, the City noted that its reduction in General Fund balance resulted “. . . primarily from **unforeseen increases in personnel-related expenditures . . .**” [*emphasis added*].
- **Adopting and approving annual budgets.** The City Council is responsible for adopting and approving the City’s annual budgets, including ensuring that the City

²² N.C.G.S. § 160A-67.

²³ N.C.G.S. § 160A-146.

²⁴ N.C.G.S. § 160A-147(a).

²⁵ See Appendix B for applicable City Council meeting minutes.

²⁶ Letter titled “Financial Performance Indicator of Concerns” addressed to the LGC explaining Rocky Mount’s plan to rectify the financial performance indicators of concern from the City’s 2024 financial audit. See Appendix I for the full letter.

operates under a balanced budget.²⁷ However, the City Council made key decisions on approved City budgets without detailed, accurate, or complete budget and financial information. For example, City Council meeting minutes demonstrate that, when considering the City's FY 2024 budget, City Councilmembers requested information from the former City Manager, received nonspecific assurance from the former City Manager, but not the requested information, and voted to approve resolutions without seeing detailed financial information.

During the FY 2024 budget meeting one City Councilmember made the following statement regarding the lack of detailed budget and financial information received: "The only reason these conversations are taking place is because during the number of budget sessions that have been held several City Councilmembers have asked questions related to public works and environmental services with no clarity in the response received."²⁸ During conversations with City Councilmembers, auditors were informed that information about the FY 2024 budget was provided at a "much higher-level than prior budgets", with key details related to available funding missing. Despite this lack of detailed information, City Council continued to adopt and approve the City budget.

- **Maintaining accountability for audits and financial reporting deadlines.** The City received repeated financial audit findings from their external auditors, including improper reporting of capital assets and related balances, without making the required corrections. For example, the City's external auditor reported in the FY 2024 audit report that, "Audit adjustments totaling approximately \$17.5 million were needed to correct capital assets and related balances of the City as of and for the year ended June 30, 2024." Additionally, the City received a repeat audit finding related to accounts payable that required a \$1.4 million adjustment for the year ended June 30, 2024.

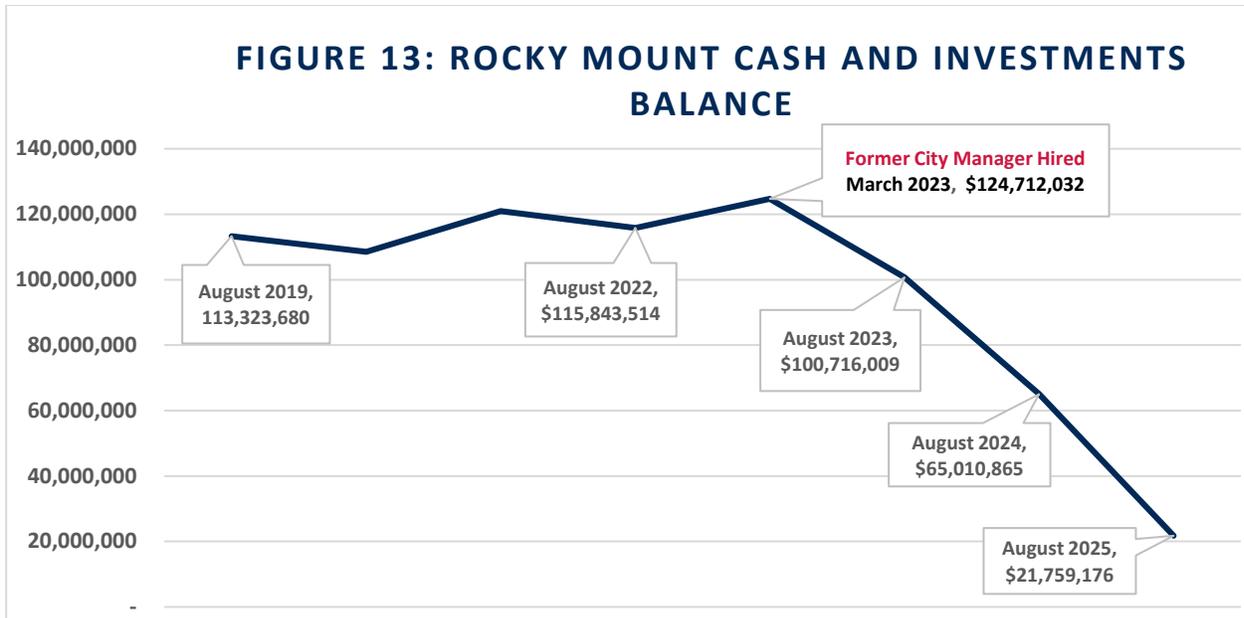
In addition, the City did not submit its 2023 and 2024 annual financial audits by the LGC's required October 31 deadline.²⁹ The 2023 audit was filed in December 2024, and the 2024 audit in May 2025, both in violation of the LGC's annual deadline.

All of these City Council shortcomings have contributed to the City's cash and investment balance collapsing by approximately **\$80 million** between August 2023 and August 2025.

²⁷ N.C.G.S. §159-8 requires the City to operate under an annual balanced budget.

²⁸ See Appendix B for applicable City Council meeting minutes.

²⁹ N.C.G.S. §159-34 requires the City to submit annual audit reports to the LGC. On December 20, 2024, the LGC amended the audit due dates to provide greater flexibility to counties, municipalities, and other local government units. Beginning with the fiscal year 2025 audit, the deadline will be December 31 (six months after fiscal year end), instead of the previous October 31 deadline (four months after fiscal year end).



Source: City cash and investments data and auditor analysis.

According to interviews conducted with each City Councilmember, City Councilmembers have allowed personal agendas and internal rivalries to dominate their decision-making rather than focusing on the long-term interests of the community. This dysfunction has hindered collaboration and accountability and led Council members to neglect or avoid critical oversight functions.

This lack of collaborative Council leadership created a troubling cycle in which city managers were hired, operated with minimal accountability, and ultimately were dismissed when problems arose, often receiving substantial severance payouts. In FY 2024, the City’s “Separation Allowance” account totaled \$642,000. Of this amount, severance payments included **\$169,875** to the former City Manager, **\$10,000** for the former HR director, and **\$205,690** for the 2021 City Manager.

Additionally, it appears the City Council may have actively contributed to the City’s lack of transparency and accountability at times. During OSA’s audit, auditors became aware of an arrangement between the Interim City Manager and the Mayor that may have been aimed at skirting the compensation limitations of State pension statutes for retired local government employees. As a result, the City may have permitted the Interim City Manager to work more than hours than permitted as a retired employee while also continuing to collect retirement benefits.

Under State retirement rules, the Interim City Manager was limited to 1,000 work hours per calendar year while receiving pension benefits.³⁰ On February 27, 2023, in a closed session

³⁰ Chapter 128 of the General Statutes defines “retirement” as “the termination of employment and the complete separation from active service with no intent or agreement, express or implied, to return to service. N.C.G.S. § 128-24(19). Section 128-21(18a) states that a person is considered “regularly employed” when employed “in a position for which the duties require not less than 1,000 hours of work in a calendar year. Accordingly, it seems a person can work less than 1,000 hours per year for a participating LGERS employer and still be considered “retired.” Conversely, working for more than 1,000 hours in a given year for a participating LGERS employer, such as the City, renders a person “regularly employed” and suspends his/her retirement benefits.

of City Council, the Interim City Manager informed the City Council that he had reached the 1,000-hour limit for 2022 on July 22, 2022. To continue serving as Interim City Manager, he “went off payroll on July 22nd” and “went back on payroll on January 21st [2023].” At that meeting, he noted that if he were to continue working for the City in 2023, he would need to again defer hours, and compensation for them, to calendar year 2024. During a closed session on February 27, 2023, the City Council approved this decision, with the approved action stating, “Consensus for Interim City Manager [] to do what is needed with his hours.” This arrangement appears to have been aimed at permitting the Interim City Manager to work more than 1,000 in calendar years 2023 and 2024 while also continuing to collect retirement benefits by logging hours in excess of 1,000 in the following calendar year. By allowing this deferred compensation arrangement, the City effectively circumvented statutory limits intended to govern post-retirement employment. The arrangement was not disclosed publicly and appears to have been approved without documented legal review. Such actions raise concerns regarding compliance with pension regulations, transparency in governance, and adherence to established financial policies. See Appendix J for the agreement letter pertaining to this arrangement.

City Residents Pay the Price

The City’s financial distress had a direct and negative impact on both municipal services and the broader community, and time is needed to recover. As of September 2025, the City had a \$24.6 million monthly spend rate, with an average distribution of monthly expenditures consisting of the following: 33% for payroll, 47% for operating expenses, and 20% for debt service and capital outlay.

To address the budget crisis, the City implemented several measures, including:

- **A pause** on all “non-essential projects” to conserve resources.
- **An elimination** of 86 full-time positions (approximately 10% of the total staff) and decrease in the budget for part-time employees. In addition, following these actions, 37 employees resigned and 10 retired.
- **An increase** in property taxes and utility rates for residents, resulting in an average increase of **\$20 per month** for natural gas and **\$8 per month** for electricity for a typical household.

These actions reflect the direct impact of the City’s financial challenges on both service delivery and the cost of living for residents.

Planned Expenditure Reductions

To recover from financial distress, the City plans to reduce expenditures for FY 2026 by a total of **\$34 million**. Key measures include generating:

- \$3.7 million by raising gas rates.
- \$15.7 million by freezing capital improvement projects.
- \$1.8 million by reducing or eliminating noncritical service contracts.
- \$3.5 million from the reduction in full-time staff.
- \$1.2 million by eliminating longevity pay for 226 employees.
- \$0.4 million by suspending non-essential staff travel.

Suspended Capital Improvement Projects

Several major capital improvement projects scheduled and budgeted for FY 2026 will be suspended to achieve savings, including:

- Fire Station #7 Roof Replacement.
- Compost Facility Relocation & LCID Expansion.
- Street Resurfacing.
- Dirt Street Paving.
- Technology Improvements.
- Police Rifle Vest Replacement.
- Planetarium Replacement.
- Commuter Transit Service.
- Development-Related Electric Projects.
- Gas System Expansion & Meter Replacement.
- Water Service Line Inventory.
- Sewer Collection System Improvement Study.
- Edgemont Basin Study.
- Holly Street Bridge Removal & Stream Restoration.

The City must take significant steps to recover financially before it can resume investing in new initiatives.

Recommendations

To address the underlying causes of the City's financial distress and strengthen future governance, the following recommendations are proposed:

- **Mandate Comprehensive Financial Impact Analysis:** City policies and procedures should require a thorough, written financial impact analysis for all major compensation changes and capital projects. This analysis must include multi-year cost projections, identification of funding sources, and detailed debt service schedules to ensure fiscal responsibility and long-term sustainability.
- **Ensure Qualified Financial Leadership:** The City Manager should fill the Finance Director position with an individual who possesses demonstrated local government finance experience and appropriate professional credentials, selected through a competitive process.
- **Enforce Timely Account Reconciliation:** City management should implement controls to guarantee that monthly bank reconciliations for all significant accounts are performed and reviewed promptly, supporting accurate financial reporting and early detection of discrepancies.
- **Strengthen Governance and Oversight:** The City Council should develop and enforce a formal governance and oversight framework, including annual performance evaluations for the City Manager that are tied to measurable goals and accountability standards.

Findings and Recommendations (continued)

- **Implement Competitive Executive Recruitment:** The City should require a transparent and competitive recruitment process for all executive roles, including comprehensive background and reference checks, to attract qualified candidates and reduce the risk of unsuitable appointments.
- **Establish Clear Severance Policies:** The City should develop and enforce detailed policies and procedures regarding severance payments, including eligibility criteria, approval processes, and documentation requirements to promote fairness and fiscal responsibility.
- **Ensure Compliance with Retirement Limits:** The City should prohibit employment arrangements that circumvent state retirement limits and require written legal opinions for any atypical compensation or employment agreements involving retirees, maintaining compliance with state law and protecting public resources.
- **Provide Ongoing Governance Training:** City Councilmembers should participate in periodic governance and financial oversight training to strengthen their understanding of statutory responsibilities and best practices.
- **Digitize Financial and Accounting Records:** The City should implement a comprehensive digitization program for all financial and accounting records. Transitioning from paper-based to secure digital formats, including scanning, indexing, and applying Optical Character Recognition (OCR) for searchability, will improve audit readiness, operational efficiency, data security, disaster recovery, and fiscal transparency. Security measures such as encryption, access controls, and regular backups must be incorporated to safeguard sensitive data.



Objective, Scope, and Methodology

Objective, Scope, and Methodology

The audit objective of this audit was to determine how personnel-related expenditures, and the financial impact of capital expenditures and related debt servicing, have contributed to the City of Rocky Mount's (City) financial distress.

The audit scope included select City processes, policies, procedures, events, and financial transactions and records during fiscal years 2021 through 2025 deemed necessary to achieve the audit objective.

To achieve the audit objective, auditors:

- Reviewed applicable North Carolina General Statutes, City and NC Code of Ordinances, and City policies and procedures.
- Examined and analyzed City records, documentation, and data including City Council Board Minutes, financial records, general ledger, annual comprehensive financial reports, personnel records, invoices, contracts, deeds, checks, and electronic communications.
- Interviewed Local Government Commission (LGC) personnel and examined applicable LGC communications with the City.
- Interviewed City personnel including the mayor, each City Councilmember, the current City Manager, City Attorney, Finance Director, Human Resources Director, Budget Director, and other select City employees.

Because of the test nature and other inherent limitations of an audit, together with limitations of any system of internal and management controls, this audit would not necessarily disclose all performance weaknesses or instances of noncompliance.

This audit was designed to identify, for those programs, activities, or functions included within the scope of the audit, deficiencies in internal controls significant to our audit objectives. As a basis for evaluating internal control, auditors applied the internal control guidance contained in professional auditing standards. However, our audit does not provide a basis for rendering an opinion on internal control, and consequently, we have not issued such an opinion.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.



Response from the City of Rocky Mount



ROCKY MOUNT
OFFICE OF THE CITY COUNCIL
THE CENTER OF IT ALL

January 20, 2026

Jack Gagnon
Performance Audit Manager
North Carolina Office of the State Auditor
20601 Mail Service Center
Raleigh, NC 27699

Dear Mr. Gagnon:

The city of Rocky Mount, N.C. provides the following responses to the OSA audit findings and recommendations presented in the “draft report of the City of Rocky Mount’s financial distress, focusing on personnel expenditures, capital expenditures, and the related debt servicing,” which the city received on January 5, 2026.

Audit Finding

Major Compensation Increases and Capital Purchases without Adequate Analysis and Oversight

Recommendation

Mandate Comprehensive Financial Impact Analysis: City policies and procedures should require a thorough, written financial impact analysis for all major compensation changes and capital projects. This analysis must include multi-year cost projections, identification of funding sources, and detailed debt service schedules to ensure fiscal responsibility and long-term sustainability.

Agency Response

Under the current city’s administration, staff are already in the process of developing a standard analysis format which will allow the city to provide a comprehensive financial impact analysis for all major compensation changes and capital projects. This procedure will be presented to City Council for review as an Administrative Policy, with consideration for adoption no later than April 30, 2026. If approved, the policy will be applied by city staff and City Council beginning with the development of the 2027–2031 Five-Year Capital Improvement Program and the Fiscal Year 2027 Annual Operating Budget. The city’s finance department will provide training and guidance to all departments in the utilization and application of the process.

It is also important to note that the city consulted with Davenport & Company, LLC during the purchase of major capital and financing projects including the 336 economic development project and the financing of Fire Station No. 2. Davenport & Company, LLC, is a firm that acts as an independent financial advisor to Rocky Mount, as well as numerous other counties and municipalities, utilizing comprehensive financial modeling to assess debt capacity and long-term fiscal health. Their fiduciary analysis enables local governments to objectively determine the

affordability of capital investments, such as land and building acquisitions, ensuring informed and sustainable financial decision-making.

Audit Finding

Breakdown in City Governance

Recommendation

Strengthen Governance and Oversight: The City Council should develop and enforce a formal governance and oversight framework, including annual performance evaluations for the City Manager that are tied to measurable goals and accountability standards.

Agency Response

The City Council already maintains a formal governance and oversight structure. Annual performance evaluations are conducted for positions that report directly to the Mayor and Council, including the City Manager and City Clerk. These evaluations are tied to measurable goals and defined accountability standards. In addition, the City Manager is now subject to a newly adopted administrative policy requiring the provision of monthly budget and financial reports to the Mayor and Council. This policy further strengthens fiscal oversight, transparency, and ongoing accountability, ensuring the Council has regular and timely information to effectively fulfill its governance responsibilities.

The city will continue to explore and implement additional opportunities to further strengthen governance and oversight. Examples of these efforts may include refining performance metrics to better align with Council priorities, enhancing the format and clarity of financial and operational reporting, and providing ongoing training for elected officials on best practices in municipal governance and fiscal oversight.

Audit Finding

Former City Manager Hired with Limited Due Diligence

Recommendation

Implement Competitive Executive Recruitment: The City should require a transparent and competitive recruitment process for all executive roles, including comprehensive background and reference checks, to attract qualified candidates and reduce the risk of unsuitable appointments.

Agency Response

The city acknowledges that, in hindsight, additional due diligence should have been undertaken during the recruitment process for the former City Manager instead of relying solely on the independent third-party search firm. At the time, the city engaged an executive recruitment firm, POLIHIRE, through a formal contract to manage all aspects of the recruitment process. This included conducting background checks, reference checks, and other standard vetting procedures associated with executive-level placements.

The city relied on POLIHIRE's expertise and representations that these responsibilities would be handled thoroughly and in accordance with professional standards. While the city recognizes its ultimate responsibility for the city manager's appointment, it is important to note that the recruitment firm was retained specifically to provide specialized due diligence and screening services.

We are reviewing our internal processes and oversight mechanisms to ensure that future executive recruitment include enhanced safeguards, clearer accountability, and additional verification steps to prevent similar issues from occurring again.

Audit Finding

Lack of Financial Leadership and Experience

Recommendation

Ensure Qualified Financial Leadership: The City Manager should fill the Finance Director position with an individual who possesses demonstrated local government finance experience and appropriate professional credentials, selected through a competitive process.

Agency Response

The City acknowledges that over the past four to five years, the Finance Department has experienced instability, including the absence of a fully qualified individual serving in the role of Finance Director since 2021. This lack of continuity and professional leadership contributed to operational challenges within the department.

Since that time, the City has taken decisive steps to strengthen its financial leadership. Within two months of being promoted, the city's new City Manager successfully recruited a highly qualified Finance Director who is a Certified Public Accountant with more than 35 years of experience in public finance and governmental accounting.

In addition, the city's current City Manager brings over 15 years of experience in North Carolina local government management. Both the City Manager and Finance Director are active members of the North Carolina Government Finance Officers Association and other relevant professional organizations. Their active participation in these organizations requires ongoing education and ensures they remain informed of new regulations, statutory requirements, and best practices in local government finance and administration.

Together, this experienced leadership team is committed to restoring stability, strengthening internal controls, and ensuring sound financial management for the city moving forward.

Audit Finding

Shortcomings of City Council

Recommendation

Provide Ongoing Governance Training: City Councilmembers should participate in periodic governance and financial oversight training to strengthen their understanding of statutory responsibilities and best practices.

Agency Response

The City recognizes the importance of ongoing governance and financial oversight training for City Councilmembers. The City will continue to encourage and facilitate participation in periodic training programs that address statutory responsibilities, financial oversight, and best practices in municipal governance to support informed decision-making and effective oversight.

Additional Recommendation

Enforce Timely Account Reconciliation: City management should implement controls to guarantee that monthly bank reconciliations for all significant accounts are performed and reviewed promptly, supporting accurate financial reporting and early detection of discrepancies.

Agency Response

The City of Rocky Mount agrees with the recommendation. Under the current City Manager's administration, bank reconciliations are being completed within industry-standard timeframes. When the current City Manager was hired, reconciliations were more than one year in arrears. The City Manager recruited qualified finance staff, restructured the Budget Office and Finance Department, and implemented internal policies and procedures, resulting in reconciliations being brought up current.

Additional Recommendation

Establish Clear Severance Policies: The City should develop and enforce detailed policies and procedures regarding severance payments, including eligibility criteria, approval processes, and documentation requirements to promote fairness and fiscal responsibility.

Agency Response

The city acknowledges this recommendation and affirms its commitment to clear, consistent, and fiscally responsible severance practices. The city will continue to adhere to the terms and conditions of employment contracts entered into for positions that report directly to the Board, including the City Manager, City Clerk, and City Attorney.

For all other staff positions, the city will adhere to applicable city policies and procedures, as well as all relevant state and federal laws and guidelines governing employment and severance practices. These measures are intended to ensure fairness, transparency, proper documentation, and responsible use of public funds.

Additional Recommendation

Ensure Compliance with Retirement Limits: The City should prohibit employment arrangements that circumvent state retirement limits and require written legal opinions for any atypical compensation or employment agreements involving retirees, maintaining compliance with state law and protecting public resources.

Agency Response

The City agrees with this recommendation and is committed to full compliance with all applicable state retirement laws and regulations. The city will prohibit any employment arrangements that circumvent or conflict with state retirement limits. Any proposed employment or compensation arrangement involving retirees, or any atypical employment agreement, will be subject to review and approval by the Human Resources Department and the City Attorney prior to execution. In addition, the city will require written legal opinions for any non-standard or atypical compensation or employment agreements involving retirees to ensure compliance with state law and to safeguard public resources.

Additional Recommendation

Digitize Financial and Accounting Records: The City should implement a comprehensive digitization program for all financial and accounting records. Transitioning from paper-based to

secure digital formats, including scanning, indexing, and applying Optical Character Recognition (OCR) for searchability, will improve audit readiness, operational efficiency, data security, disaster recovery, and fiscal transparency. Security measures such as encryption, access controls, and regular backups must be incorporated to safeguard sensitive data.

Agency Response

The City agrees with this recommendation and supports the modernization of its financial and accounting recordkeeping systems. The city will pursue a phased implementation approach to digitization, beginning with an assessment of the current capabilities of the city’s financial management system (MUNIS) to determine whether existing functionality supports document scanning, indexing, Optical Character Recognition (OCR), secure storage, and retrieval.

If these features are available within MUNIS or through existing modules, we will evaluate their effective use and integration. If gaps are identified, we will develop a plan to procure or implement appropriate solutions, subject to budget availability and approval. Throughout this process, we will incorporate appropriate security measures, including encryption, role-based access controls, and regular backups, to safeguard sensitive data.

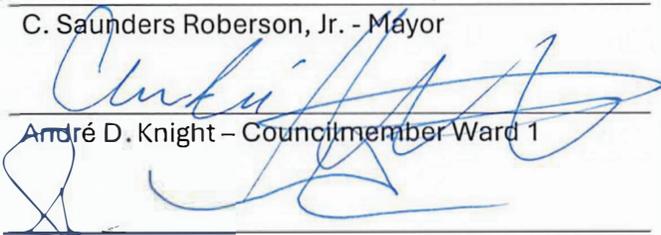
This phased and fiscally responsible approach is intended to improve audit readiness, operational efficiency, disaster recovery, and fiscal transparency while aligning implementation efforts with available resources.

Conclusion

These responses reflect our good-faith efforts to address the findings and recommendations outlined in the draft report. Collectively, they demonstrate our commitment to implementing corrective actions, strengthening governance and financial management practices, and ensuring compliance with applicable laws and best practices. We believe these actions will position the city of Rocky Mount for improved financial stability, operational effectiveness, and the continued restoration of public trust.



C. Saunders Roberson, Jr. - Mayor



André D. Knight – Councilmember Ward 1



Reuben Blackwell, IV. – Councilmember Ward 2



Charles Roberson – Councilmember Ward 3

TJ Walker, Jr.

T.J. Walker, Jr. – Councilmember Ward 4

Lige Daughtride

Lige Daughtride – Councilmember Ward 5

Tom Harris

Tom Harris – Councilmember Ward 6

Jabari Walker

Jabari Walker – Councilmember Ward 7

Attested by:

Kim Batts

Kim Batts, City Clerk



1-20-2024

Date

Attached, please find supporting documentation for all the aforementioned.

Attachment A - Enterprise documents (Staff presentation, Council meeting minutes, Sourcewell contract, etc.)

Attachment B - POLIHIRE Contract

Attachment C - Archived Annual Budget votes 2015-2026.

Attachment D - Minutes from the LGC meeting with regards to the financing of Fire Station 2

ATTACHMENT

A

MINUTES OF A REGULAR SCHEDULED MEETING OF THE COMMITTEE OF THE WHOLE HELD MONDAY, NOVEMBER 14, 2022, AT 5:00 P.M. IN THE COMMITTEE ROOM OF THE FREDERICK E. TURNAGE MUNICIPAL BUILDING WITH MAYOR PRO TEM T.J. WALKER PRESIDING:

MEMBERS PRESENT:

T.J. Walker, Mayor Pro Tem
André D. Knight
Reuben C. Blackwell, IV
Richard Joyner
Lige Daughtridge
Tom Harris
Jabaris Walker
Mayor C. Saunders "Sandy" Roberson, Jr.

OTHERS PRESENT:

Cedric Harrison (Via Zoom)
Ben Krautheimer Enterprise Fleet
Chrissy Huff Enterprise Fleet

STAFF PRESENT:

Peter F. Varney
Kim Batts
Robert Hassell
Richard J. Rose
Kenneth Hunter
Abdul Baloch
Elton Daniels
Kirk Brown
Kena Cofield-Jones
Greg Cotten
Latasha Hall
Corey Mercer
Archie Jones
Kream Mosley

OPENING OF MEETING

Mayor Pro Tem T.J. Walker called the meeting to order at 5:00 p.m. He acknowledged Veteran's Day and thanked all the men and women who served.

Mr. Varney requested City Council schedule Committee of the Whole meeting for Monday, November 21, 2022 at 5:30 and Monday, November 28, 2022 at the conclusion of the 4:00 p.m. City Council meeting.

By Consensus, the City Council approved the scheduling of the additional Committee of the Whole meetings.

CURE VIOLENCE - Peter Varney

Mr. Varney introduced Cedric Harrison Director of Port City United, a gun violence prevention program.

Mr. Harrison shared some of the program highlights:

- Mediation & Outreach specialists working within neighborhoods to provide connections to important resources, promote healing and help prevent violence.
- Community Resource Coordinators are available in schools
- A 24-7/365 call center operating to connect people with resources and support
- Providing relocation assistance for individuals who have been confirmed as being in danger
- Identifying areas where streetlights need to be installed

Councilmember Daughtridge asked what the program budget is and how it is being funded.

Mr. Harrison replied that they have a \$4-million-dollar budget funded by New Hanover County with AARP funds, revenue stabilization and the general fund.

COMMITTEE RECOMMENDATION. Information only; no formal action

LIGHT DUTY VEHICLE PROCUREMENT AND REPAIR - Ken Hunter

Ken Hunter, Assistant to the City Manager for Budget and Evaluation introduced Ben Krautheimer and Chrissy Huff from Enterprise Fleet. Mr. Hunter stated that he has been evaluating the procurement and maintenance of light duty vehicles for several months. He met with all the departments that have light duty vehicles. Light duty vehicles are pickup trucks, patrol cars and SUV under \$50,000.

Mr. Hunter noted the current issues:

- 342 total vehicles
 - 45% police patrol vehicles
- 186 over 10 years old
 - Replace at 10 years/100,00 miles or if repair costs exceed the cost of replacement
- Light vehicle purchases were not made in FY20 and FY21 due to the Pandemic
- Cost of vehicles are increasing
- Supply Disruptions

Fleet maintenance challenges:

- Difficult to recruit, retain mechanics
- Significant changes in vehicle models
- Many current repairs already outsourced to local vendors

Enterprise's proposal:

- Vehicle procurement through open-ended leases
 - Five-year lease agreement
 - Can acquire at end of lease
 - Can return anytime, take advantage of resale value
- Outsource light-duty vehicle maintenance
 - Working with maintenance management partner
 - Negotiated rates with local vendors
 - Centralized billing and payment
 - Available for leased and City-owned vehicles
 - City will continue supplementing light-duty preventative maintenance

Mr. Hunter stated that Enterprise will process the sale of replaced vehicles and the City will receive the proceeds. This venture will increase the number of annual replacements, over 100 vehicles could potentially be replaced. The City's available funding may purchase 25 vehicles a year.

Mr. Hunter said in respect to light duty vehicle maintenance that another master agreement with Enterprise Maintenance Management would cover all leased vehicles, except patrol cars. A monthly maintenance fee will added to the lease to cover all maintenance costs with no

deducible. For the City-owned vehicles and leased patrol cars there will be a \$5/month management fee.

Mr. Hunter stated that the reallocation of 2 funded vacant positions will be necessary. An accounting technician to handle maintenance management and an accountant to handle lease management.

Mr. Hunter said a matter that needs to be considered is a change would occur in the budget for light-duty vehicles. It would move from capital outlay, which is a discretionary budget item to a lease obligation which becomes a non-discretionary budget item.

Mr. Hunter stated that the procurement and performance progress will be evaluated, as the agreement can be canceled at any time.

He recommends:

- Transition all light-duty vehicle maintenance to Enterprise's maintenance management program.
- Transition all vehicle records management to Enterprise's vehicle management software
- Continue internal maintenance of heavy equipment and small engines
- Recruit & utilize MWBE participation as maintenance providers

Mr. Hunter presented a financial analysis that showed replacing 194 vehicles over a 6-year period would produce savings in all years except the 3rd. He said that the current financial plan wouldn't enable the City to catch up with vehicle replacement.

Mr. Hunter said that if City Council approves the necessary actions by November 28, 2022, transition and implementation should take place no later than spring 2023.

Mr. Hunter asked that the Council approve the following at the next Council meeting:

- Master Agreements with Enterprise
- Approval of the maximum budget on an annual basis
- Authorization for The City Manager to approve and execute individual vehicle lease agreements.
- Amendment to Staffing Resolution reclassifying 2 current Mechanic Positions to:
 - o 1 Accounting Technician (in Fleet Maintenance)
 - o 1 Accountant (in Accounting)

Council Comments:

- Councilmember Harris asked the Enterprise representative to share information on their network of vendors
- Ms. Huff responded that Enterprise tries to start with vendors on the State or Sheriff contract before venturing out. They will attempt to work with any dealers that the City has a relationship with and will notify the City if there will be an overpayment by using them

- Councilmember Harris asked if the cost would be less than what the City may get otherwise
- Ms. Huff said the price will be the same if vehicles are purchased on the State or Sheriff contract; the cost may go down on purchases made at local dealers depending on the purchase agreement
- Councilmember Harris asked about the repair clients
- Ms. Huff replied there are approximately 40 vendors on the maintenance program. A driver will go to one of the vendors and an ASC certified team technician will look at the vehicle. Someone will look at pricing to determine whether to approve or deny the repair. In instances where it may not be cost effective the City will be notified and allowed to decide.
- Councilmember Joyner asked:
 - o Will any employees be displaced
 - o Are there any minority contracts
- Ken Hunter responded that the Fleet Maintenance staff will remain
- Ms. Huff replied that she could find out how many they had or send the list of current vendors; she also said that several vendors could be added
- Mr. Krautheimer said by adding other vendors to the Enterprise network it would expose them to other businesses
- Councilmember Blackwell asked:
 - o What municipalities has Enterprise worked with
 - o If you are unable to find a vehicle through your sources, what is the next step
 - o Are these purchases going to be all new vehicles
- Ms. Huff responded:
 - o Enterprise is working with 100 government entities in North Carolina
 - o They have a network of thousands of dealers; manufacturers are not producing as many government vehicles; if the vehicle isn't available in North Carolina, they will look in other states and provide options
 - o Used vehicles are not being recommended because the resale price is higher than a new vehicle
- Councilmember Blackwell asked who pays for the upfit on the police vehicles and if Enterprise would manage the process
- Ms. Huff replied the upfit can be paid separately or it can be capped into the lease price. If it's capped into the lease the vehicle will be worth less; Enterprise will manage the upfit process so that the vehicle will be road ready when it's delivered
- Ken Hunter said the model plan has the upfit separated; He recommends Enterprise completing the process using the City's

current vendors, since it would take time and staff from Fleet Management and Police to handle it.

- Councilmember Blackwell asked the amount of the initial investment
- Ken Hunter replied \$2.3 million is available and the cost in the first year for over 190 vehicles is \$2,063,654.
- Councilmember Blackwell asked Mr. Hunter if he worked with department heads to determine who needs the most vehicles and when
- Mr. Hunter answered the police department needs it the most; once it's approved Enterprise will meet with each department and make recommendations based on those discussions and the master fleet list
 - the goal is delivery in 90 to 120 days
- Councilmember Blackwell asked if the purchase was being done without bids
- Mr. Hunter responded that The City could piggyback off what other cities have done using the master agreement without going through a bid process; staff changes and reevaluations presented the opportunity for more flexibility with respect to procurement; Mr. Hunter said that he spoke with other jurisdictions in North Carolina and larger counties in Florida similar in size to Rocky Mount that have done this.
- Councilmember Knight asked for department heads to be in future meetings when presentations are made; stated he wanted the councilmembers to be able have a discussion with the fleet maintenance supervisor
- Mr. Varney acknowledged Councilmember Knight's request and shared that discussions were held with departments involved, including fleet maintenance and all are in agreement
- Mayor Roberson asked for clarification on how the bidding process is not required on this
- Mr. Hunter responded that since another jurisdiction in North Carolina has executed a contract within the last 12 months that other jurisdictions can "piggy back" off their contract. The 3 Master Agreements are the same that have been approved elsewhere within the last 12 months, so The City can piggyback.
- Councilmember Daughtridge stated that more clarity and review is needed. He asked that Attorney Rose contact someone at the State level to confirm.
- Councilmember Daughtridge noted that police vehicles would be replaced every 3 to 5 years and asked what the current replacement rate is
- Mr. Hunter answered 8 to 10 years.

- Councilmember Daughtridge asked for an explanation of what happens to police vehicle upfits when the vehicle is sold
- Ms. Huff replied that the upfit belongs to the City; upfitting a vehicle impacts the resale value if holes are drilled into it
- After the yearly analysis, they will attempt transfer it to another vehicle; the vehicle will not be sold with the upfit unless the sale is to another government entity
- Mr. Hunter responded that currently if an upfit is in good condition and compatible with a new vehicle it will be used; if not, pieces can be sold
- Councilmember Blackwell said he hopes piggybacking works
- Ms. Huff said that it works without the RFP because of piggybacking from other government agencies. The pricing is the same. The State contract and the Sheriff's contract are already vetted and Enterprise is using those to purchase vehicles - In instances where contract pricing is not available, the City will be notified to decide
- Councilmember Knight asked if there is any bidding on the contracts
- Ms. Huff replied no, Enterprise piggybacks off the agreement between the manufacturer and the State.
- City Attorney, Jep Rose clarified that the reason for not bidding was due to piggybacking off the State or Sheriff's contracts
- Councilmember Knight asked if the vehicle could not be located through one of those contracts and came back to City Council would it have to be bid
- Attorney Rose stated that it would have to be bid at that point because the City could not piggyback off the other contracts

COMMITTEE RECOMMENDATION. Information only; no formal action

Mayor Pro Tem Walker reminded everyone of the time and of the closed session scheduled for 6:30 p.m. By consensus it was decided to attempt to review the RMPD Crime Statistics.

CRIME STATISTICS - ROBERT HASSELL

Councilmember Knight asked Chief Hassell for his thoughts on the earlier presentation

Chief Hassell stated he felt there were some aspects of what was shared that could be helpful in our community such as a community resource coordinator because that person could connect people to the many resources already established in our City to help meet their needs.

Chief Robert Hassell presented a summary of city-wide crime numbers to the City Council for October 2022. It was noted that the presentation covers crime incidents throughout the City, currently and in comparison with the prior year during the same time period. The Council was advised that crime numbers are tracked by the FBI and shared with the Bureau of Justice Statistics for tracking purposes and the presentation includes investigation outcomes for violent crimes and related arrests. The presentation also included maps depicting areas of shots fired, incidences of aggravated assault and murder and highlighted efforts and successes of the Police Department to combat violent crime.

An overview of PowerPoint presentation provided to the Mayor and Council includes:

- National Incident-Based Reporting System (NIBRS) Part 1 crime comparisons by type were provided. Total crime numbers by months and years were reported as:

Crimes/NIBRS Part 1	October 2021	October 2022	+/-	YTD 2021	YTD 2022	+/-
Total	165	179	+14	1501	1620	+119

- October 2022 crime numbers for murders, aggravated assault and shooting into occupied building(s)/vehicle(s) (map of locations provided):
 - Aggravated assault cases and investigations:
 - Aggravated assault cases = 12
 - Aggravated assault victims = 16
 - Number cases with multiple victims = 2
 - Aggravated assault arrests = 5
 - Aggravated assault cases cleared = 3
 - Case Dispositions (total = 12):
 - Cases cleared by arrest = 1
 - Exceptionally Cleared = 2
 - Inactive cases = 1
 - Open cases = 8
 - Crime Report:
 - Murder, aggravated assault and shooting into occupied building/vehicle: total victims = 17
 - *Victims with injuries = 11
 - *Victims without injuries = 6
 - ShotSpotter and Citizen calls City-wide:
 - Shots fired = 61
 - Calls resulting in shell casings found = 14
 - Number shell casings found = 62
 - Number shell casings found (year to date) = 2,351
 - Number of Firearms Seized = 50
 - Number firearms seized (year to date) = 405
 - Weapon violation arrests = 12

Chief Hassell also reported that there are 192 validated gang members in Rocky Mount. They accounted for 5.5% of the arrests and 3.3% of the approximate 15,000 incident reports in 2021.

Councilmember Blackwell asked if he was confident in the validation process.

Councilmember Joyner asked for an age range

Chief Hassell responded:

- Yes, the validation criteria is used in the entire state
- The age range is 13 to 30 years old

COMMITTEE RECOMMENDATION. Received report; no formal action

CLOSED SESSION

Mayor Pro Tem Walker requested a motion for City Council to enter into a closed session for a Personnel Matter.

COMMITTEE RECOMMENDATION. Motion was made by Councilmember Daughtridge, seconded by Councilmember Joyner, and unanimously carried that the City Council enter into Closed Session at 6:33 p.m.

The minutes of the Closed Session shall be placed on file as **ESM-620** at the end of **Minute Book 38** upon approval for release by the City Attorney.

ADJOURNMENT

Without objection, the Mayor Pro Tem adjourned the meeting at 7:00 p.m.

A printed copy of the PowerPoint presentations are on file in the office of the City Clerk.

Kim Batts
City Clerk

December 12, 2022 City Council Meeting

PROCUREMENT AND MAINTENANCE MANAGEMENT/ENTERPRISE FLEET MANAGEMENT

City Council considered a proposal for a partnership with Enterprise Fleet Management (EFM) for securing lease procurement of light-duty vehicles, managed and outsourced maintenance of light-duty vehicles, and online software management of all City vehicles. City Council was informed the following actions would be needed to move forward with the process:

1. Approval and execution of the Master Equity Lease Agreement; Full Maintenance Agreement; and Master Management and Fleet Rental Agreement;
2. Adopt Resolution approving Administrative Policy No. III.22, that provides:
 - a. Establishment of Council-approved maximum limits, set forth in the annual operating budget, for leasing of City vehicles; and
 - b. Authorization for City Manager to approve individual vehicle leases; and
3. Adoption of Resolution approving an amendment to staffing reassigning current, funded, and vacant positions as follows:

Current Department/Division	Current Position	Current Range	Reclassified Department/Division	Reclassified Position	Reclassified Range	No. Positions
Public Works/Fleet Maintenance	Equipment Mechanic I	10	Public Works/Fleet	Procurement Specialist Technician III	12	1
Public Works/Fleet Maintenance	Equipment Mechanic I	10	Finance/Accounting	Accountant I	17	1

City Council Comments

- Councilmember Blackwell
 - Stated he feels a \$2 million dollar transaction that changes the way the vehicles are purchased or leased by the City deserves time and attention
 - Stated several questions were raised during the one presentation about the matter
 - Concerned about the long-term implications of moving a public function into a private sector

- State he is not saying it is wrong or illegal, but he does have concerns
- Councilmember Knight
 - Stated he felt there were concerns when the presentation was given and he is not sure the questions were answered in a manner to gain a clear understanding
 - Stated he still has some concerns
 - Councilmember Joyner
 - Asked if the Interim City Manager could give some history

Interim City Manager Varney stated the City has always purchased vehicles pursuant to state contracts but the replacement has not occurred on a frequent schedule. He stated this has caused many of the vehicles to be 10 years increasing the chance of mechanical issues. He stated the agreement with Enterprise Fleet Management would allow the City to attempt catch the fleet numbers up with less funds since the vehicles would be leased instead of purchased. Mr. Varney stated he feels there would be control in the replacement process because the City Manager, Assistant City Manager and the Finance Director would be approving each of the leases. He stated the contract could be terminated at any time if it was decided that the process was not working.

Councilmember Blackwell stated he is still concerned since it shifts into a business model that we have not engaged in before and he would have liked to have more conversation before making the shift. He also stated he hopes it does not bleed into other departments and philosophies about privatizing public business.

Motion was made by Councilmember T.J. Walker, seconded by Councilmember Harris and carried by a vote of 5-2 (Councilmembers Knight and Blackwell opposed) that **Resolution No. R-2022-78** entitled **RESOLUTION ADOPTING ADMINISTRATIVE POLICY NO.III.22 LEASED VEHICLE PROCUREMENT POLICY**; **Resolution No. R-2022-79** entitled **RESOLUTION APPROVING AMENDMENTS TO POSITION CLASSIFICATION AND PAY PLAN** be adopted; and the Mayor and City Clerk be authorized to execute the Master Equity Lease Agreement; Full Maintenance Agreement; and Master Management and Fleet Rental Agreement with Enterprise Fleet Management (C-2022-68) on behalf of the City.

	A	B	C	D
1	Cash Account	Check #	Check Date	Amount
2	001 112000	306974	03/16/2023	\$ 9,235.96
3	001 112000	308025	04/18/2023	23,422.60
4	001 112000	308764	05/09/2023	49,169.49
5	001 112000	309964	06/08/2023	29,999.60
5	001 112000	311166	07/13/2023	56,081.44
7	001 112000	311938	08/10/2023	62,393.67
8	001 112000	312953	09/14/2023	104,560.38
9	001 112000	313920	10/12/2023	126,618.34
0	001 112000	314864	11/14/2023	217,866.07
1	001 112000	315704	12/13/2023	145,747.09
2	001 112000	316602	01/11/2024	182,485.84
3	001 112000	317484	02/08/2024	207,994.10
4	001 112000	318564	03/14/2024	237,501.35
5	001 112000	319374	04/11/2024	288,710.98
6	001 112000	320266	05/09/2024	299,907.20
7	001 112000	321259	06/12/2024	101,986.25
8	001 112000	321465	06/13/2024	255,027.66
9	001 112000	322254	07/11/2024	190,965.44
0	001 112000	323086	08/07/2024	229,651.59
1	001 112000	324116	09/10/2024	201,950.29
2	001 112000	324948	10/08/2024	202,555.36
3	001 112000	325981	11/07/2024	220,899.75
4	001 112000	327017	12/11/2024	245,517.86
5	001 112000	327882	01/09/2025	195,936.49
6	001 112000	328774	02/11/2025	300,068.75
7	001 112000	329600	03/11/2025	237,153.93
8	001 112000	330588	04/08/2025	235,951.94
9	001 112000	331608	05/08/2025	194,977.40
0	001 112000	332640	06/10/2025	225,945.70
1	001 112000	333621	07/10/2025	323,595.75
2	001 112000	334481	08/12/2025	220,816.31
3	001 112000	335321	09/10/2025	230,531.71
4	001 112000	336302	10/14/2025	231,909.70
5	001 112000	337093	11/18/2025	470,891.90
6	001 112000	337173	11/20/2025	258.00
7	001 112000	337532	12/11/2025	213,050.26
8				\$ 6,771,336.15



To: Peter Varney, Interim City Manager
Cc:
From: Kenneth Hunter, Assistant to the City Manager for Budget & Evaluation
Date: 11/08/2022
Re: Transitioning Vehicle Procurement and Light-Duty Vehicle Maintenance

Presently, all City-owned vehicles, light-duty and heavy equipment, are procured by purchase. Light-duty vehicles are purchased off available State contracts and funded by current revenues as capital outlay appropriated in the annual operating budget. While this process has worked in the past to secure scheduled vehicles, overall budget constraints limit the ability for the City to replace light-duty vehicles on an appropriate schedule to ensure effective utilization and minimize maintenance costs. Recent and likely permanent changes to the environment for light-duty vehicle procurement and availability of in-house manpower to properly service these vehicles require re-evaluation of our long-standing approach.

For several years, City staff have been approached by a private vendor (Enterprise) to transition from direct purchase light-duty vehicle procurement. More recently, this vendor presented a multi-faceted program addressing leased procurement, incorporated maintenance plans for lease-procured vehicles, and maintenance management of City-owned light-duty vehicles through outsourced services.

City staff provided Enterprise with information on its current inventory of light-duty fleet, including Police vehicles. Enterprise evaluated this information, analyzed the current condition of light-duty fleet, and recommended the following actions:

- Approval of a Master Agreement between the City and Enterprise enabling Enterprise to procure light-duty vehicles and providing them to the City under an Equity Lease arrangement.
 - Upon delivery of a new vehicle, Enterprise would process sale of the existing, replaced City-owned vehicle, with the City receiving credit for the sale value. The City would subsequently pay monthly for leasing of

the delivered vehicle, with an additional monthly payment covering future maintenance costs.

- The base terms of each vehicle’s lease agreement will be set where the City can take ownership (title) on the vehicle at the end of the agreement. Enterprise will evaluate leased vehicles on a regular basis to determine if specific vehicles can be sold at an amount greater than their scheduled depreciated value. If sold, the City will receive a replacement vehicle (under a new lease agreement) and a payment or credit for the net value of the sold vehicle compared to its scheduled depreciated value. This enables the City to maintain a newer fleet of vehicles while potentially reducing annual lease payment costs.
- Currently, there are 342 City-owned light-duty vehicles (including Police). Enterprise recommends elimination of 12 vehicles from the fleet due to their limited usage and replacement of the remaining 330 vehicles over the following 4-year schedule:

Year	Starting City-Owned Fleet	Fleet Reduction	Replaced with Leased Vehicles	Ending City-Owned Fleet	Starting Leased Fleet	New Leased Fleet	Ending Leased Fleet	Leased Fleet Change-outs
2023	342	12	194	136	-	194	194	-
2024	136	-	18	118	194	18	212	-
2025	118	-	43	75	212	43	255	121
2026	75	-	48	27	255	48	303	23
2027	27	-	27	-	303	27	330	142

- Adoption of an Agreement with Enterprise for maintenance management of all City light-duty vehicles (leased and City-owned).
 - Maintenance will be provided by local service vendors at rates agreed to with Enterprise. These rates should be less than retail rates charged by the same vendors.
 - City staff will continue to supplement preventative maintenance of light-duty, City-owned vehicles.
 - Maintenance costs for leased vehicles (except Police patrol) will be assessed by Enterprise in the form of a fixed monthly payment for each vehicle, identified in the Lease Agreement.

- For City-owned and leased Police patrol vehicles, the City will pay a \$5/month/vehicle administrative fee to Enterprise, along with the billed costs for services provided by vendors with agreements with Enterprise.
- Enterprise's maintenance management also includes City staff access to software to track and manage maintenance of all vehicles, including heavy rolling stock (i.e., Utility Trucks, Fire Trucks, etc.).

Implementation of Enterprise's recommendations would provide the following benefits to the City with respect to its operations:

- Procurement via leasing will enable the City to replaced aged light-duty vehicles and provide modern, reliable equipment to employees in a faster manner than the current practice of direct purchase due to Enterprise's broader network of vehicle suppliers and limited City funds available for capital outlay.
- City employees utilizing vehicles will have access to safer, more reliable equipment in the performance of daily duties.
- Increasing the share of newer light-duty vehicles should also increase existing fleet fuel efficiency, reduce vehicle down time, and reduce overall City fuel and maintenance costs currently associated with older fleet age.
- Enterprise's maintenance management program for City-owned light-duty vehicles will provide the ability for the City's Fleet Maintenance operation to transition and focus its services on maintaining the City's heavy rolling stock and servicing small engine repair (mowers, weed eaters, etc.).

Implementation also requires consideration of the following costs and changes to City practice:

- The City will need to dedicate staffing to the management of its agreements for light-duty vehicle leasing and outsourced maintenance. This will require the reallocation of two (2) funded, vacant positions in Fleet Maintenance (1 Mechanic and 1 Administrative Clerk) to the following:
 - One (1) Accounting Technician-level position assigned to Fleet Maintenance for administration and oversight of light-duty vehicle maintenance and procurement of leased vehicles.

- One (1) Accountant I position assigned to Accounting for administration of vehicle lease agreements, including assurance of compliance with standards established recently by GASB Statement 87.
- Current budgetary appropriation of the direct purchase of light-duty vehicles is discretionary and can be deferred if necessary to offset revenue shortfalls (due to changing economic conditions) or the need to reallocate funding to more urgent needs (disaster response). Changing vehicle procurement to a leased approach makes the associated expenditure and budgetary appropriation an obligation, and thus nondiscretionary. This will reduce the amount of budgetary capacity available for reduction or deferment less when responding to challenges such as those experienced by the City following the 2008 economic crisis and the 2020 COVID Pandemic.
- The City will continue to manage and provide internal fueling of all fleet vehicles and equipment, given the significant cost advantage available to the City in directly acquiring bulk fuel and the satisfactory condition of fleet fueling infrastructure.

The overall financial impact of implementing Enterprise's recommendations is positive when compared to existing City budget allocations for replacement of light-duty vehicles and funding of Fleet Maintenance operations. Total costs of the proposed implementation will only increase existing projected budgets under current conditions in Year 3, with combined savings over the first 6 years estimated conservatively at close to \$4 million.

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Combined
Current Funding (All Funds)							
Light-Duty Vehicles	1,492,000	1,560,000	1,640,000	1,720,000	1,808,000	1,895,000	10,115,000
Existing Light-Duty Maintenance	800,000	825,000	850,000	875,000	900,000	927,000	5,177,000
Total Current Base Funding	2,292,000	2,385,000	2,490,000	2,595,000	2,708,000	2,822,000	15,292,000
Cost of Proposed Implementation							
Vehicle Leasing (12-Months)	1,779,654	1,957,059	2,652,341	2,987,089	3,229,733	3,229,733	15,835,609
Minus Proceeds from Vehicle Sales	(750,000)	(200,000)	(450,000)	(450,000)	(200,000)	-	(2,050,000)
Minus Equity from Lease Exchange	-	(1,400,000)	(250,000)	(1,700,000)	(1,000,000)	(2,050,000)	(6,400,000)
Existing Fleet Maintenance Costs	500,000	450,000	350,000	300,000	100,000	-	1,700,000
Estimated Maintenance Costs	452,000	421,000	348,000	266,000	220,000	220,000	1,927,000
Software for City-Owned Vehicles	42,000	28,000	24,000	20,000	16,000	12,000	12,000
Staffing Adjustments	40,000	42,000	44,000	46,000	49,000	52,000	273,000
Total Cost of Implementation	2,063,654	1,298,059	2,718,341	1,469,089	2,414,733	1,463,733	11,297,609
Net Savings/(Cost)	228,346	1,086,941	(228,341)	1,125,911	293,267	1,358,267	3,994,391
<i>As % of Current Base Funding</i>	10%	46%	-9%	43%	11%	48%	26%

Implementation of these proposed changes will require the following actions:

- Presentation to City Council of proposed concepts, agreements with Enterprise, and transition plan for operations of Fleet Maintenance Division.
- City Council approval of the following:
 - Master Agreements with Enterprise
 - Authorization for City Manager to approve and execute individual Lease Agreements for vehicles
 - Amendment to Staffing Resolution reclassifying 2 current Mechanic Positions to 1 Accounting Technician (in Fleet Maintenance) and 1 Accountant I (in Accounting)
- Upon City Council approval, City staff will proceed with the following:
 - Advising and training City departments on leasing procurement model and utilization of maintenance management system
 - Working with Enterprise to finalize selection of vehicles for Year 1 leasing
 - Recruiting and hiring Accounting Technician and Accountant I to coordinate staffing
 - Receiving vehicles procured by Enterprise, transferring existing City-owned vehicles to Enterprise for sale, and processing maintenance of other City-owned vehicles through Enterprise's Maintenance Management program.

The City's Minority and Women's Business Enterprise (MWBE) Program will work with Fleet Maintenance and Enterprise to expand participation by local, MWBE vendors in maintenance of City vehicles, both City-owned and leased through Enterprise.

If City Council approves necessary actions by November 28, 2022, transition and implementation should take place no later than spring 2023.

I recommend City Manager approval for presentation to City Council at their Committee of the Whole Meeting on November 14, 2023.



ROCKY MOUNT, NC
THE CENTER OF IT ALL

Light-Duty Vehicle Leasing & Maintenance Outsourcing

11/14/2022, City Manager's Office



- Aging light-duty fleet
 - 342 total vehicles (186 over 10 years old)
 - Lack of replacements in FY 2020 & FY 2021 due to Pandemic
 - Minimal current funding available to accelerate replacement
 - Challenges due to supply disruptions
- Fleet maintenance challenges
 - Difficult to recruit, retain mechanics
 - Significant changes in vehicle models
 - Many current repairs already outsourced to local vendors



- Vehicle procurement through open-ended leases
 - Five-year lease agreements
 - Can acquire at end of lease
 - Can return anytime, take advantage of resale value
- Outsourced light-duty vehicle maintenance
 - Working with maintenance management partner
 - Negotiated rates with local vendors
 - Centralized billing and payment
 - Available for leased and City-owned vehicles
 - City will continue supplementing light-duty preventative maintenance



- Master agreement with Enterprise approved by Council
 - Piggyback existing NC local government contract
 - Enterprise sources vehicles from broader vendor network
 - City Manager reviews, approves individual leases
 - Enterprise processes sale of replaced vehicles, City receives proceeds
- Increases quantity of vehicles for annual replacement
- Lower costs compared to direct purchase
- Managed turnover to reclaim built-up equity
 - Sell vehicles before end of lease agreements
 - Use equity as credit to reduce costs of future leases



- Agreement with Enterprise Maintenance Management
- Leased vehicles (except patrol cars)
 - Monthly maintenance fee added to lease
 - Covers all maintenance costs
 - No deductible
- City-owned vehicles and leased patrol cars
 - \$5/month management fee
 - City pays vendor charges, at rates negotiated by Enterprise
 - Direct billing by Enterprise
- Online, centralized management of all vehicles



- Staffing: Reallocation of 2 funded, vacant positions
 - 1 Accounting Technician to handle maintenance management
 - 1 Accountant I to handle lease management
- Transition
 - Moving all vehicles to Enterprise's fleet software
 - Adjusting Fleet Maintenance operations to focus on preventative maintenance, heavy vehicles, and small engines
 - Light-duty vehicles move from capital outlay to lease obligation
 - Discretionary budget impact
 - Expanding utilization of MWBE vendors

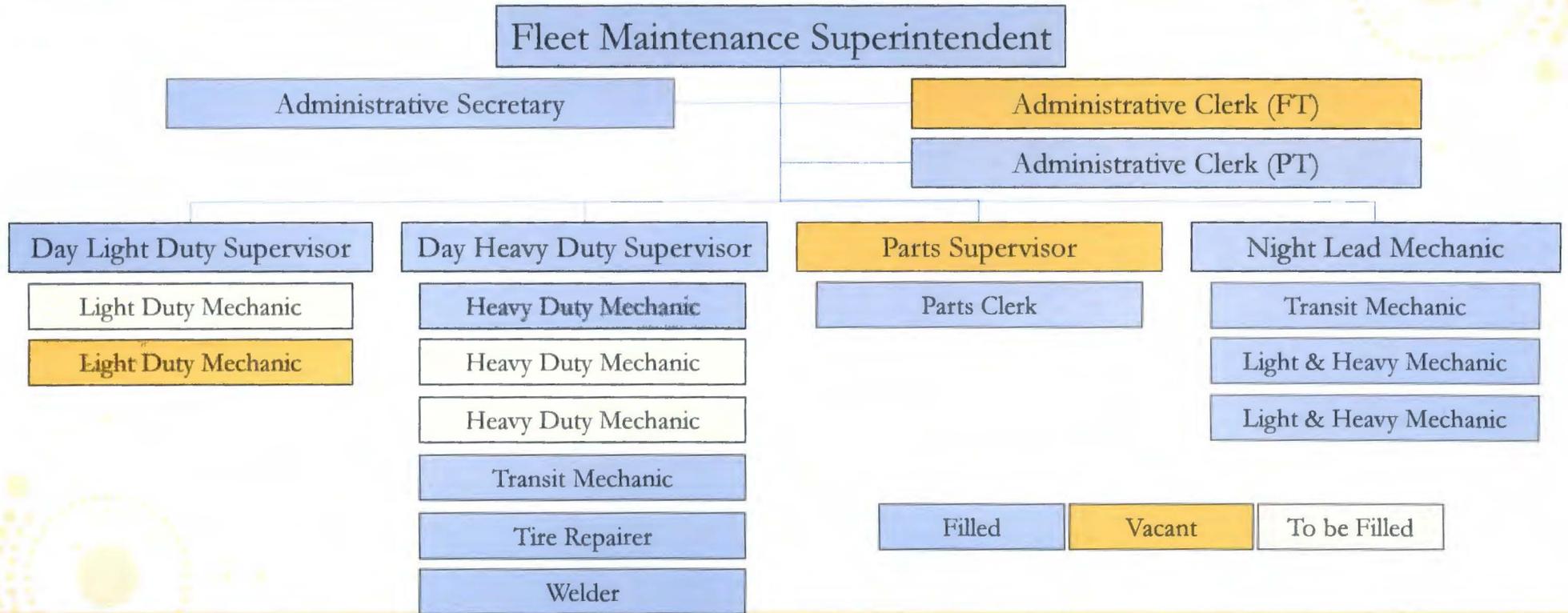


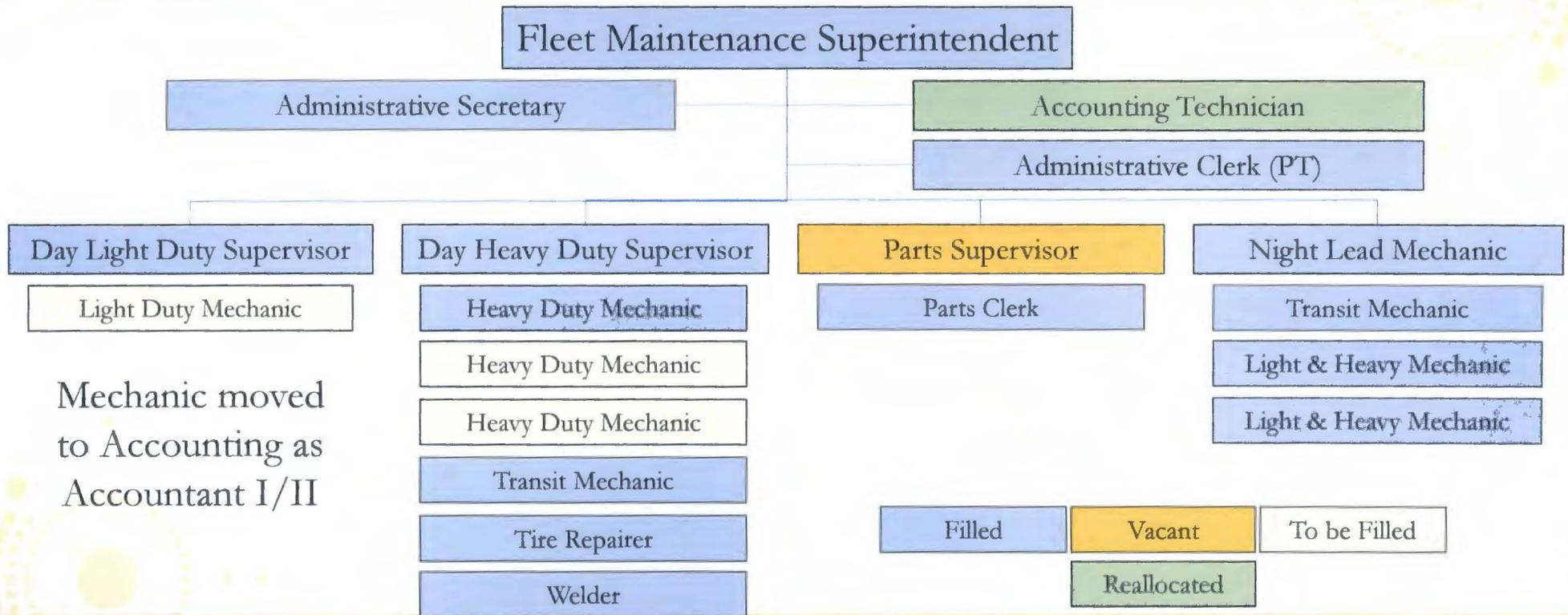
Transition Schedule

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Net Savings/(Cost)	228,346	1,086,941	(228,341)	1,125,911	293,267	1,358,267	3,994,391





Mechanic moved to Accounting as Accountant I/II



- Approve agreements with Enterprise
- Proceed with leased light-duty vehicle acquisitions for FY 2023
 - Evaluate progress with procurement and performance
- Transition all light-duty vehicle maintenance to Enterprise's maintenance management program
- Transition all vehicle (light-duty and heavy equipment) records management to Enterprise's vehicle management software
- Continue internal maintenance of heavy equipment and small engines
- Reallocate funded staff to manage transitioned operations (2 FTEs)
- Recruit & utilize MWBE participation as maintenance providers

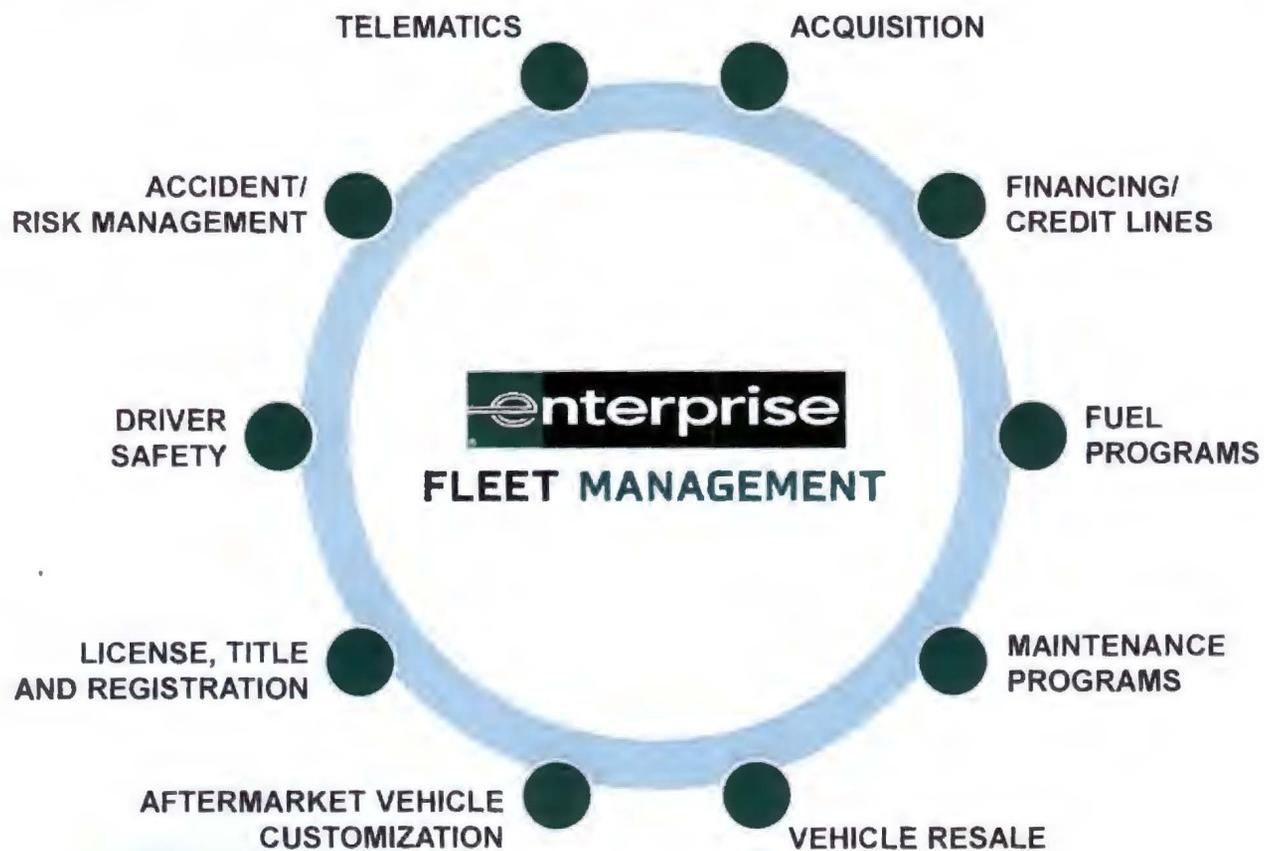


FLEET MANAGEMENT



DELIVERING SOLUTIONS. DRIVING RESULTS.

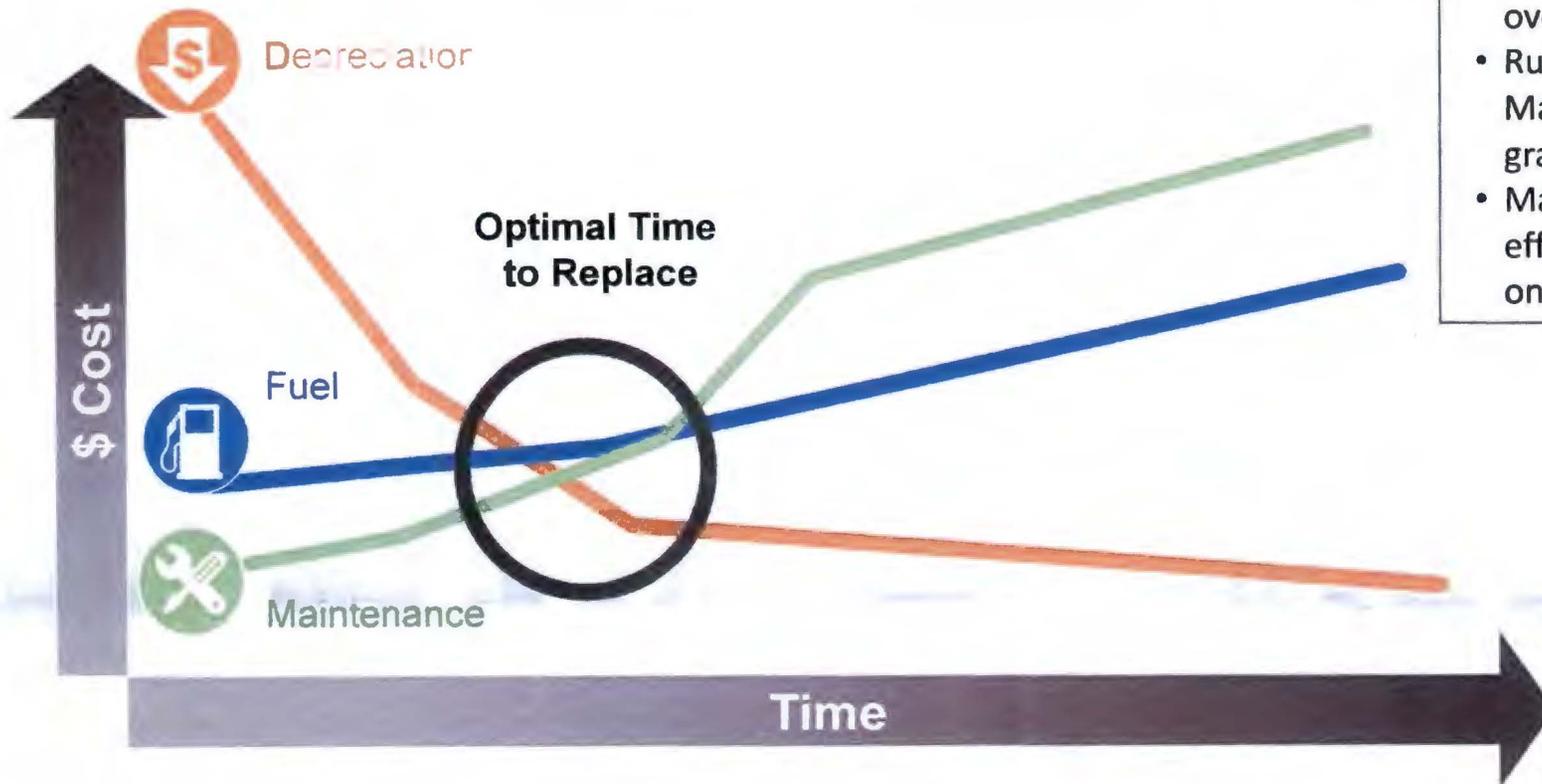
enterprise
FLEET MANAGEMENT



CONFIDENTIAL AND PROPRIETARY

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EFFECTIVE VEHICLE LIFECYCLE



Key Observations

- Depreciation/year declines over time
- Running costs of Fuel and Maintenance increase gradually over time
- Mandated MPG efficiencies reward staying on technology wave

GOVERNMENT BUYING POWER



2018 GMC Sierra 1500
Double Cab

\$33,225 – Retail
Invoice

Government
Pricing



Price
\$21,492

MANHEIM AUCTION RESULTS

Year Sold	Avg Odometer	Sale Price	Capital Outlay
2018	8,900	\$24,900	-\$3408
2019	16,500	\$21,700	- \$208

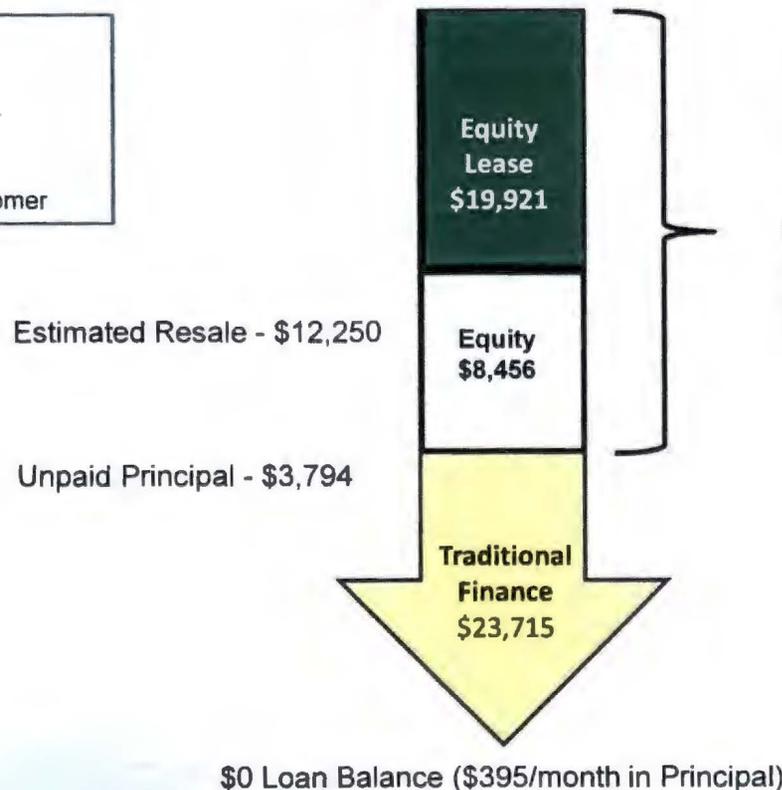
UNDERSTANDING THE EQUITY LEASE



60 months *1.40% Monthly
Depreciation = 84% of Delivered Price
(\$332/month in Principal)

* Increasing the Monthly
Depreciation % lowers the
Reduce Book Value
mirroring a finance

Delivered Price - \$23,715



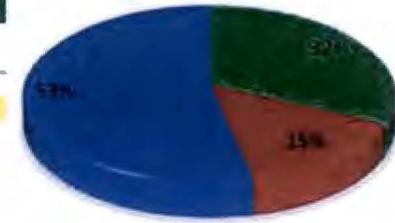
Factors:

- No Mileage Restrictions
- No Excessive Wear & Tear
- Down Payment Flexibility
- Flexible Monthly Terms
- Resale Gains Passed to Customer

Sample Fleet Planning Analysis

Current Fleet	45	Fleet Growth	0.00%	Proposed Fleet	45
Current Cycle	9.00	Annual Miles	7,800	Proposed Cycle	5.00
Current Maint.	\$68.00	Insurance	\$0.00	Proposed Maint.	\$34.71
Fuel Info		MPG	10	Price/Gallon	\$2.30

Fleet Costs Analysis



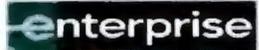
■ Fuel ■ Maintenance ■ Purchase

Fiscal Year	Fleet Mix				Fleet Cost					Annual		
	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Maintenance	Surplus	Fuel	Fleet Budget	Net Cash	
Average	45	5.0	45	0	134,690	0	38,720	0	80,730	252,140	0	
'19	45	22	23	22	0	121,858	27,932	-22,000	72,838	200,627	51,513	
'20	45	7	16	29	0	163,378	25,136	-14,000	70,325	244,839	7,301	
'21	45	2	14	31	0	172,553	24,338	-7,000	69,607	259,498	-7,358	
'22	45	10	4	41	0	231,269	20,343	-65,000	66,019	252,632	-492	
'23	45	4	0	45	0	250,614	18,745	-275,417	64,584	58,527	193,613	
'24	45	22	0	45	0	250,614	18,745	-80,886	64,584	253,057	-918	
'25	45	7	0	45	0	250,614	18,745	-9,201	64,584	324,743	-72,603	
'26	45	2	0	45	0	250,614	18,745	-95,303	64,584	238,641	13,499	
'27	45	10	0	45	0	250,614	18,745	-28,774	64,584	305,169	-53,030	
'28	45	4	0	45	0	250,614	18,745	-241,417	64,584	92,527	159,613	
10 Year Savings										\$291,137	Avg. Sustainable Savings	\$9,312

Key Objectives

- **Lower the average age of the fleet**
 - 44% of the fleet is over 10 years old
 - Resale of older vehicles is reduced
 - Newer vehicles have the most up to date safety standards
- **Reduce operating costs**
 - Reduction in fuel
 - Reduction in maintenance
- **Long term sustainability**
 - Five year program implementation
 - Quarterly reviews and annual assessments with your local Account Manager

Menu Pricing – F-250 Crew Cab



FLEET MANAGEMENT

Equity Lease Menu Pricing Example

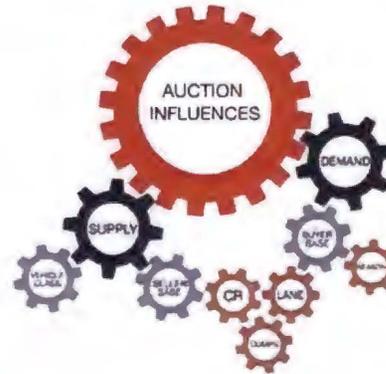
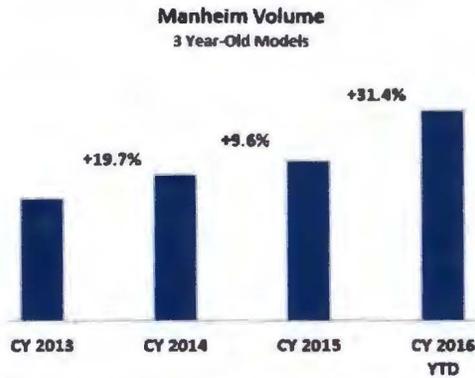
Vehicle	Description	Delivered Cost	Quantity	Term	Estimated Annual Mileage	Monthly Cost (Lease Payment)	Annual Cost Excluding Maintenance by Quantity
2022 F-250 Crew Cab 4WD	Crew Cab	\$ 42,567.00	1	48	15000	\$928.65	\$11,143.80
2022 F-250 Crew Cab 4WD	Streets Crew Cab(replace 72)	\$ 44,385.00	1	48	15000	\$968.23	\$11,618.76
2022 F-250 Crew Cab 4WD	Service Garage (replace 71)	\$ 55,319.00	1	48	15000	\$1,206.29	\$14,475.48

*estimated pricing

Total Annual	\$22,762.56
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VEHICLE DISPOSAL

Enterprise will maximize your resale value!



- NC/VA Remarketing Statistics**
- 35 dedicated sales professionals
 - 800+ active dealers
 - 12 Remarketing Lots
 - 12.5 days to pick up and sell
 - NC ranked #1 Nationally for 2016

OPERATING EXPENSES

Maintenance



Full Maintenance

- Fixed monthly rate
- Simple process for all parties
- Includes: 24/7 Roadside, all major and minor repairs

Maintenance Management

- “Bridge” program for currently owned fleet vehicles
- Seamless experience for field drivers

Enterprise National Service Department

- 200 Employees with over 1,100+ total ASE certifications
- 400,000+ vehicles under management on this program
- \$40.8 million in customer savings in 2017
- \$3.5 million in post warranty/goodwill refunded to our customers in 2017



CONFIDENTIAL AND PROPRIETARY

© 2016 Enterprise Fleet Management, Inc.

OPERATING EXPENSES

Fuel



EFM Fuel Card

- Track and enforce fleet policy
- Control abuse/unauthorized purchases

Key Payoffs

- EFM fuel card accepted at 90% of US retail fuel locations
- Lower fuel expenses by up to 15%
- Driver access to virtually all stations
- Simple access to "Level III" data with web tools



SAVE

**UP TO
15%**

**ON
FUEL
COSTS.**



TELEMATICS

 FLEET	 SAFETY	 PRODUCTIVITY	 COMPLIANCE
<ul style="list-style-type: none">• Improve MPG• Decrease Idling• Reduce Speeding• Engine Diagnostics• Vehicle Maintenance	<ul style="list-style-type: none">• Risk & Safety Reports• In-vehicle Coaching• Accident Notifications• Seatbelt Usage• Driving in Reverse	<ul style="list-style-type: none">• Customer Svc. Time• Identify Unplanned Stops• Drive Time vs. Customer Service Time	<ul style="list-style-type: none">• HOS• DVIR• IFTA• Driver e-logs• Reduce Paperwork



Annual Client Review

If we don't measure it, you can't improve it:

- Web based solution for the EFM team to evaluate the prior year's fleet performance
- Analyze all fleet costs including *maintenance, fuel, insurance, depreciation, etc.*
- Document future goals to develop the best possible fleet cycling plan for the future of the fleet

Fleet Planning Tool Kit

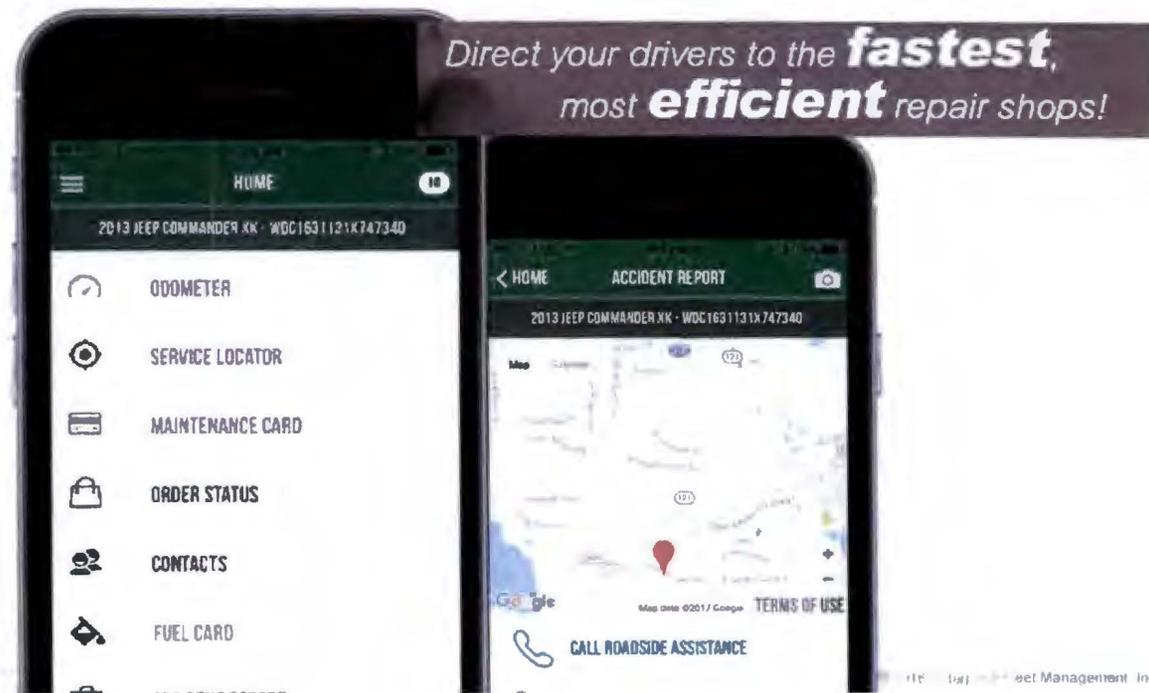
Purchase the right vehicle at the right cost:

- Online vehicle selector allowing Enterprise to compare up to 6 vehicles side-by-side
- Integrate all costs for a total cost analysis: *monthly vehicle costs, replacement schedules, maintenance, taxes, fuel, etc.*
- Determine the best time to replace your vehicles



Mobile App Features

- Maintenance Card
- Maintenance & Fuel Locators
- Accident Reports
- Order Status
- Roadside Assistance
- Alerts & Reminders
- Vehicle Information
- Contact Information
- Ability to Store Insurance Cards



NEXT STEPS

Ongoing Consultation & Fleet Analysis

Defining The Recommendations

Decision Making
Process & Others
Involved

Due Diligence
Process

Award
Process

Ongoing Fleet Manager & Driver Support

Fleet
Implementation

Account Team Introductions

Products Onboarding

Technology & Reporting

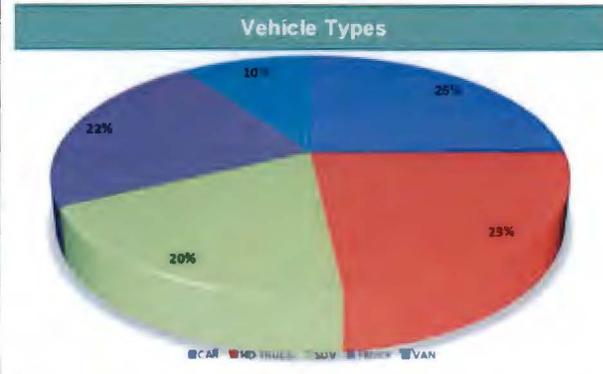
Annual Client Review

City of Rocky Mount, North Carolina - Fleet Profile

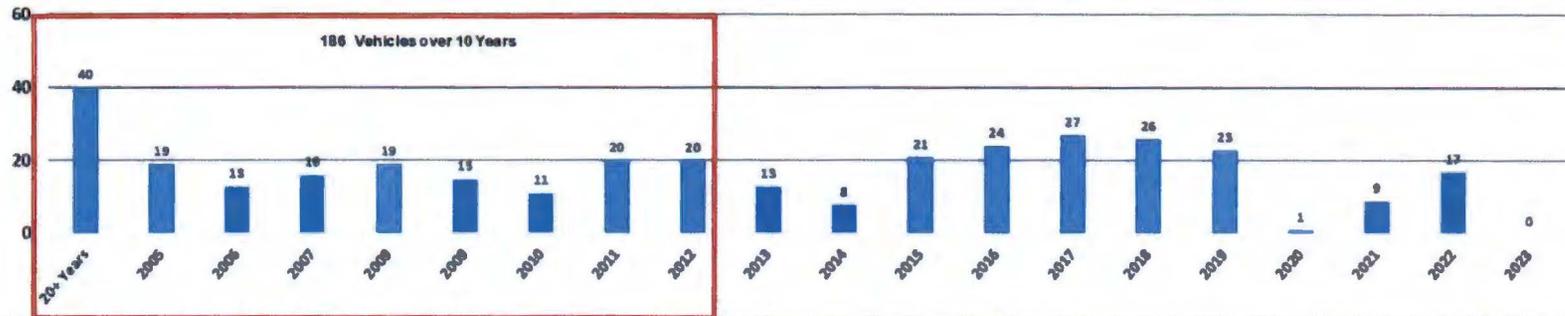
Fleet Profile	Fleet Replacement Schedule	Replacement Criteria
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Vehicle Type	# of Type	Average Age (years)	Average Annual Mileage	2023	2024	2025	2026	2027	Under-Utilized
Mid-size Sedan	9	10.0	9,500	7	1	1	0	0	0
Full-size Sedan	76	8.8	11,100	30	4	15	18	0	9
Minivan-Cargo	7	13.8	8,300	4	1	1	0	0	1
Minivan-Passenger	3	16.6	9,100	3	0	0	0	0	0
Full-size Van-Passenger	6	13.1	5,800	4	1	1	0	0	0
1/2 Ton Van Cargo	6	16.3	5,600	5	0	0	1	0	0
3/4 Ton Van Cargo	3	9.6	3,200	2	0	1	0	0	0
1 Ton Van Cargo	8	13.1	10,200	6	2	0	0	0	0
Compact SUV 4x4	6	12.3	9,300	5	1	0	0	0	0
Mid Size SUV 4x4	39	5.1	11,600	7	1	6	6	19	0
Full Size SUV 4x2	10	8.6	11,100	7	0	2	1	0	0
Full Size SUV 4x4	12	14.8	8,600	11	0	0	0	1	0
Compact Pickup Reg 4x2	5	22.3	7,500	5	0	0	0	0	0
Compact Pickup Quad 4x2	18	9.3	6,900	10	0	0	1	7	0
1/2 Ton Pickup Reg 4x2	33	13.5	10,100	27	0	1	5	0	0
1/2 Ton Pickup Quad 4x4	21	8.1	6,900	7	1	6	7	0	0
3/4 Ton Pickup Reg 4x2	27	17.9	7,200	26	0	0	1	0	0
3/4 Ton Pickup Quad 4x2	44	10.7	8,500	25	5	9	5	0	0
1 Ton Cab Chassis	7	11.6	6,400	1	1	0	3	0	2
1 1/2 Ton Cab Chassis	2	11.9	4,700	2	0	0	0	0	0
Totals/Averages	342	10.8	9,200	194	18	43	48	27	12

- * Fiscal Year 2023 = 10 years old and older, or odometer over 160,000
- * Fiscal Year 2024 = 8 years old and older, or odometer over 93,300
- * Fiscal Year 2025 = 6 years old and older, or odometer over 66,600
- * Fiscal Year 2026 = 4 years old and older, or odometer over 39,900
- * Fiscal Year 2027 = Remaining Vehicles
- * Underutilized = Annual Mileage less than 1,000



Model Year Analysis



Confidential

10/17/2022

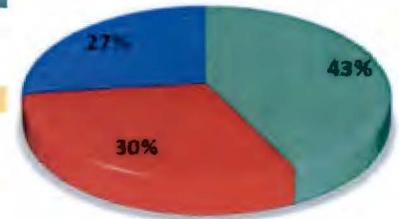


City of Rocky Mount, North Carolina - Fleet Planning Analysis

Current Fleet	342	Fleet Growth	-0.80%	Proposed Fleet	330
Current Cycle	19.00	Annual Miles	9,500	Proposed Cycle	3.29
Current Maint.	\$197.92			Proposed Maint.	\$55.33
Maint. Cents Per Mile	\$0.25	Current MPG	10	Price/Gallon	\$3.60

Fleet Costs Analysis

Fiscal Year	Fleet Mix			Fleet Cost							Annual Net Cash	
	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel		Fleet Budget
Average	342	18.0	342	0	718,109	0			812,250	1,132,704	2,663,063	0
'23	330	194	136	194	0	1,779,654	-975,008		451,798	979,036	2,235,481	427,582
'24	330	18	118	212	0	1,957,059	-277,884	-1,491,266	420,998	964,779	1,573,885	1,089,177
'25	330	164	75	255	0	2,652,341	-534,140	-283,154	347,421	930,718	3,113,186	-450,123
'26	330	71	27	303	0	2,987,089	-549,859	-1,753,287	265,288	892,697	1,841,929	821,133
'27	330	169	0	330	0	3,229,733	-205,988	-1,055,312	219,089	871,311	3,058,833	-395,771
'28	330	84	0	330	0	3,229,733		-2,155,918	219,089	871,311	2,164,214	498,847
'29	330	174	0	330	0	3,229,733		-648,994	219,089	871,311	3,671,138	-1,008,077
'30	330	52	0	330	0	3,229,733		-2,209,680	219,089	871,311	2,110,453	552,608
'31	330	176	0	330	0	3,229,733		-799,435	219,089	871,311	3,520,698	-857,637
'32	330	63	0	330	0	3,229,733		-2,563,565	219,089	871,311	1,756,567	906,493



10 Year Savings	\$1,584,231	Avg. Sustainable Savings	\$18,447
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Current Fleet Equity Analysis

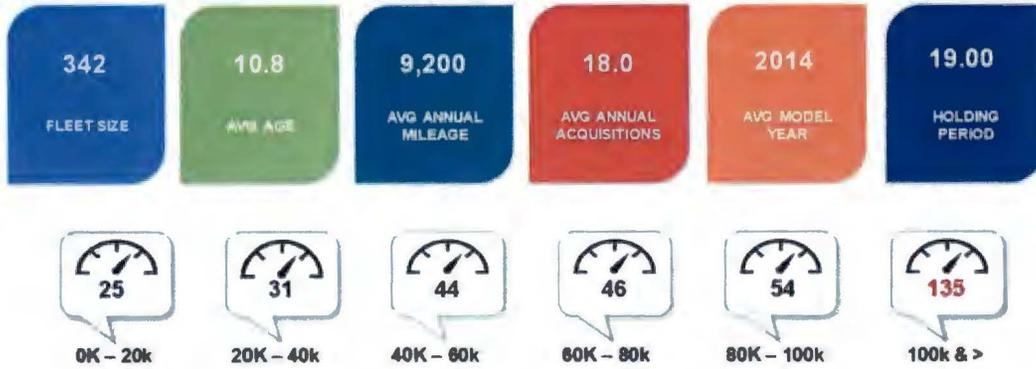
YEAR	2023	2024	2025	2026	2027	Under-Utilized
QTY	194	18	43	48	27	12
Est \$	\$4,910	\$15,427	\$12,422	\$11,455	\$7,629	\$1,866
TOTAL	\$952,620	\$277,684	\$534,140	\$549,859	\$205,988	\$22,388
	Estimated Current Fleet Equity**					\$2,542,678

* Lease Rates are conservative estimates
 **Estimated Current Fleet Equity is based on the current fleet "as is" and can be adjusted after physical inspection
 Lease Maintenance costs are exclusive of tires unless noted on the lease rate quote.

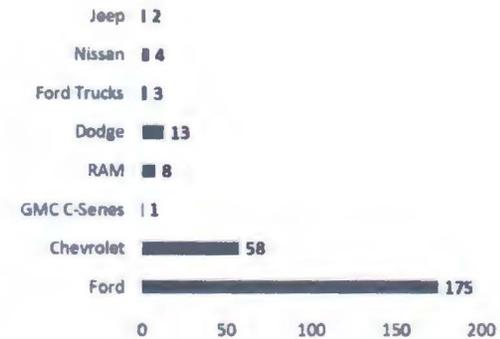
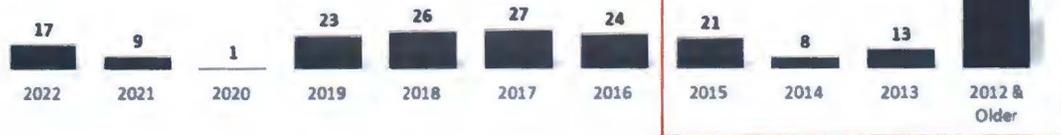
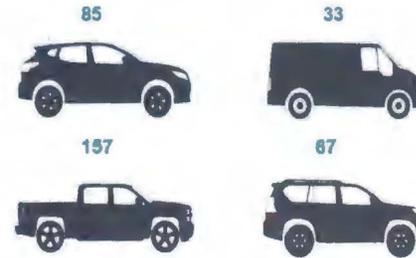
KEY OBJECTIVES

- Lower average age of the fleet**
54% of the current light and medium duty fleet is over 10 years old
Resale of the aging fleet is significantly reduced
- Reduce operating costs**
Newer vehicles have a significantly lower maintenance expense
Newer vehicles have increased fuel efficiency with new technology implementations
- Maintain a manageable vehicle budget**
Challenged by inconsistent yearly budgets
Currently vehicle budget is underfunded





Vehicle Class



342	Vehicle Information							Contract		
Qty.	Vehicle Type	Year	Make	Model	Description	(X) 4x4	(7/21)	Term	Annual Miles	AM\$
9	Mid-size Sedan	2022	Chevrolet	Malibu	1ZC69-LS w/1FL 4dr Sedan			60	9,500	-
76	Full-size Sedan	2022	Dodge	Charger	LDEE48-Police 4dr All-Wheel Drive Se		LEV	60	11,100	10,000
7	Minivan-Cargo	2022	RAM	ProMaster City Cargo Van	VMDL51-Base Cargo Van			60	9,300	3,000
3	Minivan-Passenger	2022	Chrysler	Voyager Passenger Van	RUCL63-LX Passenger Van			24	9,100	-
6	Full-size Van-Passenger	2022	Chevrolet	Express 2500 Passenger Van	CG23406-LS Rear-Wheel Drive Passer			36	5,900	-
6	1/2 Ton Van Cargo	2022	Ford	Transit-150 Cargo	E1Y-Base Rear-Wheel Drive Low Roof			36	5,600	3,000
3	3/4 Ton Van Cargo	2022	Ford	Transit-250 Cargo	R1Y-Base Rear-Wheel Drive Low Roof			36	3,200	3,000
8	1 Ton Van Cargo	2022	Ford	Transit-350 Cargo	W1Y-Base Rear-Wheel Drive Low Roof			36	10,200	3,000
6	Compact SUV 4x4	2022	Jeep	Compass	MPJL74-Sport 4dr 4x4	X		60	9,300	-
39	Mid Size SUV 4x4	2022	Ford	Police Interceptor Utility	K8A-Base All-Wheel Drive	X	LEV	60	11,600	10,000
10	Full Size SUV 4x2	2023	Chevrolet	Tahoe	CC10706-Commercial 4x2			24	11,100	-
12	Full Size SUV 4x4	2023	Chevrolet	Tahoe	CK10706-Commercial 4x4	X		24	8,600	-
5	1/2 Ton Pickup Ext 4x2	2022	Ford	F-150 Super Cab	X1C-XL 4x2 SuperCab 6.5 ft. box 145 in			24	7,500	-
18	1/2 Ton Pickup Ext 4x2	2022	Ford	F-150 Super Cab	X1C-XL 4x2 SuperCab 6.5 ft. box 145 in			24	6,900	-
33	1/2 Ton Pickup Reg 4x2	2022	Ford	F-150 Regular Cab	F1C-XL 4x2 Regular Cab 6.5 ft. box 122			24	10,100	-
21	1/2 Ton Pickup Quad 4x4	2022	Ford	F-150 Crew Cab	W1E-XL 4x4 SuperCrew Cab 5.5 ft. box X			24	6,900	-
27	3/4 Ton Pickup Reg 4x2	2022	Ford	F-250 Regular Cab	F2A-XL 4x2 SD Regular Cab 8 ft. box 1			24	7,200	3,000
44	3/4 Ton Pickup Quad 4x2	2022	Ford	F-250 Crew Cab	W2A-XL 4x2 SD Crew Cab 6.75 ft. box			24	8,500	3,000
7	1 Ton Cab Chassis	2022	Ford	F-350 Chassis Regular Cab	F3E-XL 4x2 SD Regular Cab 145 in. VE			60	6,400	15,000
2	1 1/2 Ton Cab Chassis	2022	Ford	F-450 Chassis Regular Cab	F4B-XL 4x2 SD Regular Cab 145 in. VE			60	4,700	15,000

MEMORANDUM



ROCKY MOUNT
FINANCE
THE CENTER OF IT ALL

To: Abdul Baloch, Interim Finance Director
From: Ramona Plemmer, Purchasing Manager
Date: November 16, 2022
Re: Open-End Lease Agreement

This memorandum is to advise of the two exceptions to competitive bidding per North Carolina General Statutes. The city would like to consider entering into an open-end lease agreement with Enterprise using one of the following exceptions below.

- I. Piggyback purchases, without bidding, from a person or entity by a public agency on a contract awarded by another public agency are authorized by NCGS 143-129(g) after they meet the following requirements:
 - Approval of a piggyback purchase can be done on a contract that has been awarded within the past twelve months.
 - Approval of a piggyback purchase, “must show that the prior contract was entered in following a public bid process substantially similar to the one contained in NCGS 143-129. To meet this requirement for the piggyback purchase and to show that a competitive formal bid process took place.
 - Approval of the piggyback purchase must be based on the vendor supplying the item at the same or more favorable prices and other terms.
 - Approval of the piggyback purchase requires that a notice of intent to award the contract without bidding, be published no less than ten days prior to the meeting for approval by the local governing board.
- II. Sourcwell is a group purchasing program that serves education and government agencies nationally through competitively bid and awarded contract purchasing solutions. Group Purchasing Programs are an exception to competitive bidding under N.C.G.S. 143-129(e)3.

The following attachments show the master agreement provided by Enterprise and the competitive bid process that Sourcwell conducted to secure bids.

Attachments:

Enterprise Master Agreements
Enterprise NC Government Partners List
RFP and Addendums

Proof of Publication
Proposal Evaluation
Contract Pricing

TOWN OF JONESVILLE, NORTH CAROLINA	3/28/2021
Town of Waxhaw, North Carolina	7/30/2020
City of Lincolnton NC	7/14/2017
Town of Norwood	10/31/2019
Town of Stanley, North Carolina	4/30/2021
Town Of Dallas	10/4/2018
Town of Wadesboro, North Carolina	4/30/2021
Town of Taylorsville	8/29/2019
Graham County	1/29/2019
Town of Murfreesboro	5/28/2021
Town of Benson	6/21/2019
Town of Wendell, North Carolina	11/30/2021
Orange County	8/28/2017
Coastal Horizons Center, Inc.	3/30/2018
Town of Aberdeen, North Carolina	4/19/2021
Town of Spring Lake	10/30/2018
Town of Emerald Isle	9/24/2019
Town of Angier, North Carolina	2/26/2021
Town of Zebulon	2/11/2021
North Carolina League of Municipalities	5/9/2019
City of Creedmoor	1/18/2022
Economic Development Partnership of NC, Inc	8/27/2014
Eastpointe Human Services, Inc.	3/3/2014
County of Stokes	3/28/2019
Jackson County Board of Education	2/26/2020
City of Albemarle	1/31/2019
Town of Dobson	6/18/2020
Town of Forest City, North Carolina	8/25/2021
Ashe County, North Carolina	2/24/2022
Town of Laurel Park	5/30/2020
Town of Elkin	7/8/2020
County of Stanly	11/16/2017
Town of Boiling Springs	8/24/2022
City of Belmont, North Carolina	4/29/2022
City of Fayetteville	9/22/2016
City of Roanoke Rapids	8/17/2022
County of Richmond	5/7/2019
Onslow County	2/23/2018
County of Hertford	8/31/2020
Housing Authority of the City of Durham	4/9/2019
Edgecombe Community College	11/22/2019
City of Southport	7/3/2019
Chowan County	2/15/2018

County of Halifax	12/24/2020
County of Caswell	4/17/2019
Town of Mount Olive	12/19/2018
Bertie County	8/11/2017
University of North Carolina -Athletics Depart	9/29/2016
Town of Carolina Beach	6/30/2020
City of Boiling Spring Lakes	7/20/2020
County of Columbus	6/30/2021
Town of Sharpsburg	6/23/2020
Town of Burgaw	7/12/2019
Town of Matthews	8/2/2019
Davie County, North Carolina	9/18/2019
City of Cherryville	4/30/2019
County of Surry, NC	5/28/2019
City of Shelby	10/16/2018
City of Bessemer City	2/27/2018
Yadkin County	12/4/2018
City of Hendersonville	9/26/2019
Town of Woodfin	7/16/2019
City of Lexington	6/19/2019
INLIVIAN	9/20/2016
Northampton County, NC	8/25/2022

**Solicitation Number: RFP #030122****CONTRACT**

This Contract is between Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and Enterprise Fleet Management, Inc., 600 Corporate Park Drive, St. Louis, MO 63105 (Supplier).

Sourcewell is a State of Minnesota local government unit and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) that offers cooperative procurement solutions to government entities. Participation is open to eligible federal, state/province, and municipal governmental entities, higher education, K-12 education, nonprofit, tribal government, and other public entities located in the United States and Canada. Sourcewell issued a public solicitation for Fleet Management Services from which Supplier was awarded a contract.

Supplier desires to contract with Sourcewell to provide equipment, products, or services to Sourcewell and the entities that access Sourcewell's cooperative purchasing contracts (Participating Entities).

1. TERM OF CONTRACT

- A. **EFFECTIVE DATE.** This Contract is effective upon the date of the final signature below.
- B. **EXPIRATION DATE AND EXTENSION.** This Contract expires April 18, 2026, unless it is cancelled sooner pursuant to Article 22. This Contract may be extended one additional year upon the request of Sourcewell and written agreement by Supplier.
- C. **SURVIVAL OF TERMS.** Notwithstanding any expiration or termination of this Contract, all payment obligations incurred prior to expiration or termination will survive, as will the following: Articles 11 through 14 survive the expiration or cancellation of this Contract. All other rights will cease upon expiration or termination of this Contract.

2. EQUIPMENT, PRODUCTS, OR SERVICES

- A. **EQUIPMENT, PRODUCTS, OR SERVICES.** Supplier will provide the Equipment, Products, or Services as stated in its Proposal submitted under the Solicitation Number listed above.

Supplier's Equipment, Products, or Services Proposal (Proposal) is attached and incorporated into this Contract.

All Equipment and Products provided under this Contract must be new and the current model. Supplier may offer close-out or refurbished Equipment or Products if they are clearly indicated in Supplier's product and pricing list. Unless agreed to by the Participating Entities in advance, Equipment or Products must be delivered as operational to the Participating Entity's site.

This Contract offers an indefinite quantity of sales, and while substantial volume is anticipated, sales and sales volume are not guaranteed.

B. **WARRANTY.** Equipment, product, or service warranties will be provided by the manufacturer or service provider. Supplier will assist the Participating Entity in reaching a resolution in any dispute over warranty terms with the manufacturer or service provider. Any manufacturer's or service provider's warranty will be passed on to the Participating Entity.

C. **DEALERS, DISTRIBUTORS, AND/OR RESELLERS.** Upon Contract execution and throughout the Contract term, Supplier must provide to Sourcewell a current means to validate or authenticate Supplier's authorized dealers, distributors, or resellers relative to the Equipment, Products, and Services offered under this Contract, which will be incorporated into this Contract by reference. It is the Supplier's responsibility to ensure Sourcewell receives the most current information.

3. PRICING

All Equipment, Products, or Services under this Contract will be priced at or below the price stated in Supplier's Proposal.

When providing pricing quotes to Participating Entities, all pricing quoted must reflect a Participating Entity's total cost of acquisition. This means that the quoted cost is for delivered Equipment, Products, and Services that are operational for their intended purpose, and includes all costs to the Participating Entity's requested delivery location.

Regardless of the payment method chosen by the Participating Entity, the total cost associated with any purchase option of the Equipment, Products, or Services must always be disclosed in the pricing quote to the applicable Participating Entity at the time of purchase.

A. **SHIPPING AND SHIPPING COSTS.** All delivered Equipment and Products must be properly packaged. Damaged Equipment and Products may be rejected. If the damage is not readily apparent at the time of delivery, Supplier must permit the Equipment and Products to be returned within a reasonable time at no cost to Sourcewell or its Participating Entities. Participating Entities reserve the right to inspect the Equipment and Products at a reasonable

time after delivery where circumstances or conditions prevent effective inspection of the Equipment and Products at the time of delivery.

In the event that Equipment and Products arrive in a defective or inoperable condition, the Participating Entity must promptly bring any such condition to Supplier's attention. Supplier will then provide commercially reasonable assistance to the Participating Entity in any communication or negotiation with the Equipment and Product's manufacturer or dealer, as applicable, with respect to claims relating to such condition.

B. SALES TAX. Each Participating Entity is responsible for supplying the Supplier with valid tax-exemption certification(s). When ordering, a Participating Entity must indicate if it is a tax-exempt entity.

C. HOT LIST PRICING. At any time during this Contract, Supplier may offer a specific selection of Equipment, Products, or Services at discounts greater than those listed in the Contract. When Supplier determines it will offer Hot List Pricing, it must be submitted electronically to Sourcewell in a line-item format. Equipment, Products, or Services may be added or removed from the Hot List at any time through a Sourcewell Price and Product Change Form as defined in Article 4 below.

Hot List program and pricing may also be used to discount and liquidate close-out and discontinued Equipment and Products as long as those close-out and discontinued items are clearly identified as such. Current ordering process and administrative fees apply. Hot List Pricing must be published and made available to all Participating Entities.

4. PRODUCT AND PRICING CHANGE REQUESTS

Supplier may request Equipment, Product, or Service changes, additions, or deletions at any time. All requests must be made in writing by submitting a signed Sourcewell Price and Product Change Request Form to the assigned Sourcewell Supplier Development Administrator. This approved form is available from the assigned Sourcewell Supplier Development Administrator. At a minimum, the request must:

- Identify the applicable Sourcewell contract number;
- Clearly specify the requested change;
- Provide sufficient detail to justify the requested change;
- Individually list all Equipment, Products, or Services affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
- Include a complete restatement of pricing documentation in Microsoft Excel with the effective date of the modified pricing, or product addition or deletion. The new pricing restatement must include all Equipment, Products, and Services offered, even for those items where pricing remains unchanged.

A fully executed Sourcewell Price and Product Change Request Form will become an amendment to this Contract and will be incorporated by reference.

5. PARTICIPATION, CONTRACT ACCESS, AND PARTICIPATING ENTITY REQUIREMENTS

A. PARTICIPATION. Sourcewell's cooperative contracts are available and open to public and nonprofit entities across the United States and Canada; such as federal, state/province, municipal, K-12 and higher education, tribal government, and other public entities.

The benefits of this Contract should be available to all Participating Entities that can legally access the Equipment, Products, or Services under this Contract. A Participating Entity's authority to access this Contract is determined through its cooperative purchasing, interlocal, or joint powers laws. Any entity accessing benefits of this Contract will be considered a Service Member of Sourcewell during such time of access. Supplier understands that a Participating Entity's use of this Contract is at the Participating Entity's sole convenience and Participating Entities reserve the right to obtain like Equipment, Products, or Services from any other source.

Supplier is responsible for familiarizing its sales and service forces with Sourcewell contract use eligibility requirements and documentation and will encourage potential participating entities to join Sourcewell. Sourcewell reserves the right to add and remove Participating Entities to its roster during the term of this Contract.

B. PUBLIC FACILITIES. Supplier's employees may be required to perform work at government-owned facilities, including schools. Supplier's employees and agents must conduct themselves in a professional manner while on the premises, and in accordance with Participating Entity policies and procedures, and all applicable laws.

6. PARTICIPATING ENTITY USE AND PURCHASING

A. ORDERS AND PAYMENT. To access the contracted Equipment, Products, or Services under this Contract, a Participating Entity must clearly indicate to Supplier that it intends to access this Contract; however, order flow and procedure will be developed jointly between Sourcewell and Supplier. Typically, a Participating Entity will issue an order directly to Supplier or its authorized subsidiary, distributor, dealer, or reseller. If a Participating Entity issues a purchase order, it may use its own forms, but the purchase order should clearly note the applicable Sourcewell contract number. All Participating Entity orders under this Contract must be issued prior to expiration or cancellation of this Contract; however, Supplier performance, Participating Entity payment obligations, and any applicable warranty periods or other Supplier or Participating Entity obligations may extend beyond the term of this Contract.

Supplier's acceptable forms of payment are included in its attached Proposal. Participating Entities will be solely responsible for payment and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.

B. **ADDITIONAL TERMS AND CONDITIONS/PARTICIPATING ADDENDUM.** Additional terms and conditions to a purchase order, or other required transaction documentation, may be negotiated between a Participating Entity and Supplier, such as job or industry-specific requirements, legal requirements (e.g., affirmative action or immigration status requirements), or specific local policy requirements. Some Participating Entities may require the use of a Participating Addendum; the terms of which will be negotiated directly between the Participating Entity and the Supplier. Any negotiated additional terms and conditions must never be less favorable to the Participating Entity than what is contained in this Contract.

C. **SPECIALIZED SERVICE REQUIREMENTS.** In the event that the Participating Entity requires service or specialized performance requirements not addressed in this Contract (such as e-commerce specifications, specialized delivery requirements, or other specifications and requirements), the Participating Entity and the Supplier may enter into a separate, standalone agreement, apart from this Contract. Sourcewell, including its agents and employees, will not be made a party to a claim for breach of such agreement.

D. **TERMINATION OF ORDERS.** Participating Entities may terminate an order prior to the applicable Equipment and Product manufacturer or dealer deadline, in whole or in part, immediately upon notice to Supplier in the event of any of the following:

1. The Participating Entity fails to receive funding or appropriation from its governing body at levels sufficient to pay for the equipment, products, or services to be purchased; or
2. Federal, state, or provincial laws or regulations prohibit the purchase or change the Participating Entity's requirements.

Any termination thereafter will be governed by the terms and conditions of Supplier's affiliates' Master Lease Agreement.

E. **GOVERNING LAW AND VENUE.** The governing law and venue for any action related to a Participating Entity's order will be determined by the Participating Entity making the purchase.

7. CUSTOMER SERVICE

A. **PRIMARY ACCOUNT REPRESENTATIVE.** Supplier will assign an Account Representative to Sourcewell for this Contract and must provide prompt notice to Sourcewell if that person is changed. The Account Representative will be responsible for:

- Maintenance and management of this Contract;

- Timely response to all Sourcwell and Participating Entity inquiries; and
- Business reviews to Sourcwell and Participating Entities, if applicable.

B. BUSINESS REVIEWS. Supplier must perform a minimum of one business review with Sourcwell per contract year. The business review will cover sales to Participating Entities, pricing and contract terms, administrative fees, sales data reports, supply issues, customer issues, and any other necessary information.

8. REPORT ON CONTRACT SALES ACTIVITY AND ADMINISTRATIVE FEE PAYMENT

A. CONTRACT SALES ACTIVITY REPORT. Each calendar quarter, Supplier must provide a contract sales activity report (Report) to the Sourcwell Supplier Development Administrator assigned to this Contract. Reports are due no later than 45 days after the end of each calendar quarter. A Report must be provided regardless of the number or amount of sales during that quarter (i.e., if there are no sales, Supplier must submit a report indicating no sales were made).

The Report must contain the following fields:

- Participating Entity Name (e.g., City of Staples Highway Department);
- Participating Entity Physical Street Address;
- Participating Entity City;
- Participating Entity State/Province;
- Participating Entity Zip/Postal Code;
- Participating Entity Contact Name;
- Participating Entity Contact Email Address;
- Participating Entity Contact Telephone Number;
- Sourcwell Assigned Entity/Participating Entity Number;
- Item Purchased Description;
- Item Purchased Price;
- Sourcwell Administrative Fee Applied; and
- Date Purchase was invoiced/sale was recognized as revenue by Supplier.

B. ADMINISTRATIVE FEE. In consideration for the support and services provided by Sourcwell, the Supplier will pay an administrative fee to Sourcwell on all Equipment, Products, and Services provided to Participating Entities. The Administrative Fee must be included in, and not added to, the pricing. Supplier may not charge Participating Entities more than the contracted price to offset the Administrative Fee.

The Supplier will submit payment to Sourcwell for the percentage of administrative fee stated in the Proposal multiplied by the total sales of all Equipment, Products, and Services purchased by Participating Entities under this Contract during each calendar quarter. Payments should

note the Supplier's name and Sourcewell-assigned contract number in the memo; and must be mailed to the address above "Attn: Accounts Receivable" or remitted electronically to Sourcewell's banking institution per Sourcewell's Finance department instructions. Payments must be received no later than 45 calendar days after the end of each calendar quarter.

Supplier agrees to cooperate with Sourcewell in auditing transactions under this Contract to ensure that the administrative fee is paid on all items purchased under this Contract.

In the event the Supplier is delinquent in any undisputed administrative fees, Sourcewell reserves the right to cancel this Contract and reject any proposal submitted by the Supplier in any subsequent solicitation. In the event this Contract is cancelled by either party prior to the Contract's expiration date, the administrative fee payment will be due no more than 30 days from the cancellation date.

9. AUTHORIZED REPRESENTATIVE

Sourcewell's Authorized Representative is its Chief Procurement Officer.

Supplier's Authorized Representative is the person named in the Supplier's Proposal. If Supplier's Authorized Representative changes at any time during this Contract, Supplier must promptly notify Sourcewell in writing.

10. AUDIT, ASSIGNMENT, AMENDMENTS, WAIVER, AND CONTRACT COMPLETE

A. **AUDIT.** Pursuant to Minnesota Statutes Section 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by Sourcewell or the Minnesota State Auditor for a minimum of six years from the end of this Contract. This clause extends to Participating Entities as it relates to business conducted by that Participating Entity under this Contract.

B. **ASSIGNMENT.** Neither party may assign or otherwise transfer its rights or obligations under this Contract without the prior written consent of the other party and a fully executed assignment agreement. Such consent will not be unreasonably withheld. Any prohibited assignment will be invalid.

C. **AMENDMENTS.** Any amendment to this Contract must be in writing and will not be effective until it has been duly executed by the parties.

D. **WAIVER.** Failure by either party to take action or assert any right under this Contract will not be deemed a waiver of such right in the event of the continuation or repetition of the circumstances giving rise to such right. Any such waiver must be in writing and signed by the parties.

E. **CONTRACT COMPLETE.** This Contract, with respect to the subject matter hereof, represents the complete agreement between the parties. No other understanding regarding this Contract, whether written or oral, may be used to bind either party. For any conflict between the attached Proposal and the terms set out in Articles 1-22 of this Contract, the terms of Articles 1-22 will govern.

F. **RELATIONSHIP OF THE PARTIES.** The relationship of the parties is one of independent contractors, each free to exercise judgment and discretion with regard to the conduct of their respective businesses. This Contract does not create a partnership, joint venture, or any other relationship such as master-servant, or principal-agent.

11. INDEMNITY AND HOLD HARMLESS

Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any third-party claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Contract by the Supplier or its agents or employees. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law.

Indemnity obligations between Supplier and any Participating Entity, if any, will be as set forth in the applicable Supplier's affiliates' Master Lease Agreement.

12. GOVERNMENT DATA PRACTICES

Supplier and Sourcewell must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as it applies to all data provided by or provided to Sourcewell under this Contract and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by the Supplier under this Contract.

13. INTELLECTUAL PROPERTY, PUBLICITY, MARKETING, AND ENDORSEMENT

A. INTELLECTUAL PROPERTY

1. *Grant of License.* During the term of this Contract:
 - a. Sourcewell grants to Supplier a royalty-free, worldwide, non-exclusive right and license to use the trademark(s) provided to Supplier by Sourcewell in advertising and promotional materials for the purpose of marketing Sourcewell's relationship with Supplier.
 - b. Supplier grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Supplier's trademarks in advertising and promotional materials for the purpose of marketing Supplier's relationship with Sourcewell.
2. *Limited Right of Sublicense.* The right and license granted herein includes a limited right of each party to grant sublicenses to their respective subsidiaries, distributors, dealers,

resellers, marketing representatives, and agents (collectively “Permitted Sublicensees”) in advertising and promotional materials for the purpose of marketing the Parties’ relationship to Participating Entities. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this Article by any of their respective sublicensees.

3. Use; Quality Control.

- a. Neither party may alter the other party’s trademarks from the form provided and must comply with removal requests as to specific uses of its trademarks or logos.
- b. Each party agrees to use, and to cause its Permitted Sublicensees to use, the other party’s trademarks only in good faith and in a dignified manner consistent with such party’s use of the trademarks. Upon written notice to the breaching party, the breaching party has 30 days of the date of the written notice to cure the breach or the license will be terminated.

4. As applicable, Supplier agrees to indemnify and hold harmless Sourcewell and its Participating Entities against any and all suits, claims, judgments, and costs instituted or recovered against Sourcewell or Participating Entities by any person on account of the use of any Equipment or Products by Sourcewell or its Participating Entities supplied by Supplier in violation of applicable patent or copyright laws.

5. Termination. Upon the termination of this Contract for any reason, each party, including Permitted Sublicensees, will have 30 days to remove all Trademarks from signage, websites, and the like bearing the other party’s name or logo (excepting Sourcewell’s pre-printed catalog of suppliers which may be used until the next printing). Supplier must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell’s written directions.

B. PUBLICITY. Any publicity regarding the subject matter of this Contract must not be released without prior written approval from the Authorized Representatives. Publicity includes notices, informational pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for the Supplier individually or jointly with others, or any subcontractors, with respect to the program, publications, or services provided resulting from this Contract.

C. MARKETING. Any direct advertising, marketing, or offers with Participating Entities must be approved by Sourcewell. Send all approval requests to the Sourcewell Supplier Development Administrator assigned to this Contract.

D. ENDORSEMENT. The Supplier must not claim that Sourcewell endorses its Equipment, Products, or Services.

14. GOVERNING LAW, JURISDICTION, AND VENUE

The substantive and procedural laws of the State of Minnesota will govern this Contract. Venue for all legal proceedings arising out of this Contract, or its breach, must be in the appropriate state court in Todd County, Minnesota or federal court in Fergus Falls, Minnesota.

15. FORCE MAJEURE

Neither party to this Contract will be held responsible for delay or default caused by acts of God or other conditions that are beyond that party's reasonable control. A party defaulting under this provision must provide the other party prompt written notice of the default.

16. SEVERABILITY

If any provision of this Contract is found by a court of competent jurisdiction to be illegal, unenforceable, or void then both parties will be relieved from all obligations arising from that provision. If the remainder of this Contract is capable of being performed, it will not be affected by such determination or finding and must be fully performed.

17. PERFORMANCE, DEFAULT, AND REMEDIES

A. **PERFORMANCE.** During the term of this Contract, the parties will monitor performance and address unresolved contract issues as follows:

1. *Notification.* The parties must promptly notify each other of any known dispute and work in good faith to resolve such dispute within a reasonable period of time. If necessary, Sourcewell and the Supplier will jointly develop a short briefing document that describes the issue(s), relevant impact, and positions of both parties.
2. *Escalation.* If parties are unable to resolve the issue in a timely manner, as specified above, either Sourcewell or Supplier may escalate the resolution of the issue to a higher level of management. The Supplier will have 30 calendar days to cure an outstanding issue.
3. *Performance while Dispute is Pending.* Notwithstanding the existence of a dispute, the Supplier must continue without delay to carry out all of its responsibilities under the Contract that are not affected by the dispute.

B. **DEFAULT AND REMEDIES.** Either of the following constitutes cause to declare this Contract, or any Participating Entity order under this Contract, in default:

1. Nonperformance of contractual requirements, or
2. A material breach of any term or condition of this Contract.

The party claiming default must provide written notice of the default, with 30 calendar days to cure the default. Time allowed for cure will not diminish or eliminate any liability for liquidated

or other damages. If the default remains after the opportunity for cure, the non-defaulting party may:

- Exercise any remedy provided by law or equity, or
- Terminate the Contract or any portion thereof, including any orders issued against the Contract.

18. INSURANCE

A. REQUIREMENTS. At its own expense, Supplier must maintain insurance policy(ies) in effect at all times during the performance of this Contract with insurance company(ies) licensed or authorized to do business in the State of Minnesota having an "AM BEST" rating of A- or better, with coverage and limits of insurance not less than the following:

1. *Workers' Compensation and Employer's Liability.*

Workers' Compensation: As required by any applicable law or regulation.

Employer's Liability Insurance: must be provided in amounts not less than listed below:

Minimum limits:

- \$500,000 each accident for bodily injury by accident
- \$500,000 policy limit for bodily injury by disease
- \$500,000 each employee for bodily injury by disease

2. *Commercial General Liability Insurance.* Supplier will maintain insurance covering its operations, with coverage on an occurrence basis, and must be subject to terms no less broad than the Insurance Services Office ("ISO") Commercial General Liability Form CG0001 (2001 or newer edition), or equivalent. At a minimum, coverage must include liability arising from premises, operations, bodily injury and property damage, independent contractors, products-completed operations including construction defect, contractual liability, blanket contractual liability, and personal injury and advertising injury. All required limits, terms and conditions of coverage must be maintained during the term of this Contract.

Minimum Limits:

- \$1,000,000 each occurrence Bodily Injury and Property Damage
- \$1,000,000 Personal and Advertising Injury
- \$2,000,000 aggregate for Products-Completed operations
- \$2,000,000 general aggregate

3. *Commercial Automobile Liability Insurance.* During the term of this Contract, Supplier will maintain insurance covering all owned, hired, and non-owned automobiles in limits of liability not less than indicated below. The coverage must be subject to terms no less broad than ISO Business Auto Coverage Form CA 0001 (2010 edition or newer), or equivalent.

Minimum Limits:

\$1,000,000 each accident, combined single limit

4. *Umbrella Insurance.* During the term of this Contract, Supplier will maintain umbrella coverage over Employer's Liability, Commercial General Liability, and Commercial Automobile.

Minimum Limits:

\$2,000,000

5. *Network Security and Privacy Liability Insurance.* During the term of this Contract, Supplier will maintain coverage for network security and privacy liability. The coverage may be endorsed on another form of liability coverage or written on a standalone policy. The insurance must cover claims which may arise from failure of Supplier's security resulting in, but not limited to, computer attacks, unauthorized access, disclosure of not public data – including but not limited to, confidential or private information, transmission of a computer virus, or denial of service.

Minimum limits:

\$2,000,000 per occurrence

\$2,000,000 annual aggregate

Failure of Supplier to maintain the required insurance will constitute a material breach entitling Sourcewell to immediately terminate this Contract for default.

B. CERTIFICATES OF INSURANCE. Prior to commencing under this Contract, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Contract. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 or sent to the Sourcewell Supplier Development Administrator assigned to this Contract. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf.

Failure to request certificates of insurance by Sourcewell, or failure of Supplier to provide certificates of insurance, in no way limits or relieves Supplier of its duties and responsibilities in this Contract.

C. ADDITIONAL INSURED ENDORSEMENT AND PRIMARY AND NON-CONTRIBUTORY INSURANCE CLAUSE. Supplier agrees to list Sourcewell and its Participating Entities, including their officers, agents, and employees, as an additional insured under the Supplier's commercial general liability insurance policy with respect to liability arising out of activities, "operations," or "work" performed by or on behalf of Supplier, and products and completed operations of Supplier. The policy provision(s) or endorsement(s) must further provide that coverage is primary and not excess over or contributory with any other valid, applicable, and collectible insurance or self-insurance in force for the additional insureds.

D. **WAIVER OF SUBROGATION.** Supplier waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses paid under the insurance policies required by this Contract or other insurance applicable to the Supplier or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Supplier or its subcontractors. Where permitted by law, Supplier must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

E. **UMBRELLA/EXCESS LIABILITY/SELF-INSURED RETENTION.** The limits required by this Contract can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.

19. COMPLIANCE

A. **LAWS AND REGULATIONS.** All Equipment, Products, or Services provided under this Contract must comply fully with applicable federal laws and regulations, and with the laws in the states and provinces in which the Equipment, Products, or Services are sold.

B. **LICENSES.** Supplier must maintain a valid and current status on all required federal, state/provincial, and local licenses, bonds, and permits required for the operation of the business that the Supplier conducts with Sourcewell and Participating Entities.

20. BANKRUPTCY, DEBARMENT, OR SUSPENSION CERTIFICATION

Supplier certifies and warrants that it is not in bankruptcy or that it has previously disclosed in writing certain information to Sourcewell related to bankruptcy actions. If at any time during this Contract Supplier declares bankruptcy, Supplier must immediately notify Sourcewell in writing.

Supplier certifies and warrants that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Supplier certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Contract. Supplier further warrants that it will provide immediate written notice to Sourcewell if this certification changes at any time.

21. PROVISIONS FOR NON-UNITED STATES FEDERAL ENTITY PROCUREMENTS UNDER UNITED STATES FEDERAL AWARDS OR OTHER AWARDS

Participating Entities that use United States federal grant or FEMA funds to purchase goods or services from this Contract may be subject to additional requirements including the

procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. § 200. Participating Entities may have additional requirements based on specific funding source terms or conditions. Within this Article, all references to “federal” should be interpreted to mean the United States federal government. The following list only applies when a Participating Entity accesses Supplier’s Equipment, Products, or Services with United States federal funds.

A. EQUAL EMPLOYMENT OPPORTUNITY. Except as otherwise provided under 41 C.F.R. § 60, all contracts that meet the definition of “federally assisted construction contract” in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. §60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 C.F.R. § 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.” The equal opportunity clause is incorporated herein by reference.

B. DAVIS-BACON ACT, AS AMENDED (40 U.S.C. § 3141-3148). Intentionally omitted.

C. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. § 3701-3708). Intentionally omitted.

D. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT. Intentionally omitted.

E. CLEAN AIR ACT (42 U.S.C. § 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. § 1251-1387). Intentionally omitted.

F. DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689). A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R. §180 that implement Executive Orders 12549 (3 C.F.R. § 1986 Comp., p. 189) and 12689 (3 C.F.R. § 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency.

G. BYRD ANTI-LOBBYING AMENDMENT, AS AMENDED (31 U.S.C. § 1352). Suppliers must file any required certifications. Suppliers must not have used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award

covered by 31 U.S.C. § 1352. Suppliers must disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the non-federal award. Suppliers must file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).

H. RECORD RETENTION REQUIREMENTS. To the extent applicable, Supplier must comply with the record retention requirements detailed in 2 C.F.R. § 200.333. The Supplier further certifies that it will retain all records as required by 2 C.F.R. § 200.333 for a period of 3 years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

I. ENERGY POLICY AND CONSERVATION ACT COMPLIANCE. Intentionally omitted.

J. BUY AMERICAN PROVISIONS COMPLIANCE. Intentionally omitted.

K. ACCESS TO RECORDS (2 C.F.R. § 200.336). Supplier agrees that duly authorized representatives of a federal agency must have access to any books, documents, papers and records of Supplier that are directly pertinent to Supplier's discharge of its obligations under this Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to Supplier's personnel for the purpose of interview and discussion relating to such documents.

L. PROCUREMENT OF RECOVERED MATERIALS (2 C.F.R. § 200.322). Intentionally omitted.

M. FEDERAL SEAL(S), LOGOS, AND FLAGS. The Supplier not use the seal(s), logos, crests, or reproductions of flags or likenesses of Federal agency officials without specific pre-approval.

N. NO OBLIGATION BY FEDERAL GOVERNMENT. The U.S. federal government is not a party to this Contract or any purchase by an Participating Entity and is not subject to any obligations or liabilities to the Participating Entity, Supplier, or any other party pertaining to any matter resulting from the Contract or any purchase by an authorized user.

O. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS. The Contractor acknowledges that 31 U.S.C. 38 (Administrative Remedies for False Claims and Statements) applies to the Supplier's actions pertaining to this Contract or any purchase by a Participating Entity.

P. FEDERAL DEBT. The Supplier certifies that it is non-delinquent in its repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowance, and benefit overpayments.

Q. CONFLICTS OF INTEREST. The Supplier must notify the U.S. Office of General Services, Sourcewell, and Participating Entity as soon as possible if this Contract or any aspect related to the anticipated work under this Contract raises an actual or potential conflict of interest (as described in 2 C.F.R. Part 200). The Supplier must explain the actual or potential conflict in writing in sufficient detail so that the U.S. Office of General Services, Sourcewell, and Participating Entity are able to assess the actual or potential conflict; and provide any additional information as necessary or requested.

R. U.S. EXECUTIVE ORDER 13224. The Supplier, and its subcontractors, must comply with U.S. Executive Order 13224 and U.S. Laws that prohibit transactions with and provision of resources and support to individuals and organizations associated with terrorism.

S. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT. Intentionally omitted.

T. DOMESTIC PREFERENCES FOR PROCUREMENTS. To the extent applicable, Supplier certifies that during the term of this Contract will comply with applicable requirements of 2 C.F.R. § 200.322.

22. CANCELLATION

Sourcewell or Supplier may cancel this Contract at any time, with or without cause, upon 60 days' written notice to the other party. However, Sourcewell may cancel this Contract immediately upon discovery of a material defect in any certification made in Supplier's Proposal. Cancellation of this Contract does not relieve either party of financial, product, or service obligations incurred or accrued prior to cancellation.

Sourcewell

Enterprise Fleet Management, Inc.

DocuSigned by:
Jeremy Schwartz
C0FD2A139D06489...

DocuSigned by:
Dain Giesie
EFC279C1DE8D465...

By: _____

By: _____

Jeremy Schwartz

Dain Giesie

Title: Chief Procurement Officer

Title: Vice President

5/4/2022 | 9:11 AM CDT

5/4/2022 | 2:58 PM CDT

Date: _____

Date: _____

Approved:

DocuSigned by:
Chad Coauette
7E42B8F817A64CC...

By: _____

Chad Coauette

Title: Executive Director/CEO

5/4/2022 | 3:23 PM CDT

Date: _____

RFP 030122 - Fleet Management Services

Vendor Details

Company Name: Enterprise Fleet Management, Inc.

Does your company conduct
business under any other name? If
yes, please state: MO

Address: 600 Corporate Park Dr.

St. Louis, MO 63050

Contact: Dain Giesie

Email: Dain.E.Giesie@efleets.com

Phone: 314-274-5428

Fax: 314-274-5428

HST#: 43-1697807

Submission Details

Created On: Tuesday February 01, 2022 10:13:18

Submitted On: Tuesday March 01, 2022 16:13:51

Submitted By: Dain Giesie

Email: Dain.E.Giesie@efleets.com

Transaction #: 53316618-72bf-4ca3-ad36-3ffb0fdf4609

Submitter's IP Address: 4.30.165.86

Specifications

Table 1: Proposer Identity & Authorized Representatives

General Instructions (applies to all Tables) Sourcewell prefers a brief but thorough response to each question. Do not merely attach additional documents to your response without also providing a substantive response. Do not leave answers blank; respond "N/A" if the question does not apply to you (preferably with an explanation).

Line Item	Question	Response *
1	Proposer Legal Name (one legal entity only): (In the event of award, will execute the resulting contract as "Supplier")	Enterprise Fleet Management, Inc.
2	Identify all subsidiary entities of the Proposer whose equipment, products, or services are included in the Proposal.	N/A
3	Identify all applicable assumed names or DBA names of the Proposer or Proposer's subsidiaries in Line 1 or Line 2 above.	Enterprise Fleet Management
4	Provide your CAGE code or DUNS number:	08-001-5860
5	Proposer Physical Address:	600 Corporate Park Drive, St. Louis, MO 63105
6	Proposer website address (or addresses):	efleets.com
7	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer and, in the event of award, will be expected to execute the resulting contract):	Dain Giesie, Assistant Vice President, Dain.E.Giesie@efleets.com, 314-274-5428
8	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Dain Giesie, Assistant Vice President, Dain.E.Giesie@efleets.com, 314-274-5428
9	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Michelle Rojas, Business Analyst, michelle.m.rojas@efleets.com, 314-274-4556

Table 2: Company Information and Financial Strength

Line Item	Question	Response *
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10	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested equipment, products or services.	<p>Background and History In 1957, with seven cars and a hunch that customers would embrace the novel concept of leasing automobiles, Jack Taylor founded Executive Leasing Company, what is today known as Enterprise Rent-A-Car. Twelve years later, Enterprise began expanding outside of St. Louis.</p> <p>In 1992, Enterprise surpassed \$1 billion in annual revenue and had nearly 10,000 employees in its work force. Enterprise's leasing division became known as Enterprise Fleet Management, serving businesses with small- to mid-sized fleets.</p> <p>In August 2007, the Taylor family acquired the National Car Rental and Alamo Rent A Car businesses. Two years later our operating company adopted the name Enterprise Holdings.</p> <p>Today, with 75,000 employees, 1.85 million vehicles, and annual revenue of \$23.9 billion, Enterprise Fleet Management and Enterprise Holdings combine to form one of the largest transportation service providers in the world.</p> <p>Using the expertise that comes from managing such a large worldwide fleet, Enterprise Fleet Management has grown into one of the largest fleet management companies in the nation. We specialize in partnering with companies to develop customized fleet programs which are proven to drive down costs and streamline the processes.</p> <p>Founding Values Our founding values are a simple yet powerful set of beliefs that drives us and are how we hold ourselves accountable every day. Over the years we have formalized the values into a set of guiding principles that every employee can understand and embrace:</p> <p>Our brands are the most valuable things we own. Personal honesty and integrity are the foundation of our success. Customer service is our way of life. Our company is a fun and friendly place, where teamwork rules. We work hard...and we reward hard work. Great things happen when we listen...to our customers and to each other. We strengthen our communities, one neighborhood at a time. Our doors are open.</p> <p>Business Philosophy Our goal is to create lifelong relationships with all our Enterprise customers and to exceed expectations through superior customer service. Our founding values are one of the many ways in which we remind ourselves to put our customers' needs first. The result has been millions of satisfied Enterprise customers, thousands of successful employees, and a company that continues to grow.</p>
11	What are your company's expectations in the event of an award?	<p>Our goal as a fleet management company is to work with our clients to develop a long-term, sustainable fleet program that will lower their total cost of ownership. We accomplish this through our localized, hands-on approach to account management, industry-leading products and services, technology, and 65 years of experience managing vehicles. As the awarded vendor, Enterprise Fleet Management will work directly with your member agencies to proactively create, implement and manage a cost-effective total transportation solution.</p> <p>It would be Enterprise's expectation that Sourcewell and its employees work in conjunction with Enterprise's local teams to identify optimal strategies on ways to best serve the members.</p>
12	Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response.	<p>Ranked on the Forbes America's Largest Private Companies list, Enterprise Fleet Management, together with our affiliate Enterprise Holdings, is unparalleled in size, strength and stability. As a privately held company, it is not our practice to publicly distribute consolidated financial information. However, our conservative and disciplined long-term approach to managing our business has earned us, by far, the strongest balance sheet in our industry.</p> <p>Standard and Poor's Rating Services recently upgraded Enterprise Fleet Management Inc.'s corporate credit rating to BBB+ from BBB. This reflects the financial strength of our company and our long-term approach to our business.</p>
13	What is your US market share for the solutions that you are proposing?	<p>Recently, Enterprise Fleet Management was ranked the largest fleet management provider in the United State, according to Automotive Fleet's 2021 Fact Book. We have been operating in the industry for decades. This stability has enabled us to pursue consistently conservative growth and residual value targets, while limiting operational and credit risk. Enterprise's positive outlook reflects our expectations that the company will maintain its industry-leading position in the automotive fleet leasing industry.</p>

14	What is your Canadian market share for the solutions that you are proposing?	Currently, Enterprise manages 5,000 leased units, 10,000 non-leased units and over 80,000 rentals across Canada. Enterprise has about 1 percent of the fleet management and leasing market and over 50 percent of the rental market. Enterprise Fleet Management is currently growing at 18.6 percent annually in Canada and over 200 percent in Western Canada.	*
15	Has your business ever petitioned for bankruptcy protection? If so, explain in detail.	No.	*
16	How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer whichever question (either a) or b) just below) best applies to your organization. a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned? b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?	Service provider	*
17	If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.	<ul style="list-style-type: none"> o Alberta Corporate License number: 2116040300 o Saskatchewan Corporate License number: 101184133 o Manitoba Corporate License number: 6262881 o GST number: 82540 4205 RT0001: o Saskatchewan PST number: 2476059 o Manitoba PST number: 82540 4205 MC0001 	*
18	Provide all "Suspension or Debarment" information that has applied to your organization during the past ten years.	N/A	*

Table 3: Industry Recognition & Marketplace Success

Line Item	Question	Response *
19	Describe any relevant industry awards or recognition that your company has received in the past five years	Enterprise Fleet Management has a distinguished history of receiving awards and accolades. A selection of major honors received in recent years is included below and can also be found on our website. Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE) (1997-2020 – 24 years straight) Silver Stevie Award, Innovation in Sales from the Stevie Awards for Sales & Customer Service (2020) Silver Stevie Award, Best Use of Technology in Sales from the Stevie Awards for Sales & Customer Service (2020) Bronze Stevie Award, Innovation in Customer Service from the Stevie Awards for Sales & Customer Service (2020) Bronze Stevie Award, Best Use of Technology in Customer Service from the Stevie Awards for Sales & Customer Service (2020)
20	What percentage of your sales are to the governmental sector in the past three years	Enterprise Fleet Management is a privately owned family run business and does not release specific performance numbers to the public. Owned by the Taylor family of St Louis since 1957, Enterprise Fleet Management operates a network of more than 50 fully staffed offices, which manages a fleet of more than 710,00 vehicles in the U.S and Canada. Enterprise Fleet Management provides services to hundreds of public and private schools, colleges, universities, cities, counties, and other government entities nationwide to manage tens of thousands of government vehicles. There have been no clients that have terminated a contract for non-performance.
21	What percentage of your sales are to the education sector in the past three years	Enterprise Fleet Management is a privately owned family run business and does not release specific performance numbers to the public. Owned by the Taylor family of St Louis since 1957, Enterprise Fleet Management operates a network of more than 50 fully staffed offices, which manages a fleet of more than 710,00 vehicles in the U.S and Canada. Enterprise Fleet Management provides services to hundreds of public and private schools, colleges, universities, cities, counties, and other government entities nationwide to manage tens of thousands of government vehicles. There have been no clients that have terminated a contract for non-performance.
22	List any state, provincial, or cooperative purchasing contracts that you hold. What is the annual sales volume for each of these contracts over the past three years?	Enterprise Fleet Management partners with Sourcewell, TIPS, and E&I for cooperative purchasing. As a privately held company we do not release specific performance numbers to the public. Enterprise Fleet Management provides services through the use of purchasing co-ops to all public and private schools, colleges, universities, cities, counties, and other government entities.
23	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	Enterprise Fleet Management, Inc. does not hold any contracts directly with the GSA.

Table 4: References/Testimonials

Line Item 24. Supply reference information from three customers who are eligible to be Sourcewell participating entities.

Entity Name *	Contact Name *	Phone Number *
Kenosha Unified School District	Dan Aiello, Grounds and Vehicle Repair	(262) 359-7541
City of Ruston	Michelle Colvin, Purchasing Agent	(318) 251-8631
Kings Mosquito Abatement District	Michael Cavanagh, General Manager	(559) 584-3326

Table 5: Top Five Government or Education Customers

Line Item 25. Provide a list of your top five government, education, or non-profit customers (entity name is optional), including entity type, the state or province the entity is located in, scope of the project(s), size of transaction(s), and dollar volumes from the past three years.

Entity Name	Entity Type *	State / Province *	Scope of Work *	Size of Transactions *	Dollar Volume Past Three Years *	
Village Center Community Development District	Education	Florida - FL	Fleet Management Services for 101 vehicles.	213 vehicles delivered	\$1,903,139	*
City of Roswell, Georgia	Government	Georgia - GA	Fleet Management Services for 280 vehicles including Accident Management.	117 vehicles delivered	\$2,871,939	*
City of Rockville	Government	Maryland - MD	Fleet Management Services for 189 vehicles	74 vehicles delivered	\$2,334,939	*
City of Murrieta	Government	California - CA	Fleet Management Services for 44 vehicles including full maintenance and maintenance management	73 vehicles delivered	\$2,698,024	*
City of Newton	Government	Maine - ME	Fleet Management Services for 68 vehicles	61 vehicles delivered	\$1,350,606	*

Table 6: Ability to Sell and Deliver Service

Describe your company's capability to meet the needs of Sourcwell participating entities across the US and Canada, as applicable. Your response should address in detail at least the following areas: locations of your network of sales and service providers, the number of workers (full-time equivalents) involved in each sector, whether these workers are your direct employees (or employees of a third party), and any overlap between the sales and service functions.

Line Item	Question	Response *

26	Sales force.	<p>Enterprise Fleet Management has experienced leadership at both the corporate and local level. This allows our regional group offices to make decisions at the local level to meet their customers' needs, while providing overall support, infrastructure and centralized services from our corporate teams.</p> <p>Each of our more than 50 Enterprise Fleet Management offices are staffed with more than 500 sales professionals to handle all areas of our customers' fleet programs, including sales. Key positions within the local teams include:</p> <p>Fleet Management Director</p> <ul style="list-style-type: none"> • The director of the local leadership team who can assist in resolving escalated customer service needs regarding the Sourcewell's fleet management services. <p>Fleet Strategy Manager</p> <ul style="list-style-type: none"> • Works with Client Strategy Manager to maximize resale/disposal of fleet vehicles • Works with wholesalers nationwide to sell vehicles in an average of 23 days <p>Finance Manager</p> <ul style="list-style-type: none"> • A member of the local leadership team who can assist in resolving escalated customer service needs regarding the financing of Sourcewell's fleet. <p>Account Executive</p> <ul style="list-style-type: none"> • Designs, reviews and implements fleet management programs • Supports the Client Strategy Manager in handling Sourcewell's ongoing fleet needs <p>Area Sales Manager</p> <ul style="list-style-type: none"> • Provides a managerial oversight to the Account Executive and Client Strategy Manager and can provide additional support to Sourcewell as needed <p>Client Strategy Manager</p> <ul style="list-style-type: none"> • Implements fleet management programs specifically designed for Sourcewell • Reviews Sourcewell's Fleet Profile on a regular basis • Proactively forecasts vehicle replacement needs • Secondary point of contact for fleet related matters <p>Account Fleet Coordinator</p> <ul style="list-style-type: none"> • Primary contact for Sourcewell's fleet needs • Administers all day-to-day fleet-related matters • Works with Client Strategy Manager to provide turnkey fleet management • Works directly with Sourcewell's employees on fleet issues
27	Dealer network or other distribution methods.	<p>As the largest purchaser of vehicles in North America, Enterprise has the ability to acquire vehicles from nearly any manufacturer. We can also offer both new and used vehicles from existing inventory.</p> <p>Vehicle Delivery</p> <p>Enterprise Fleet Management has 17,000 dealers in our database through which we can arrange vehicle delivery. Unless defined otherwise, we start our search for courtesy delivery (CD) dealers with fees under \$150 and within 35 miles of the driver. We shop for the best deal for all parties and always look for volume discount opportunities. When applicable we use the same dealers continuously to ensure they understand Enterprise and our customers' expectations. We have detailed instructions letting the dealer know step-by-step what is needed for a smooth transaction, including payment.</p> <p>This is what we expect from our CD dealers:</p> <ul style="list-style-type: none"> • Acceptance of vehicle, including inspection for damage or missing equipment. • Filing of claims and making arrangements for any necessary repairs. • Preparation of vehicle for delivery, including performing the post-delivery inspection, cleaning the vehicle, and installing any equipment. • Timely delivery of vehicle to driver, including providing excellent customer service and a demonstration of the vehicle. • Application for Title and Registration with the state and installation of license plates or temporary tags.

28	Service force.	<p>Call Center</p> <p>Enterprise Fleet Management has a call center with a single toll-free number for all customer support related to vehicle maintenance, roadside assistance, and accident management. The call center is staffed exclusively by Enterprise Fleet Management associates.</p> <p>Our maintenance team's hours are 6 a.m. to 9 p.m. CST Monday through Friday, and 7 a.m. to 4 p.m. CST on Saturday. Our roadside team's hours are 6 a.m. to 7 p.m. Monday through Friday, and 7 a.m. to 4 p.m. on Saturday. Outside of these hours, roadside calls are routed to our partner vendors. Roadside assistance is available 24 hours a day, seven days a week.</p> <p>The National Service Department has a staff of approximately 240 people. We have 53 Maintenance Coordinators who handle preventative maintenance, fluid services, brakes, and tires, along with more than 110 Service Advisors who handle every type of repair — from an oil change to a transmission failure. In addition, we have approximately 39 Service Coordinators who set up tows, lockout services, jump starts, flat tire changes, and other related requests.</p> <p>Supplier Network</p> <p>Enterprise encourages the use of our more than 40,000 Preferred Partners to ensure the highest level of service and greatest value with lower downtimes. In total, Enterprise has established relationships with nearly 90,000 maintenance and repair shops nationwide, which includes dealers and National Account partners. National Account partners include: Firestone, Michelin, Pep Boys, Tire Kingdom, Jiffy Lube, Valvoline Instant Oil Change, Goodyear, Discount Tire, and Grease Monkey.</p> <p>Our partnerships give our customers access to a vast, nationwide network of vendors who are ready to perform routine maintenance and repairs outside of the vehicle warranties.</p>
29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	<p>Enterprise Fleet Management has a dedicated ordering team at our corporate office in St. Louis to place factory orders for each manufacturer. We have developed system tools and a database that allow us to transmit orders from department to department electronically. Our ordering team has access to many of the manufacturer systems, ordering guides, and assigned contacts for any ordering, scheduling, and tracking questions.</p> <p>We track orders with the manufacturers throughout the process. Drivers can also check their vehicle status through our website or through the Enterprise mobile app. Once the vehicles arrive, your Account Fleet Coordinator will work with each driver to coordinate the most convenient method of pickup or delivery for the driver team.</p>

30	Describe in detail the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your stated service goals or promises.	<p>Service Quality index (SQI) is an industry leading metric that is core to Enterprise values.</p> <p>Enterprise uses a Service Quality index (SQI) to measure customer satisfaction for each of our brands. ESQI enables Enterprise to link our employees' career and financial aspirations to consistent and superior service levels with every customer. ESQI is one of the many ways in which we remind ourselves to put our customers' needs first. We also use our customer satisfaction data to monitor changing industry trends, needed enhancements, and local service issues to continually improve and distinguish our service from the competition. The result has been millions of satisfied Enterprise customers, thousands of successful employees, and a company that continues to grow.</p> <p>Customer Service Philosophy</p> <p>Our goal is to create lifelong relationships with all our Enterprise customers and to exceed expectations through superior customer service. Our founding values are one of the many ways in which we remind ourselves to put our customers' needs first. The result has been millions of satisfied Enterprise customers, thousands of successful employees, and a company that continues to grow.</p> <p>Founding Values</p> <p>Our founding values are a simple yet powerful set of beliefs that drives us and are how we hold ourselves accountable every day. Over the years we have formalized the values into a set of guiding principles that every employee can understand and embrace:</p> <ul style="list-style-type: none"> • Our brands are the most valuable things we own. • Personal honesty and integrity are the foundation of our success. • Customer service is our way of life. • Our company is a fun and friendly place, where teamwork rules. • We work hard...and we reward hard work. • Great things happen when we listen...to our customers and to each other. • We strengthen our communities, one neighborhood at a time. • Our doors are open.
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in the United States.	Enterprise Fleet Management has 50 offices across North America staffed by more than 500 sales professionals. These sales professionals facilitate thousands of meetings each year where they are demonstrating how Enterprise Fleet Management's programs help government organizations. As part of these demonstrations it has become engrained in each salesperson to position our Sourcewell contract as the best way to implement our fleet strategies. They are trained to recommend cooperative purchasing contracts during the sales process as a means of improving the customer experience by reducing unnecessary friction.
32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	Enterprise Fleet Management is able to provide our full range of services to Sourcewell member agencies in Canada. We currently operate three teams in Canada.
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed contract.	Enterprise has a unique geographical footprint with more than 50 fleet management offices and more than 4,000 rental locations that will work with members in most geographic areas in North America to provide services or find a solution that fits the needs of the member.
34	Identify any Sourcewell participating entity sectors (i.e., government, education, not-for-profit) that you will NOT be fully serving through the proposed contract. Explain in detail. For example, does your company have only a regional presence, or do other cooperative purchasing contracts limit your ability to promote another contract?	Enterprise Fleet Management operates a network of more than 50 fully staffed offices, which manages a fleet of more than 710,00 vehicles in the U.S and Canada. Enterprise Fleet Management provides services to nearly 2,000 public and private schools, colleges, universities, cities, counties, and other government entities nationwide.
35	Define any specific contract requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	Enterprise Fleet Management currently has lease vehicles in Hawaii, Alaska, and Puerto Rico and operate in accordance with local laws and statutes. All vehicles in Puerto Rico would have dealer stock pricing.

Table 7: Marketing Plan

Line Item	Question	Response *
36	Describe your marketing strategy for promoting this contract opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	Enterprise will work with Sourcewell to develop a customized marketing strategy that leverages our existing sales teams throughout North America. Because of our company's size and infrastructure, we can also scale up to meet higher demand at a moment's notice. Some of the marketing methods will include: <ul style="list-style-type: none"> • A marketing banner on the Sourcewell website announcing the partnership and details • Targeting the largest members first to maximize the impact • Local sales teams will meet regularly with current and potential members • Direct-mail campaign with customized fliers featuring program information
37	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	Enterprise Fleet Management uses our customer website (efleets.com) to provide company information and receive online inquiries. In the past, Enterprise Fleet Management has invested in and participated in re-targeting advertising; however, this is a rare occurrence. Enterprise prefers to partner with trusted industry leaders to advertise and communicate to our niche demographic. Enterprise Fleet Management uses LinkedIn for recruiting purposes and does not presently leverage social media at a corporate level. We use Salesforce.com and the Pardot email platform to communicate with customers and prospects that have opted in to receive communications.
38	In your view, what is Sourcewell's role in promoting contracts arising out of this RFP? How will you integrate a Sourcewell-awarded contract into your sales process?	Enterprise Fleet Management has 50 fully staffed offices that are trained to recommend cooperative purchasing contracts during the sales process, we provide in depth training on how these contracts work and the benefits on utilizing them over other diligence options. Our expectation for Sourcewell would be to promote and send any leads to our management team and help answer specific questions from the governmental entity regarding utilizing the contract.
39	Are your products or services available through an e-procurement ordering process? If so, describe your e-procurement system and how governmental and educational customers have used it.	Our ordering and procurement process is customized for each individual member based on their needs. Our dedicated account teams will meet with each individual member to determine what products and services are needed to create a menu price of vehicles that the member can utilize for ordering. After the selections are made, the member will receive a quote for each vehicle to be approved by the authorized signer.

Table 8: Value-Added Attributes

Line Item	Question	Response *
40	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	Your account team will manage, provide and host all driver training and implementation services, including webinars, conference calls, printed materials, online videos, etc. We can provide a wide range of resources and efficient ways to implement these programs to ensure a great foundation for a long-term partnership. This local team will take complete ownership of these processes and take on all aspects of managing the transition and training. We will review all of the options with you and set out a clear plan to meet your needs and make this process as easy as possible for your company. This will be customized to Sourcewell and your drivers' unique needs, and there are no additional costs for implementation and transition services, as this is standard and included in our service offering.

<p>41</p>	<p>Describe any technological advances that your proposed products or services offer.</p>	<p>Enterprise Fleet Management uses a combination of online tools, technologies, and automated processes to give our customers complete oversight of their fleets, lower overall costs, and provide convenience for drivers and administrators. These resources complement our local account management teams and allow us to supplement local support with self-service capabilities. Our IT teams are continually updating and enhancing our systems and technologies to provide new features and tools that our customers ask for.</p> <p>Customer Website – Complete oversight on entire fleet and individual vehicles</p> <ul style="list-style-type: none"> • Customizable dashboards show graphs, data, and analysis that is most important to you • Reporting covering entire fleet, with drill-down capability to individual vehicles • Custom, automatic alerts for maintenance, billing, registrations, renewals, recalls, etc. • Life-to-date maintenance data and complete vehicle history for each vehicle <p>Annual Client Review – Identify and lower costs</p> <ul style="list-style-type: none"> • Web-based solution for year-over-year fleet analysis led by local Enterprise team • Analyze all fleet costs including maintenance, fuel, insurance, depreciation, etc. • Document goals to develop the best possible fleet cycling plan and lower costs <p>Fleet Planning Toolkit – The right vehicles at the right cost</p> <ul style="list-style-type: none"> • Vehicle selector allows Enterprise to compare up to six vehicles side-by-side • Integrate all costs for a total cost analysis • Determine the best time to replace your vehicles <p>Auto Integrate – Minimize downtime</p> <ul style="list-style-type: none"> • Web-based repair and maintenance authorization platform to reduce downtime • Integration with most national account partners for faster approvals • Partnered with more than 35,000 maintenance and repair shops to eliminate billing issues • Real-time maintenance updates • Access to more than 100 ASE-certified technicians employed by Enterprise <p>Mobile App – Convenience for drivers</p> <ul style="list-style-type: none"> • Fuel station and maintenance shop locator • Click-to-call roadside assistance • Accident reporting (including photos) • Receive alerts • Enter and track mileage • View order status of purchased vehicles • View maintenance cards • Check-in and check-out for vehicles with multiple drivers • Edit incorrect mileage entries
<p>42</p>	<p>Describe any “green” initiatives that relate to your company or to your products or services, and include a list of the certifying agency for each.</p>	<p>Enterprise Fleet Management not only takes a sustainable approach to its business, but it aligns with the sustainable goals of its partner companies, agencies, and organizations. Some of these combined efforts are as follows:</p> <p>Vehicle Cycling/Fleet Optimization</p> <p>Managing vehicle emissions can represent a key component of customers’ environmental commitment and corporate social responsibility efforts, but companies can only manage what they can measure. It is the fundamental principle of fleet optimization — getting all the data needed to make smart decisions about vehicle cycling.</p> <p>In addition to the traditional vehicle emission consisting of acquisition cost, maintenance expenses and residual value, our team provides additional data points.</p> <p>Enterprise Fleet Management can help add a comprehensive environmental dimension to vehicle-cycling decisions, which includes fleet emissions, fuel efficiency, and direct and indirect remediation costs.</p> <p>Carbon Reporting and Offsets</p> <p>Commercial operations may have limited options for reducing the environmental impact of their fleet. Enterprise Fleet Management can simplify the benchmarking process and offer a tailored, accurate report on vehicle emissions. This data can then be used to influence fleet management choices, such as vehicle selection and replacement, or the decision to participate in a carbon offset program.</p> <p>Verified carbon offsets can provide an appealing option for fleet operators who would otherwise have few practical ways to reduce the impact of their vehicle emissions. In essence, these offsets are contracts to invest in projects and technologies that remove carbon dioxide from the atmosphere. Enterprise Fleet Management can help you purchase these offsets through a trusted third-party partner, TerraPass.</p> <p>TerraPass invests in alternative-energy projects to remove harmful greenhouse gases from the atmosphere. Enterprise Fleet Management — through the Enterprise Holdings</p>

Foundation, our philanthropic arm — will also match a portion of each customer's greenhouse gas offset purchase.

Energy and Facilities Management

Enterprise Fleet Management's corporate office in St. Louis received LEED Gold Certification from the U.S. Green Building Council's green building rating program — the second-highest LEED certification available.

The building was certified, in part, for:

- being built on previously developed land to reduce the impact on virgin ground.
- installing low-flow fixtures that reduce the building's water use by 46 percent.
- using LED lighting fixtures that reduce the electricity used for lighting by 56 percent.
- recycling and repurposing 92 percent of construction waste, which reduces the amount of material sent to landfills.

Corporate Social Responsibility Policy

Owned by the Taylor family of St. Louis, Enterprise Fleet Management is an affiliate of Enterprise Holdings, the largest car rental company in the world. From our executive suite to our branch locations, we know that healthy and prosperous communities are the lifeblood of our business. That is why Enterprise Holdings and Enterprise Fleet Management are committed to promoting long-term community growth and prosperity — through our economic impact and employment, local foundation grants, global philanthropic initiatives, corporate sustainability, and, of course, sustainable transportation options.

We believe that strong business growth is built on putting the needs of customers, the growth of employees, and the health of local communities first. Through our global Corporate Social Responsibility (CSR) efforts, we are investing in making our business and our world a better place through initiatives that:

- promote the viability of mobility and alternative fuels.
- increase access to fuel-efficient vehicles.
- improve the resource efficiency of our operations.
- minimize waste throughout the lifecycle of our vehicles.
- minimize the impact of vehicle leasing and rental by offering carbon offsets that support renewable energy projects.
- support causes that improve the quality of life in local communities.
- enhance relief efforts in the wake of natural disasters.

In addition to these efforts, a robust set of policies and a CSR Governance Council guide our approach to sustainable business management. The most important of these policies and programs are summarized below:

- Carbon Offsets
 - Duty of Care
 - Supplier Code of Conduct
 - Human Rights
 - Safety Recalls
 - Workplace Ethics
 - Employment and Equal Opportunity
 - Founding Values
 - Privacy and Safe Harbor
 - Subsidiaries and Franchisees
- Sustainable Maintenance Programs

When it comes to sustainable transportation, our approach is quite simple — little things can make a big difference. As a result, corporate sustainability is an ongoing pursuit to shrink our impact.

For example, we recycle, repurpose and reduce materials wherever possible. Our thorough vehicle maintenance program also helps lower costs, divert waste from landfills and reduce reliance on non-recycled materials.

Our commitment to sustainability is based on both a comprehensive understanding of critical details as well as the long-term picture of success. Reducing our environmental impact is ultimately about making responsible choices and following sustainable business practices:

- Managing Materials Responsibly
- Recycling Windshields
- Prioritizing Fuel Efficiency
- Renewing License Plates
- Using Water-Based Paints
- Re-Refining Oil and Recycling Filters
- Repurposing Tires

43	Identify any third-party issued eco-labels, ratings or certifications that your company has received for the equipment or products included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	N/A	*
44	Describe any Women or Minority Business Entity (WMBE), Small Business Entity (SBE), or veteran owned business certifications that your company or hub partners have obtained. Upload documentation of certification (as applicable) in the document upload section of your response.	<p>While Enterprise Fleet Management does not qualify as a minority- or woman-owned business, our company has a Supplier Diversity program which is a strategic initiative to grow our business by utilizing such businesses. Purchasing goods and services from businesses that are classified as small, minority-owned, woman-owned and other nationally or federally recognized designations solidifies Enterprise as a responsible corporation and a driver of economic growth.</p> <p>Good Faith Plan</p> <p>Our commitment to the principles of equal employment opportunity (EEO) and affirmative action (AA) is communicated in our employee handbook, posted in all branch offices companywide, and integrated in our mandatory companywide diversity training.</p> <p>Small Business Enterprise (SBE) & Minority and Women Business Enterprise (MWBE)</p> <ul style="list-style-type: none"> • Identify opportunities for SBE/MWBE certified vendors to provide goods and services. • Send letters to interested SBE/MWBE vendors encouraging them to contact us with proposals in regard to providing goods and services and keep a log of all letters, contacts, responses, and nonresponses. • Encourage other vendors who may be eligible to apply for certification and assist each SBE/MWBE contacted that needs assistance in obtaining bonding, lines of credit, or insurance as required • Negotiate in good faith with interested SBE/MWBE Certified Vendors • Join and support local and national minority, women, and small business organizations. • Advertise in local and national DBE-focused publications for vendors that can provide needed goods and services. • Encourage drivers to utilize DBE & M/WBE vendors for maintenance and repair based on each company's needs. • In addition, Enterprise and National are also members of numerous local programs including NMSDC affiliates, ethnic chambers, NAWBO chapters, WBENC regional chapters, Urban Leagues, etc. 	*
45	What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?	<p>At Enterprise Fleet Management, we believe the following are differentiating factors that distinguish us from the competition:</p> <ul style="list-style-type: none"> • Fleet Expertise/Experience: Because we own and operate 1.85 million units worldwide, together with affiliate Enterprise Holdings, we are keenly aware of industry trends, recalls, vehicle values, new model enhancements, regulatory issues, manufacturer updates, and more. • Sales force & Infrastructure: Our local account team presence — more than 50 fleet locations nationwide and over 500 fleet professionals locally along with our manufacturer relationships differentiate us from the competition. Enterprise has local offices around the country with teams who can meet face-to-face and serve our customers. • Total Cost of Ownership Approach: Through managing our own fleet of vehicles, we are experts at analyzing each cost bucket to ensure that we are operating at the lowest cost of ownership and we bring this forth to our clients as well. • Logistics: We are constantly picking up, delivering, and moving our own fleet units, which gives us an inherent understanding and ability to navigate these situations quickly and efficiently for our fleet customers. • Vehicle Resale: Our more than 700 experienced remarketing professionals are what make the Enterprise service so effective. We invest more in this area of business than any of our competitors, and we have a wide network of remarketing offices across the nation. We use our knowledge and experience to remarket vehicles through the appropriate channels to maximize the sales price. • Physical Damage Claims and Subrogation: As a company, we are self-insured and have in-house teams that handle subrogation and claims services. Because this affects our bottom line, we have unmatched experience, resources and employees managing this area, and this greatly sets us apart from our competitors. 	*

Table 9A: Warranty

Describe in detail your manufacturer warranty program, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your warranty materials (if applicable) in the document upload section of your response in addition to responding to the questions below.

Line Item	Question	Response *	
46	Do your warranties cover all products, parts, and labor?	Warranties vary by manufacturer, vehicle type, make and model, etc.	*
47	Do your warranties impose usage restrictions or other limitations that adversely affect coverage?	Warranty details — including any mileage limits or other restrictions — vary by manufacturer, vehicle type, make and model, etc. We will advise and advocate on behalf of our customers when needed as well. Because we maintain strong relationships with vehicle manufacturers and our dealer partners, we can often work directly with them to help recuperate warranty costs for our customers on a case-by-case basis.	*
48	Do your warranties cover the expense of technicians' travel time and mileage to perform warranty repairs?	Most standard vehicle warranties do not cover these expenses.	*
49	Are there any geographic regions of the United States or Canada (as applicable) for which you cannot provide a certified technician to perform warranty repairs? How will Sourcewell participating entities in these regions be provided service for warranty repair?	This will depend on the manufacturer's dealer network. When needed, Enterprise's National Service Department will work with the drivers to find an approved shop for warranty services that is close to their location. Because of the vast network of dealers that our company utilizes, we are able to easily manage these situations for our customers.	*
50	Will you cover warranty service for items made by other manufacturers that are part of your proposal, or are these warranties issues typically passed on to the original equipment manufacturer?	All warranty coverages are provided by the applicable manufacturer.	*
51	What are your proposed exchange and return programs and policies?	In most cases, Enterprise will acquire vehicles that are new from the factory and under the manufacturer warranty. We will also proactively plan with each member to ensure they are ordering the specific vehicles that are needed, including make/model, available options, any additional equipment or up-fitting required, etc. Your Client Strategy Manager will perform a cost analysis to make sure we are ordering and cycling vehicles at the proper time. We will also do a side-by-side vehicle comparison to verify that Sourcewell is using the most cost-efficient vehicles for your needs. We will work with Sourcewell to make sure drivers are getting the correct vehicle for their application, and within the boundaries set by Sourcewell.	*
52	Describe any service contract options for the items included in your proposal.	Enterprise Fleet Management's goal is to provide Sourcewell with the most comprehensive service possible. To do this, we offer several additional options for convenience and maximum efficiency: Fuel Card We partner with WEX for fuel card services. The WEX fuel card management program offers three main benefits: <ul style="list-style-type: none">• Convenience: Card accepted at more than 180,000 U.S. locations• Security: Cards with driver identification issued to the driver assigned to the vehicle• Control: Card program offers various controls to help manage your fleet's fueling expenses WEX offers product-type control, merchant control, real-time alerts, and flexible exception reporting as powerful tools to monitor abuse. Exceptions include total dollars spent, total gallons filled, days of the week, time, type of fuel, etc. In addition to the exception report sent monthly, WEX also offers flexible exception reporting, which reports exceptions via email on a daily, weekly, or monthly basis. Your account management team will work with you to establish exceptions that can be viewed on a monthly report. In addition, the WEX Fraud Department performs three primary functions in an effort to identify and mitigate fraud on our fleet customers' accounts: <ul style="list-style-type: none">• Review transaction activity• Identify potentially abusive or fraudulent behavior• Notify customers when such behavior occurs GPS Our fleet vehicles can be equipped with a Geotab telematics device. This functions as a GPS tracking device, with additional options such as driver safety, odometer capture, accelerometer, and engine diagnostics. Geotab's unique technology provides added value to your fleet and your business by addressing the following needs: <ul style="list-style-type: none">• Safety: Breakthrough accident detection, safer driving behavior, in-	

	<p>vehicle driver coaching</p> <ul style="list-style-type: none"> • Cost Reduction: Lowered worker's compensation claims, lowered bent metal costs • Productivity: Real-time and archived GPS vehicle tracking, route optimization, fuel consumption monitoring • Engine Health: Engine diagnostics, improved preventative maintenance, overall improved vehicle health • Compliance: Accurate HOS and/or IFTA reporting <p>Enterprise's customer data shows that Geotab has reduced miles traveled and fuel costs, increased fleet productivity, improved workforce utilization, improved service response times and reduced downtime related to maintenance issues. We have also seen an improvement in driver safety through the accelerometer component of our solution.</p> <p>Full Maintenance Enterprise's Full Maintenance program covers lessees nationwide and is available for most makes and models in your fleet. The program is completely managed by Enterprise and will not require any internal approval of repairs or review of monthly invoices. Cost is based on vehicle type and driving pattern.</p> <ul style="list-style-type: none"> • Monthly cost is fixed for the term of the vehicle • Coverage is available up to 100,000 miles • Covers all routine services recommended by the manufacturer • Covers all unexpected repairs (not related to damage or neglect) • 24/7 roadside assistance and towing is included • Brakes, tires, and loaner vehicles can be included • Windshield repair, fueling service, and other miscellaneous items are available • Sourcwell can set up and send automatic service reminders through Enterprise's website <p>Maintenance Management With Enterprise's Maintenance Management program, authorization and maintenance / repair limits are similar to our Full Maintenance program. Enterprise manages the process and contacts the client when additional approval is needed. Through this program, repairs are charged as needed and passed directly through to Sourcwell for a flat monthly fee.</p> <p>Enterprise leverages our agreements and relationships with vendors to ensure both labor and parts are charged at a fair market value.</p>	*
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Table 9B: Performance Standards or Guarantees

Describe in detail your performance standards or guarantees, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your performance materials (if applicable) in the document upload section of your response in addition to responding to the questions below.

Line Item	Question	Response *
53	Describe any performance standards or guarantees that apply to your services	Providing completely satisfied service to Sourcwell is important to us. As a result, we plan to collect ESQI feedback from Sourcwell drivers and employees twice a year, and annually from management. This feedback will allow us to highlight areas of improvement and areas of success.
54	Describe any service standards or guarantees that apply to your services (policies, metrics, KPIs, etc.)	<p>Our performance as Sourcwell's fleet management partner is measured by success in three core areas, customer satisfaction, customer retention and fleet growth. We strive to reduce our customers' total cost of ownership in several categories, including maintenance costs, fuel spend, acquisition costs and resale gain. Some of the ways in which we accomplish this include:</p> <ul style="list-style-type: none"> • Active management of vehicle lifecycle to minimize fuel and maintenance spend • Annual fuel and maintenance spend benchmarking to decrease total cost of ownership • Comparison of vehicle makes and models to provide better total cost of ownership • Increased equity gain at disposal through proactive fleet planning and forecasting • Continuing review of resale market to identify best disposal method and holding period • Comparison of Enterprise resale performance against industry standards • Management of Sourcwell incentive programs to reduce acquisition costs • Review of vehicle application to "right-size" makes and models that are best suited for Sourcwell needs • Review driver and administrator feedback to maximize driver satisfaction

Table 10: Payment Terms and Financing Options

Line Item	Question	Response *
55	Describe your payment terms and accepted payment methods.	<p>Payment Terms</p> <p>Payment terms are Net 30.</p> <p>Payment</p> <p>Enterprise offers several payment options to our clients:</p> <ul style="list-style-type: none"> • Direct debit – payments are withdrawn on the 20th of each month • One-time ACH – can be completed via phone or email • Check – can be mailed or overnighted to Enterprise • Wire/ACH push – can be set up through Enterprise’s bank
56	Describe any leasing or financing options available for use by educational or governmental entities.	<p>Your local Enterprise team will work with you to customize the lease terms and provide you with the most cost-effective leases that meet your specific needs.</p> <p>Enterprise offers four types of funding solutions. They are an Open-Ended Equity Lease, Closed-End Lease, Prepaid Lease, and Finance.</p> <ul style="list-style-type: none"> • Open-Ended Equity Lease: flexible option that allows the lessee to turn in the vehicle before the lease term with no early termination penalties, the company/agency can get out of the lease at any time; there is always a payoff amount. If the value of the vehicle is greater than the payoff, that money or equity can be put toward another lease. If the value of the vehicle is less than the payoff, Enterprise will bill the company/agency the difference. • Closed-End Lease: allows for a lower monthly payment based on vehicle usage, geared towards individuals that drive minimal miles. • Prepaid Lease: allows the lessee to take advantage of discounted interest rates by paying all rent up front. • Traditional Purchase Finance: allows Sourcewell to take ownership of the vehicle at the end of the financed/lease term without paying the reduced book value. <p>Open-Ended Lease</p> <p>Agencies commonly find it difficult — sometimes impossible — to fund a healthy vehicle lifecycle. Many of these organizations turn to a bridge funding mechanism to facilitate their necessary vehicle replacements. Enterprise Fleet Management features an Open-Ended Lease product to help bridge any funding gaps. Our Open-Ended Lease is characterized by:</p> <ul style="list-style-type: none"> • Improved cash flow • No mileage restrictions or wear-and-tear charges • Flexible financing options • Customized terms for use and type of vehicle • Retention of ownership rights <p>In most programs, a vehicle would be purchased outright from the capital budget and kept in-fleet until a specified time when it was sold. However, to increase flexibility, our Open-Ended Lease allows for funding of only the time the vehicle is used. This approach allows companies to pay the minimum value for the use of the vehicle on a monthly basis, improving cash flow. The mechanics of this lease involve financing the difference between the vehicle’s purchase price and a conservative Reduced Book Value (RBV), which is based upon the anticipated market value in consideration of the vehicle’s age and application.</p> <p>Lease Terms</p> <p>Enterprise Fleet Management can offer lease terms as short as 12 months and as long as 60 months, or at any six-month interval in between. While we do not offer initial lease terms beyond 60 months, our Open-Ended Leases can be structured with a Reduced Book Value at 60 months that can be paid off or extended for an additional 12 or 24 months, or continue month to month until the Reduced Book Value has been completely paid off.</p>

57	Describe any standard transaction documents that you propose to use in connection with an awarded contract (order forms, terms and conditions, service level agreements, etc.). Upload a sample of each (as applicable) in the document upload section of your response.	We have attached our sample contracts.	*
58	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	We cannot accept a P-card payment at this time.	*

Table 11: Pricing and Delivery

Provide detailed pricing information in the questions that follow below. Keep in mind that reasonable price and product adjustments can be made during the term of an awarded Contract as described in the RFP, the template Contract, and the Sourcewell Price and Product Change Request Form.

Line Item	Question	Response *	
59	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcewell discounted price) on all of the items that you want Sourcewell to consider as part of your RFP response. If applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.	<p>Inclusive, Upfront Pricing Calculating fleet expenses to account for both direct and indirect costs can be difficult. That's why we provide inclusive pricing upfront as well as predictive cost tools. We think you deserve a clear view of all costs moving forward to plan for spending throughout the year – and beyond.</p> <p>Integrity and Transparency We don't believe in complicated contracts or hidden fees. Our Client Strategy Managers will only provide honest, informed recommendations that benefit your business. You'll also have access to the same fleet information through our Client Website, ensuring you see what your Client Strategy Manager sees, and can work with them to maximize your investment.</p> <p>Flexible Options Enterprise Fleet Management offers a variety of fleet leasing and financing services. We want our clients to be able to choose the financing plan that works best for their business and operating needs, whether they need an open-end, close-end, or self-funded program. We'll adapt to your needs.</p> <p>We have uploaded our pricing materials as instructed.</p>	*
60	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	Discounts range from 5-25 percent off the manufacturer's suggested retail price (MSRP). For example, the MSRP for a typical Ford Explorer would be \$36,540. With our purchasing power and discounts provided to Sourcewell Members, the delivered price would be \$31,232, 15% savings. In some cases the manufactures do offer free options that provide additional discounts, if available. Capitalized cost is the factory invoice, less manufacturer-provided incentives less any applicable advertising	*
61	Describe any quantity or volume discounts or rebate programs that you offer.	<p>Through a team of incentive analysts at our operations headquarters, partnerships with manufacturers, and relationships with dealers, we work to get the best incentives available for our customers. The team tracks a wide range of retail incentives and enters those in our database, which compares them to the standard fleet, association, and upfit incentives that may be applicable. Through our relationships with manufacturers and zone representatives, we work to obtain and maximize any special or client-specific incentives available. Manufacturers sometimes provide us with special incentives that are not available through other avenues and we use those as needed.</p> <p>For ancillary programs such as Full Maintenance and Maintenance Management, additional discounts on parts and labor are passed through to our customers.</p>	*

62	Propose a method of facilitating “sourced” products or related services, which may be referred to as “open market” items or “nonstandard options”. For example, you may supply such items “at cost” or “at cost plus a percentage,” or you may supply a quote for each such request.	Enterprise will provide a quote for each sourced product that will include any discounts that Enterprise receives. We do not mark-up any quotes or charge for coordinating supply or installation — this is a part of Enterprise’s standard service. Enterprise Fleet Management will coordinate the up-fit of any needed aftermarket equipment. We have established relationships with local and national vendors that supply these items and will deliver the equipment in a work-ready state. Enterprise will plan ahead with vendors to have equipment ready for installation once the ordered vehicles are delivered to ensure that the vehicles are ready for service as soon as possible. Enterprise will negotiate on behalf of the member agency to leverage volume discounts and deliver the lowest possible price on any needed equipment. The equipment can be billed up front or capitalized as a part of the lease structure. In both scenarios, the member will own the equipment at the conclusion or termination of the lease. Enterprise is able to sell customer-owned units as an additional benefit if the end user signs our consignment agreement. We have included a sample consignment agreement.	*
63	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	Costs for registering a vehicle are passed through directly to the end user. All other costs are addressed throughout our provided pricing offerings.	*
64	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	For a majority of our deliveries, vehicles will be sent to the dealer that is closest to the end user so they can pick up the unit directly. We can also coordinate with the dealer or our own employees to deliver the vehicles. Certain charges may apply based on distance to the driver and other factors.	*
65	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	Enterprise has a large network of dealerships throughout these regions that can assist with vehicle logistics and delivery. Along with our dealer network, we have a large number of employees within these regions — either through an Enterprise Fleet Management office or an affiliate Enterprise Rent-A-Car or National Car Rental rental location — who are available to assist with vehicle delivery and pick-up.	*
66	Describe any unique distribution and/or delivery methods or options offered in your proposal.	Enterprise employs one of the largest teams of drivers in the industry. This allows us to quickly and easily manage vehicle logistics for our fleet customers. Because we own and operate 1.85 million units worldwide, together with affiliate Enterprise Holdings, we are constantly picking up, delivering, and moving our own fleets units, which gives us an inherent understanding and ability to navigate these situations quickly and efficiently for our fleet customers.	*

Table 11A: Pricing Grid: Acquisition Terms

Provide detailed pricing information in the table below.

Line Item	Type	Charged/Percentage	Details	
67	Interest Rate Index Used	3 year t-bill Canadian 3yr Bond	US: 350 basis points over 3 year t-bill Canada: Canadian 3yr Bond + 300 basis points	*
68	Basis Points	US: 350 Canada: 300	US: 350 basis points over 3 year t-bill Canada: Canadian 3yr Bond + 300 basis points	*
69	Domestic Factory Order Vehicles	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	*
70	Foreign Factory Order Vehicles	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	*
71	Domestic Dealer Stock Vehicles	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+)Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+)Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	*
72	Foreign Dealer Stock Vehicles	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+)Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+)Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	*

Table 11B: Pricing Grid: Incentives

Provide detailed pricing information in the table below.

Line Item	Type	Charged/Percentage	Details	
73	Federal Tax Incentives	100%	100% of end user eligible incentives are passed to the member	*
74	State Tax Incentives	100%	100% of end user eligible incentives are passed to the member	*
75	Manufacturer Incentives	100%	100% of end user eligible incentives are passed to the member	*

Table 11C: Pricing Grid: Maintenance & Fees

Provide detailed pricing information in the table below.

Line Item	Type	Charged/Percentage	Details	
76	Fixed Maintenance	Variable (Avg. \$60-\$90) per month per vehicle	Pricing on average is \$60-\$90 based on vehicle type and anticipated miles and usage driven over term, the pricing can also be modified to include or exclude brakes and tires depending on what is the best interest of the member, Coverage is available up to 100,000 miles, covers all routine maintenance recommended by the manufacturer and any unplanned repairs that come up as long as they are not abuse.	*
77	Occurance Maintenance	\$6 per month card fee per vehicle plus cost of service and parts	\$6 per month card fee per vehicle plus cost of service and parts	*
78	Management Fee	0.10% for Factory Ordered Vehicles / 0.15% for Dealer Stock Vehicles	0.10% for Factory Ordered Vehicles / 0.15% for Dealer Stock Vehicles	*
79	Service Charge	US \$400.00 Canada \$495.00	US \$400.00 Canada \$495.00	*
80	Lease Termination Fee	\$0 Termination Fee for Equity Leases, Termination Fees for Net Leases are an amount equal to three months rent plus 30% of the total rent due under the master walk away lease agreement section 14.	\$0 Termination Fee for Equity Leases, Termination Fees for Net Leases are an amount equal to three months rent plus 30% of the total rent due under the master walk away lease agreement section 14.	*
81	Interim Interest Yes/No, How is it calculated?	NO	N/A	*
82	Resale Fee	\$395	For each Vehicle sold, the End User "Member" shall pay Enterprise a fee of \$395.00 ("Service Fee") plus towing at prevailing rates, applies to member owned/non-leased units	*
83	Provide fees not listed + rate	Optional services offered	Enterprise Fleet Management offers additional services to our clients, these programs and plans are described in the technical proposal under the pricing grid.	*

Table 12: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments
84	a. the same as the Proposer typically offers to an individual municipality, university, or school district.	

Table 13: Audit and Administrative Fee

Line Item	Question	Response *
85	Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed Contract with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing, that the Vendor reports all sales under the Contract each quarter, and that the Vendor remits the proper administrative fee to Sourcewell. Provide sufficient detail to support your ability to report quarterly sales to Sourcewell as described in the Contract template.	Enterprise will set a pricing plan up for the Sourcewell program within our system. This pricing plan will be hard-coded for all Sourcewell members and cannot be deviated from by any sales or support team member. Quarterly, we will review deliveries that have been placed and delivered through the Sourcewell program to ensure compliance and accuracy. We will provide a detailed breakdown to Sourcewell monthly or quarterly for review depending on preference.
86	If you are awarded a contract, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the contract.	Example metrics to be tracked and measured are new customers utilizing the awarded contract, total orders and total deliveries. Our goal is to create lifelong relationships with all of our Enterprise customers. As a result, we collect customer satisfaction results from a variety of sources to ensure we are meeting our customers' needs. Those sources include our internal Service Quality index (SQi) process, external surveys such as the J.D. Power Satisfaction Survey, and a range of other customer service inquiries. The results are closely monitored, and any necessary changes are made to improve customer satisfaction.
87	Identify a proposed administrative fee that you will pay to Sourcewell for facilitating, managing, and promoting the Sourcewell Contract in the event that you are awarded a Contract. This fee is typically calculated as a percentage of Vendor's sales under the Contract or as a per-unit fee; it is not a line-item addition to the Member's cost of goods. (See the RFP and template Contract for additional details.)	Enterprise will offer Sourcewell and your members access to our fleet management program and pay Sourcewell a quarterly marketing fee based upon the volume of Combined New Deliveries generated as defined below. Deliveries to qualified members during the term of the contract is \$125.00 per new delivery. Qualified members are eligible members who utilize the Agreement between Sourcewell and Enterprise Fleet Management as an approved means to satisfy proper due diligence and competitive requirements. Enterprise Fleet Management retains the right to offer discounted promotional pricing on a market by market basis.

Table 14A: Depth and Breadth of Offered Equipment Products and Services

Line Item	Question	Response *
88	Provide a detailed description of the equipment, products, and services that you are offering in your proposal.	<p>Enterprise Fleet Management offers a full range of customizable fleet solutions to our customers, including:</p> <ul style="list-style-type: none"> • Total cost of ownership analysis and comparisons • Dedicated local account team assigned to each client to make ongoing cost saving recommendations • Company fleet policy consultation • Insurance consultation and programs • Customizable lease options and financing • Detailed driver analysis • Fleet selection and acquisition • Maintenance and fuel program management for both leased and client owned vehicles • Four-year cost model development • License, title and renewal services for both leased and client owned vehicles • Customizable website dashboard with near real-time data and reporting • Remarketing and resale for both leased and client owned vehicles • Driver Safety programs
89	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	<p>Our clients enjoy the benefits of Enterprise's sustained 65-year investment in infrastructure that enables us to quickly and efficiently move vehicles into and out of service. This includes 150 staging grounds throughout the U.S. and Canada staffed by 700 dedicated remarketing specialists, as well as 800 professionals at our corporate office. We have teams dedicated to specific aspects of our service, including License and Title, Maintenance, Risk Management, Accounting, Information Technology, and Vehicle Acquisition.</p> <p>As a result, Enterprise Fleet Management is able to provide Sourcewell with a complete fleet management program that includes:</p> <ul style="list-style-type: none"> • Fleet cost analysis • Company fleet policy constitution • Insurance consultation • Detailed driver analysis • Fleet selection • Maintenance and fuel program management • Customized fleet plan based on your specific needs <p>We also provide a range of ancillary solutions to address specific needs throughout the vehicle lifecycle:</p> <ul style="list-style-type: none"> • Universal fuel card management • Personal-use reporting • Vehicle sharing technology • Maintenance services from ASE-certified technicians • Accident Management services from I-CAR certified professionals • Insurance coverage through our broker, Lockton

Table 148: Depth and Breadth of Offered Equipment Products and Services

Indicate below if the listed types or classes of equipment, products, and services are offered within your proposal. Provide additional comments in the text box provided, as necessary.

Line Item	Category or Type	Offered	Comments
90	Services for the acquisition by Sourcewell participating entities, whether by lease or financing, of on-road vehicles of all types or classifications, all weight classes, and all engine types	<input checked="" type="radio"/> Yes <input type="radio"/> No	As the largest purchaser of vehicles in North America, Enterprise has the ability to acquire vehicles from nearly any manufacturer. This includes specialty vehicles and Emergency Response Vehicles. *
91	New vehicle service and preparation for the vehicles described in Line 90 above, such as, pre-delivery inspection, parts and accessories installation, and vehicle marking application or installation	<input checked="" type="radio"/> Yes <input type="radio"/> No	Through our Fleet Management programs we are able to offer all of these services. *
92	Preventative maintenance plans, vehicle maintenance and repair services, and related service level agreements for Sourcewell participating entity on-road vehicle fleets of all types	<input checked="" type="radio"/> Yes <input type="radio"/> No	Through our Fleet Management programs we are able to offer all of these services. *
93	In addition to the solutions described in Lines 90-92 above, proposers may include a complementary offering of the following ancillary services: i. Short-term rental programs; ii. Upfitting of after-market programs; iii. Fleet management information technologies, such as: telematics, fleet monitoring, fuel management, fuel tank management, and motor pool/fleet sharing software and systems; iv. Roadside assistance including towing, emergency towing, and repairs; v. Installation, operation, and maintenance of dedicated charging and fueling stations; and vi. Vehicle battery longevity monitoring and replacement plans.	<input checked="" type="radio"/> Yes <input type="radio"/> No	Through our Fleet Management programs we are able to offer all of these services.

Exceptions to Terms, Conditions, or Specifications Form

Only those Proposer Exceptions to Terms, Conditions, or Specifications that have been accepted by Sourcewell have been incorporated into the contract text.

Documents

Ensure our submission document(s) conforms to the following :

1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.
2. Documents should NOT have a security password, as Sourcewell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcewell.
3. Sourcewell may reject any response where any document(s) cannot be opened and viewed by Sourcewell.
4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as "Marketing Plan."

- [Pricing](#) - Pricing-Final.xlsx - Tuesday March 01, 2022 14:16:51
- [Financial Strength and Stability](#) - Enterprise Financial Stability.pdf - Tuesday March 01, 2022 14:16:39
- [Marketing Plan/Samples](#) - Sample Marketing Plan.pdf - Tuesday March 01, 2022 14:19:21
- [WM8E/M8E/S8E or Related Certificates](#) - Wade Ford 2022 GMSDC Certificate.pdf - Tuesday March 01, 2022 14:27:57
- [Warranty Information](#) - Sample Warranty Information.pdf - Tuesday March 01, 2022 14:26:14
- [Standard Transaction Document Samples](#) - Sample Quote 2427574.pdf - Tuesday March 01, 2022 15:27:53
- [Upload Additional Document](#) - Sourcewell Submission.zip - Tuesday March 01, 2022 14:20:22

Addenda, Terms and Conditions

PROPOSER AFFIDAVIT AND ASSURANCE OF COMPLIANCE

I certify that I am the authorized representative of the Proposer submitting the foregoing Proposal with the legal authority to bind the Proposer to this Affidavit and Assurance of Compliance:

1. The Proposer is submitting this Proposal under its full and complete legal name, and the Proposer legally exists in good standing in the jurisdiction of its residence.
2. The Proposer warrants that the information provided in this Proposal is true, correct, and reliable for purposes of evaluation for contract award.
3. The Proposer, including any person assisting with the creation of this Proposal, has arrived at this Proposal independently and the Proposal has been created without colluding with any other person, company, or parties that have or will submit a proposal under this solicitation; and the Proposal has in all respects been created fairly without any fraud or dishonesty. The Proposer has not directly or indirectly entered into any agreement or arrangement with any person or business in an effort to influence any part of this solicitation or operations of a resulting contract; and the Proposer has not taken any action in restraint of free trade or competitiveness in connection with this solicitation. Additionally, if Proposer has worked with a consultant on the Proposal, the consultant (an individual or a company) has not assisted any other entity that has submitted or will submit a proposal for this solicitation.
4. To the best of its knowledge and belief, and except as otherwise disclosed in the Proposal, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest. An organizational conflict of interest exists when a vendor has an unfair competitive advantage or the vendor's objectivity in performing the contract is, or might be, impaired.
5. The contents of the Proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or legally authorized agent of the Proposer and will not be communicated to any such persons prior to Due Date of this solicitation.
6. If awarded a contract, the Proposer will provide to Sourcewell Participating Entities the equipment, products, and services in accordance with the terms, conditions, and scope of a resulting contract.
7. The Proposer possesses, or will possess before delivering any equipment, products, or services, all applicable licenses or certifications necessary to deliver such equipment, products, or services under any resulting contract.
8. The Proposer agrees to deliver equipment, products, and services through valid contracts, purchase orders, or means that are acceptable to Sourcewell Members. Unless otherwise agreed to, the Proposer must provide only new and first-quality products and related services to Sourcewell Members under an awarded Contract.
9. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
10. The Proposer understands that Sourcewell will reject RFP proposals that are marked "confidential" (or "nonpublic," etc.), either substantially or in their entirety. Under Minnesota Statutes Section 13.591, subdivision 4, all proposals are considered nonpublic data until the evaluation is complete and a Contract is awarded. At that point, proposals become public data. Minnesota Statutes Section 13.37 permits only certain narrowly defined data to be considered a "trade secret," and thus nonpublic data under Minnesota's Data Practices Act.
11. Proposer its employees, agents, and subcontractors are not:
 1. Included on the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>;
 2. Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or
 3. Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated

by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this solicitation.

By checking this box I acknowledge that I am bound by the terms of the Proposer's Affidavit, have the legal authority to submit this Proposal on behalf of the Proposer, and that this electronic acknowledgment has the same legal effect, validity, and enforceability as if I had hand signed the Proposal. This signature will not be denied such legal effect, validity, or enforceability solely because an electronic signature or electronic record was used in its formation. - Dain Giesie, Assistant Vice President, Enterprise Fleet Management, Inc.

The Proposer declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Proposer foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the bid.

Yes No

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum_3_Fleet_Mgmt_Services_RFP_030122 Mon February 21 2022 04:30 PM	<input checked="" type="checkbox"/>	2
Addendum_2_Fleet_Mgmt_Services_RFP_030122 Thu February 17 2022 08:53 AM	<input checked="" type="checkbox"/>	3
Addendum_1_Fleet_Mgmt_Services_RFP_030122 Thu January 13 2022 04:26 PM	<input checked="" type="checkbox"/>	1

**Solicitation Number: RFP #030122****CONTRACT**

This Contract is between Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 (Sourcewell) and Enterprise Fleet Management, Inc., 600 Corporate Park Drive, St. Louis, MO 63105 (Supplier).

Sourcewell is a State of Minnesota local government unit and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) that offers cooperative procurement solutions to government entities. Participation is open to eligible federal, state/province, and municipal governmental entities, higher education, K-12 education, nonprofit, tribal government, and other public entities located in the United States and Canada. Sourcewell issued a public solicitation for Fleet Management Services from which Supplier was awarded a contract.

Supplier desires to contract with Sourcewell to provide equipment, products, or services to Sourcewell and the entities that access Sourcewell's cooperative purchasing contracts (Participating Entities).

1. TERM OF CONTRACT

- A. **EFFECTIVE DATE.** This Contract is effective upon the date of the final signature below.
- B. **EXPIRATION DATE AND EXTENSION.** This Contract expires April 18, 2026, unless it is cancelled sooner pursuant to Article 22. This Contract may be extended one additional year upon the request of Sourcewell and written agreement by Supplier.
- C. **SURVIVAL OF TERMS.** Notwithstanding any expiration or termination of this Contract, all payment obligations incurred prior to expiration or termination will survive, as will the following: Articles 11 through 14 survive the expiration or cancellation of this Contract. All other rights will cease upon expiration or termination of this Contract.

2. EQUIPMENT, PRODUCTS, OR SERVICES

- A. **EQUIPMENT, PRODUCTS, OR SERVICES.** Supplier will provide the Equipment, Products, or Services as stated in its Proposal submitted under the Solicitation Number listed above.

Supplier's Equipment, Products, or Services Proposal (Proposal) is attached and incorporated into this Contract.

All Equipment and Products provided under this Contract must be new and the current model. Supplier may offer close-out or refurbished Equipment or Products if they are clearly indicated in Supplier's product and pricing list. Unless agreed to by the Participating Entities in advance, Equipment or Products must be delivered as operational to the Participating Entity's site.

This Contract offers an indefinite quantity of sales, and while substantial volume is anticipated, sales and sales volume are not guaranteed.

B. **WARRANTY.** Equipment, product, or service warranties will be provided by the manufacturer or service provider. Supplier will assist the Participating Entity in reaching a resolution in any dispute over warranty terms with the manufacturer or service provider. Any manufacturer's or service provider's warranty will be passed on to the Participating Entity.

C. **DEALERS, DISTRIBUTORS, AND/OR RESELLERS.** Upon Contract execution and throughout the Contract term, Supplier must provide to Sourcewell a current means to validate or authenticate Supplier's authorized dealers, distributors, or resellers relative to the Equipment, Products, and Services offered under this Contract, which will be incorporated into this Contract by reference. It is the Supplier's responsibility to ensure Sourcewell receives the most current information.

3. PRICING

All Equipment, Products, or Services under this Contract will be priced at or below the price stated in Supplier's Proposal.

When providing pricing quotes to Participating Entities, all pricing quoted must reflect a Participating Entity's total cost of acquisition. This means that the quoted cost is for delivered Equipment, Products, and Services that are operational for their intended purpose, and includes all costs to the Participating Entity's requested delivery location.

Regardless of the payment method chosen by the Participating Entity, the total cost associated with any purchase option of the Equipment, Products, or Services must always be disclosed in the pricing quote to the applicable Participating Entity at the time of purchase.

A. **SHIPPING AND SHIPPING COSTS.** All delivered Equipment and Products must be properly packaged. Damaged Equipment and Products may be rejected. If the damage is not readily apparent at the time of delivery, Supplier must permit the Equipment and Products to be returned within a reasonable time at no cost to Sourcewell or its Participating Entities. Participating Entities reserve the right to inspect the Equipment and Products at a reasonable

time after delivery where circumstances or conditions prevent effective inspection of the Equipment and Products at the time of delivery.

In the event that Equipment and Products arrive in a defective or inoperable condition, the Participating Entity must promptly bring any such condition to Supplier's attention. Supplier will then provide commercially reasonable assistance to the Participating Entity in any communication or negotiation with the Equipment and Product's manufacturer or dealer, as applicable, with respect to claims relating to such condition.

B. SALES TAX. Each Participating Entity is responsible for supplying the Supplier with valid tax-exemption certification(s). When ordering, a Participating Entity must indicate if it is a tax-exempt entity.

C. HOT LIST PRICING. At any time during this Contract, Supplier may offer a specific selection of Equipment, Products, or Services at discounts greater than those listed in the Contract. When Supplier determines it will offer Hot List Pricing, it must be submitted electronically to Sourcewell in a line-item format. Equipment, Products, or Services may be added or removed from the Hot List at any time through a Sourcewell Price and Product Change Form as defined in Article 4 below.

Hot List program and pricing may also be used to discount and liquidate close-out and discontinued Equipment and Products as long as those close-out and discontinued items are clearly identified as such. Current ordering process and administrative fees apply. Hot List Pricing must be published and made available to all Participating Entities.

4. PRODUCT AND PRICING CHANGE REQUESTS

Supplier may request Equipment, Product, or Service changes, additions, or deletions at any time. All requests must be made in writing by submitting a signed Sourcewell Price and Product Change Request Form to the assigned Sourcewell Supplier Development Administrator. This approved form is available from the assigned Sourcewell Supplier Development Administrator. At a minimum, the request must:

- Identify the applicable Sourcewell contract number;
- Clearly specify the requested change;
- Provide sufficient detail to justify the requested change;
- Individually list all Equipment, Products, or Services affected by the requested change, along with the requested change (e.g., addition, deletion, price change); and
- Include a complete restatement of pricing documentation in Microsoft Excel with the effective date of the modified pricing, or product addition or deletion. The new pricing restatement must include all Equipment, Products, and Services offered, even for those items where pricing remains unchanged.

A fully executed Sourcewell Price and Product Change Request Form will become an amendment to this Contract and will be incorporated by reference.

5. PARTICIPATION, CONTRACT ACCESS, AND PARTICIPATING ENTITY REQUIREMENTS

A. PARTICIPATION. Sourcewell's cooperative contracts are available and open to public and nonprofit entities across the United States and Canada; such as federal, state/province, municipal, K-12 and higher education, tribal government, and other public entities.

The benefits of this Contract should be available to all Participating Entities that can legally access the Equipment, Products, or Services under this Contract. A Participating Entity's authority to access this Contract is determined through its cooperative purchasing, interlocal, or joint powers laws. Any entity accessing benefits of this Contract will be considered a Service Member of Sourcewell during such time of access. Supplier understands that a Participating Entity's use of this Contract is at the Participating Entity's sole convenience and Participating Entities reserve the right to obtain like Equipment, Products, or Services from any other source.

Supplier is responsible for familiarizing its sales and service forces with Sourcewell contract use eligibility requirements and documentation and will encourage potential participating entities to join Sourcewell. Sourcewell reserves the right to add and remove Participating Entities to its roster during the term of this Contract.

B. PUBLIC FACILITIES. Supplier's employees may be required to perform work at government-owned facilities, including schools. Supplier's employees and agents must conduct themselves in a professional manner while on the premises, and in accordance with Participating Entity policies and procedures, and all applicable laws.

6. PARTICIPATING ENTITY USE AND PURCHASING

A. ORDERS AND PAYMENT. To access the contracted Equipment, Products, or Services under this Contract, a Participating Entity must clearly indicate to Supplier that it intends to access this Contract; however, order flow and procedure will be developed jointly between Sourcewell and Supplier. Typically, a Participating Entity will issue an order directly to Supplier or its authorized subsidiary, distributor, dealer, or reseller. If a Participating Entity issues a purchase order, it may use its own forms, but the purchase order should clearly note the applicable Sourcewell contract number. All Participating Entity orders under this Contract must be issued prior to expiration or cancellation of this Contract; however, Supplier performance, Participating Entity payment obligations, and any applicable warranty periods or other Supplier or Participating Entity obligations may extend beyond the term of this Contract.

Supplier's acceptable forms of payment are included in its attached Proposal. Participating Entities will be solely responsible for payment and Sourcewell will have no liability for any unpaid invoice of any Participating Entity.

B. **ADDITIONAL TERMS AND CONDITIONS/PARTICIPATING ADDENDUM.** Additional terms and conditions to a purchase order, or other required transaction documentation, may be negotiated between a Participating Entity and Supplier, such as job or industry-specific requirements, legal requirements (e.g., affirmative action or immigration status requirements), or specific local policy requirements. Some Participating Entities may require the use of a Participating Addendum; the terms of which will be negotiated directly between the Participating Entity and the Supplier. Any negotiated additional terms and conditions must never be less favorable to the Participating Entity than what is contained in this Contract.

C. **SPECIALIZED SERVICE REQUIREMENTS.** In the event that the Participating Entity requires service or specialized performance requirements not addressed in this Contract (such as e-commerce specifications, specialized delivery requirements, or other specifications and requirements), the Participating Entity and the Supplier may enter into a separate, standalone agreement, apart from this Contract. Sourcewell, including its agents and employees, will not be made a party to a claim for breach of such agreement.

D. **TERMINATION OF ORDERS.** Participating Entities may terminate an order prior to the applicable Equipment and Product manufacturer or dealer deadline, in whole or in part, immediately upon notice to Supplier in the event of any of the following:

1. The Participating Entity fails to receive funding or appropriation from its governing body at levels sufficient to pay for the equipment, products, or services to be purchased; or
2. Federal, state, or provincial laws or regulations prohibit the purchase or change the Participating Entity's requirements.

Any termination thereafter will be governed by the terms and conditions of Supplier's affiliates' Master Lease Agreement.

E. **GOVERNING LAW AND VENUE.** The governing law and venue for any action related to a Participating Entity's order will be determined by the Participating Entity making the purchase.

7. CUSTOMER SERVICE

A. **PRIMARY ACCOUNT REPRESENTATIVE.** Supplier will assign an Account Representative to Sourcewell for this Contract and must provide prompt notice to Sourcewell if that person is changed. The Account Representative will be responsible for:

- Maintenance and management of this Contract;

- Timely response to all Sourcwell and Participating Entity inquiries; and
- Business reviews to Sourcwell and Participating Entities, if applicable.

B. BUSINESS REVIEWS. Supplier must perform a minimum of one business review with Sourcwell per contract year. The business review will cover sales to Participating Entities, pricing and contract terms, administrative fees, sales data reports, supply issues, customer issues, and any other necessary information.

8. REPORT ON CONTRACT SALES ACTIVITY AND ADMINISTRATIVE FEE PAYMENT

A. CONTRACT SALES ACTIVITY REPORT. Each calendar quarter, Supplier must provide a contract sales activity report (Report) to the Sourcwell Supplier Development Administrator assigned to this Contract. Reports are due no later than 45 days after the end of each calendar quarter. A Report must be provided regardless of the number or amount of sales during that quarter (i.e., if there are no sales, Supplier must submit a report indicating no sales were made).

The Report must contain the following fields:

- Participating Entity Name (e.g., City of Staples Highway Department);
- Participating Entity Physical Street Address;
- Participating Entity City;
- Participating Entity State/Province;
- Participating Entity Zip/Postal Code;
- Participating Entity Contact Name;
- Participating Entity Contact Email Address;
- Participating Entity Contact Telephone Number;
- Sourcwell Assigned Entity/Participating Entity Number;
- Item Purchased Description;
- Item Purchased Price;
- Sourcwell Administrative Fee Applied; and
- Date Purchase was invoiced/sale was recognized as revenue by Supplier.

B. ADMINISTRATIVE FEE. In consideration for the support and services provided by Sourcwell, the Supplier will pay an administrative fee to Sourcwell on all Equipment, Products, and Services provided to Participating Entities. The Administrative Fee must be included in, and not added to, the pricing. Supplier may not charge Participating Entities more than the contracted price to offset the Administrative Fee.

The Supplier will submit payment to Sourcwell for the percentage of administrative fee stated in the Proposal multiplied by the total sales of all Equipment, Products, and Services purchased by Participating Entities under this Contract during each calendar quarter. Payments should

note the Supplier's name and Sourcewell-assigned contract number in the memo; and must be mailed to the address above "Attn: Accounts Receivable" or remitted electronically to Sourcewell's banking institution per Sourcewell's Finance department instructions. Payments must be received no later than 45 calendar days after the end of each calendar quarter.

Supplier agrees to cooperate with Sourcewell in auditing transactions under this Contract to ensure that the administrative fee is paid on all items purchased under this Contract.

In the event the Supplier is delinquent in any undisputed administrative fees, Sourcewell reserves the right to cancel this Contract and reject any proposal submitted by the Supplier in any subsequent solicitation. In the event this Contract is cancelled by either party prior to the Contract's expiration date, the administrative fee payment will be due no more than 30 days from the cancellation date.

9. AUTHORIZED REPRESENTATIVE

Sourcewell's Authorized Representative is its Chief Procurement Officer.

Supplier's Authorized Representative is the person named in the Supplier's Proposal. If Supplier's Authorized Representative changes at any time during this Contract, Supplier must promptly notify Sourcewell in writing.

10. AUDIT, ASSIGNMENT, AMENDMENTS, WAIVER, AND CONTRACT COMPLETE

A. **AUDIT.** Pursuant to Minnesota Statutes Section 16C.05, subdivision 5, the books, records, documents, and accounting procedures and practices relevant to this Agreement are subject to examination by Sourcewell or the Minnesota State Auditor for a minimum of six years from the end of this Contract. This clause extends to Participating Entities as it relates to business conducted by that Participating Entity under this Contract.

B. **ASSIGNMENT.** Neither party may assign or otherwise transfer its rights or obligations under this Contract without the prior written consent of the other party and a fully executed assignment agreement. Such consent will not be unreasonably withheld. Any prohibited assignment will be invalid.

C. **AMENDMENTS.** Any amendment to this Contract must be in writing and will not be effective until it has been duly executed by the parties.

D. **WAIVER.** Failure by either party to take action or assert any right under this Contract will not be deemed a waiver of such right in the event of the continuation or repetition of the circumstances giving rise to such right. Any such waiver must be in writing and signed by the parties.

E. **CONTRACT COMPLETE.** This Contract, with respect to the subject matter hereof, represents the complete agreement between the parties. No other understanding regarding this Contract, whether written or oral, may be used to bind either party. For any conflict between the attached Proposal and the terms set out in Articles 1-22 of this Contract, the terms of Articles 1-22 will govern.

F. **RELATIONSHIP OF THE PARTIES.** The relationship of the parties is one of independent contractors, each free to exercise judgment and discretion with regard to the conduct of their respective businesses. This Contract does not create a partnership, joint venture, or any other relationship such as master-servant, or principal-agent.

11. INDEMNITY AND HOLD HARMLESS

Supplier must indemnify, defend, save, and hold Sourcewell, including their agents and employees, harmless from any third-party claims or causes of action, including attorneys' fees incurred by Sourcewell, arising out of any act or omission in the performance of this Contract by the Supplier or its agents or employees. Sourcewell's responsibility will be governed by the State of Minnesota's Tort Liability Act (Minnesota Statutes Chapter 466) and other applicable law.

Indemnity obligations between Supplier and any Participating Entity, if any, will be as set forth in the applicable Supplier's affiliates' Master Lease Agreement.

12. GOVERNMENT DATA PRACTICES

Supplier and Sourcewell must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as it applies to all data provided by or provided to Sourcewell under this Contract and as it applies to all data created, collected, received, stored, used, maintained, or disseminated by the Supplier under this Contract.

13. INTELLECTUAL PROPERTY, PUBLICITY, MARKETING, AND ENDORSEMENT

A. INTELLECTUAL PROPERTY

1. *Grant of License.* During the term of this Contract:
 - a. Sourcewell grants to Supplier a royalty-free, worldwide, non-exclusive right and license to use the trademark(s) provided to Supplier by Sourcewell in advertising and promotional materials for the purpose of marketing Sourcewell's relationship with Supplier.
 - b. Supplier grants to Sourcewell a royalty-free, worldwide, non-exclusive right and license to use Supplier's trademarks in advertising and promotional materials for the purpose of marketing Supplier's relationship with Sourcewell.
2. *Limited Right of Sublicense.* The right and license granted herein includes a limited right of each party to grant sublicenses to their respective subsidiaries, distributors, dealers,

resellers, marketing representatives, and agents (collectively “Permitted Sublicensees”) in advertising and promotional materials for the purpose of marketing the Parties’ relationship to Participating Entities. Any sublicense granted will be subject to the terms and conditions of this Article. Each party will be responsible for any breach of this Article by any of their respective sublicensees.

3. Use; Quality Control.

- a. Neither party may alter the other party’s trademarks from the form provided and must comply with removal requests as to specific uses of its trademarks or logos.
- b. Each party agrees to use, and to cause its Permitted Sublicensees to use, the other party’s trademarks only in good faith and in a dignified manner consistent with such party’s use of the trademarks. Upon written notice to the breaching party, the breaching party has 30 days of the date of the written notice to cure the breach or the license will be terminated.

4. As applicable, Supplier agrees to indemnify and hold harmless Sourcewell and its Participating Entities against any and all suits, claims, judgments, and costs instituted or recovered against Sourcewell or Participating Entities by any person on account of the use of any Equipment or Products by Sourcewell or its Participating Entities supplied by Supplier in violation of applicable patent or copyright laws.

5. Termination. Upon the termination of this Contract for any reason, each party, including Permitted Sublicensees, will have 30 days to remove all Trademarks from signage, websites, and the like bearing the other party’s name or logo (excepting Sourcewell’s pre-printed catalog of suppliers which may be used until the next printing). Supplier must return all marketing and promotional materials, including signage, provided by Sourcewell, or dispose of it according to Sourcewell’s written directions.

B. **PUBLICITY.** Any publicity regarding the subject matter of this Contract must not be released without prior written approval from the Authorized Representatives. Publicity includes notices, informational pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for the Supplier individually or jointly with others, or any subcontractors, with respect to the program, publications, or services provided resulting from this Contract.

C. **MARKETING.** Any direct advertising, marketing, or offers with Participating Entities must be approved by Sourcewell. Send all approval requests to the Sourcewell Supplier Development Administrator assigned to this Contract.

D. **ENDORSEMENT.** The Supplier must not claim that Sourcewell endorses its Equipment, Products, or Services.

14. GOVERNING LAW, JURISDICTION, AND VENUE

The substantive and procedural laws of the State of Minnesota will govern this Contract. Venue for all legal proceedings arising out of this Contract, or its breach, must be in the appropriate state court in Todd County, Minnesota or federal court in Fergus Falls, Minnesota.

15. FORCE MAJEURE

Neither party to this Contract will be held responsible for delay or default caused by acts of God or other conditions that are beyond that party's reasonable control. A party defaulting under this provision must provide the other party prompt written notice of the default.

16. SEVERABILITY

If any provision of this Contract is found by a court of competent jurisdiction to be illegal, unenforceable, or void then both parties will be relieved from all obligations arising from that provision. If the remainder of this Contract is capable of being performed, it will not be affected by such determination or finding and must be fully performed.

17. PERFORMANCE, DEFAULT, AND REMEDIES

A. **PERFORMANCE.** During the term of this Contract, the parties will monitor performance and address unresolved contract issues as follows:

1. *Notification.* The parties must promptly notify each other of any known dispute and work in good faith to resolve such dispute within a reasonable period of time. If necessary, Sourcewell and the Supplier will jointly develop a short briefing document that describes the issue(s), relevant impact, and positions of both parties.
2. *Escalation.* If parties are unable to resolve the issue in a timely manner, as specified above, either Sourcewell or Supplier may escalate the resolution of the issue to a higher level of management. The Supplier will have 30 calendar days to cure an outstanding issue.
3. *Performance while Dispute is Pending.* Notwithstanding the existence of a dispute, the Supplier must continue without delay to carry out all of its responsibilities under the Contract that are not affected by the dispute.

B. **DEFAULT AND REMEDIES.** Either of the following constitutes cause to declare this Contract, or any Participating Entity order under this Contract, in default:

1. Nonperformance of contractual requirements, or
2. A material breach of any term or condition of this Contract.

The party claiming default must provide written notice of the default, with 30 calendar days to cure the default. Time allowed for cure will not diminish or eliminate any liability for liquidated

or other damages. If the default remains after the opportunity for cure, the non-defaulting party may:

- Exercise any remedy provided by law or equity, or
- Terminate the Contract or any portion thereof, including any orders issued against the Contract.

18. INSURANCE

A. REQUIREMENTS. At its own expense, Supplier must maintain insurance policy(ies) in effect at all times during the performance of this Contract with insurance company(ies) licensed or authorized to do business in the State of Minnesota having an "AM BEST" rating of A- or better, with coverage and limits of insurance not less than the following:

1. *Workers' Compensation and Employer's Liability.*

Workers' Compensation: As required by any applicable law or regulation.

Employer's Liability Insurance: must be provided in amounts not less than listed below:

Minimum limits:

- \$500,000 each accident for bodily injury by accident
- \$500,000 policy limit for bodily injury by disease
- \$500,000 each employee for bodily injury by disease

2. *Commercial General Liability Insurance.* Supplier will maintain insurance covering its operations, with coverage on an occurrence basis, and must be subject to terms no less broad than the Insurance Services Office ("ISO") Commercial General Liability Form CG0001 (2001 or newer edition), or equivalent. At a minimum, coverage must include liability arising from premises, operations, bodily injury and property damage, independent contractors, products-completed operations including construction defect, contractual liability, blanket contractual liability, and personal injury and advertising injury. All required limits, terms and conditions of coverage must be maintained during the term of this Contract.

Minimum Limits:

- \$1,000,000 each occurrence Bodily Injury and Property Damage
- \$1,000,000 Personal and Advertising Injury
- \$2,000,000 aggregate for Products-Completed operations
- \$2,000,000 general aggregate

3. *Commercial Automobile Liability Insurance.* During the term of this Contract, Supplier will maintain insurance covering all owned, hired, and non-owned automobiles in limits of liability not less than indicated below. The coverage must be subject to terms no less broad than ISO Business Auto Coverage Form CA 0001 (2010 edition or newer), or equivalent.

Minimum Limits:

\$1,000,000 each accident, combined single limit

4. *Umbrella Insurance.* During the term of this Contract, Supplier will maintain umbrella coverage over Employer's Liability, Commercial General Liability, and Commercial Automobile.

Minimum Limits:

\$2,000,000

5. *Network Security and Privacy Liability Insurance.* During the term of this Contract, Supplier will maintain coverage for network security and privacy liability. The coverage may be endorsed on another form of liability coverage or written on a standalone policy. The insurance must cover claims which may arise from failure of Supplier's security resulting in, but not limited to, computer attacks, unauthorized access, disclosure of not public data – including but not limited to, confidential or private information, transmission of a computer virus, or denial of service.

Minimum limits:

\$2,000,000 per occurrence

\$2,000,000 annual aggregate

Failure of Supplier to maintain the required insurance will constitute a material breach entitling Sourcewell to immediately terminate this Contract for default.

B. CERTIFICATES OF INSURANCE. Prior to commencing under this Contract, Supplier must furnish to Sourcewell a certificate of insurance, as evidence of the insurance required under this Contract. Prior to expiration of the policy(ies), renewal certificates must be mailed to Sourcewell, 202 12th Street Northeast, P.O. Box 219, Staples, MN 56479 or sent to the Sourcewell Supplier Development Administrator assigned to this Contract. The certificates must be signed by a person authorized by the insurer(s) to bind coverage on their behalf.

Failure to request certificates of insurance by Sourcewell, or failure of Supplier to provide certificates of insurance, in no way limits or relieves Supplier of its duties and responsibilities in this Contract.

C. ADDITIONAL INSURED ENDORSEMENT AND PRIMARY AND NON-CONTRIBUTORY INSURANCE CLAUSE. Supplier agrees to list Sourcewell and its Participating Entities, including their officers, agents, and employees, as an additional insured under the Supplier's commercial general liability insurance policy with respect to liability arising out of activities, "operations," or "work" performed by or on behalf of Supplier, and products and completed operations of Supplier. The policy provision(s) or endorsement(s) must further provide that coverage is primary and not excess over or contributory with any other valid, applicable, and collectible insurance or self-insurance in force for the additional insureds.

D. **WAIVER OF SUBROGATION.** Supplier waives and must require (by endorsement or otherwise) all its insurers to waive subrogation rights against Sourcewell and other additional insureds for losses paid under the insurance policies required by this Contract or other insurance applicable to the Supplier or its subcontractors. The waiver must apply to all deductibles and/or self-insured retentions applicable to the required or any other insurance maintained by the Supplier or its subcontractors. Where permitted by law, Supplier must require similar written express waivers of subrogation and insurance clauses from each of its subcontractors.

E. **UMBRELLA/EXCESS LIABILITY/SELF-INSURED RETENTION.** The limits required by this Contract can be met by either providing a primary policy or in combination with umbrella/excess liability policy(ies), or self-insured retention.

19. COMPLIANCE

A. **LAWS AND REGULATIONS.** All Equipment, Products, or Services provided under this Contract must comply fully with applicable federal laws and regulations, and with the laws in the states and provinces in which the Equipment, Products, or Services are sold.

B. **LICENSES.** Supplier must maintain a valid and current status on all required federal, state/provincial, and local licenses, bonds, and permits required for the operation of the business that the Supplier conducts with Sourcewell and Participating Entities.

20. BANKRUPTCY, DEBARMENT, OR SUSPENSION CERTIFICATION

Supplier certifies and warrants that it is not in bankruptcy or that it has previously disclosed in writing certain information to Sourcewell related to bankruptcy actions. If at any time during this Contract Supplier declares bankruptcy, Supplier must immediately notify Sourcewell in writing.

Supplier certifies and warrants that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Supplier certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this Contract. Supplier further warrants that it will provide immediate written notice to Sourcewell if this certification changes at any time.

21. PROVISIONS FOR NON-UNITED STATES FEDERAL ENTITY PROCUREMENTS UNDER UNITED STATES FEDERAL AWARDS OR OTHER AWARDS

Participating Entities that use United States federal grant or FEMA funds to purchase goods or services from this Contract may be subject to additional requirements including the

procurement standards of the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. § 200. Participating Entities may have additional requirements based on specific funding source terms or conditions. Within this Article, all references to “federal” should be interpreted to mean the United States federal government. The following list only applies when a Participating Entity accesses Supplier’s Equipment, Products, or Services with United States federal funds.

A. EQUAL EMPLOYMENT OPPORTUNITY. Except as otherwise provided under 41 C.F.R. § 60, all contracts that meet the definition of “federally assisted construction contract” in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. §60-1.4(b), in accordance with Executive Order 11246, “Equal Employment Opportunity” (30 FR 12319, 12935, 3 C.F.R. §, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and implementing regulations at 41 C.F.R. § 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.” The equal opportunity clause is incorporated herein by reference.

B. DAVIS-BACON ACT, AS AMENDED (40 U.S.C. § 3141-3148). Intentionally omitted.

C. CONTRACT WORK HOURS AND SAFETY STANDARDS ACT (40 U.S.C. § 3701-3708). Intentionally omitted.

D. RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT. Intentionally omitted.

E. CLEAN AIR ACT (42 U.S.C. § 7401-7671Q.) AND THE FEDERAL WATER POLLUTION CONTROL ACT (33 U.S.C. § 1251-1387). Intentionally omitted.

F. DEBARMENT AND SUSPENSION (EXECUTIVE ORDERS 12549 AND 12689). A contract award (see 2 C.F.R. § 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 C.F.R. §180 that implement Executive Orders 12549 (3 C.F.R. § 1986 Comp., p. 189) and 12689 (3 C.F.R. § 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency.

G. BYRD ANTI-LOBBYING AMENDMENT, AS AMENDED (31 U.S.C. § 1352). Suppliers must file any required certifications. Suppliers must not have used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award

covered by 31 U.S.C. § 1352. Suppliers must disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to the non-federal award. Suppliers must file all certifications and disclosures required by, and otherwise comply with, the Byrd Anti-Lobbying Amendment (31 U.S.C. § 1352).

H. RECORD RETENTION REQUIREMENTS. To the extent applicable, Supplier must comply with the record retention requirements detailed in 2 C.F.R. § 200.333. The Supplier further certifies that it will retain all records as required by 2 C.F.R. § 200.333 for a period of 3 years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

I. ENERGY POLICY AND CONSERVATION ACT COMPLIANCE. Intentionally omitted.

J. BUY AMERICAN PROVISIONS COMPLIANCE. Intentionally omitted.

K. ACCESS TO RECORDS (2 C.F.R. § 200.336). Supplier agrees that duly authorized representatives of a federal agency must have access to any books, documents, papers and records of Supplier that are directly pertinent to Supplier's discharge of its obligations under this Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to Supplier's personnel for the purpose of interview and discussion relating to such documents.

L. PROCUREMENT OF RECOVERED MATERIALS (2 C.F.R. § 200.322). Intentionally omitted.

M. FEDERAL SEAL(S), LOGOS, AND FLAGS. The Supplier not use the seal(s), logos, crests, or reproductions of flags or likenesses of Federal agency officials without specific pre-approval.

N. NO OBLIGATION BY FEDERAL GOVERNMENT. The U.S. federal government is not a party to this Contract or any purchase by a Participating Entity and is not subject to any obligations or liabilities to the Participating Entity, Supplier, or any other party pertaining to any matter resulting from the Contract or any purchase by an authorized user.

O. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS OR RELATED ACTS. The Contractor acknowledges that 31 U.S.C. 38 (Administrative Remedies for False Claims and Statements) applies to the Supplier's actions pertaining to this Contract or any purchase by a Participating Entity.

P. FEDERAL DEBT. The Supplier certifies that it is non-delinquent in its repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowance, and benefit overpayments.

Q. CONFLICTS OF INTEREST. The Supplier must notify the U.S. Office of General Services, Sourcewell, and Participating Entity as soon as possible if this Contract or any aspect related to the anticipated work under this Contract raises an actual or potential conflict of interest (as described in 2 C.F.R. Part 200). The Supplier must explain the actual or potential conflict in writing in sufficient detail so that the U.S. Office of General Services, Sourcewell, and Participating Entity are able to assess the actual or potential conflict; and provide any additional information as necessary or requested.

R. U.S. EXECUTIVE ORDER 13224. The Supplier, and its subcontractors, must comply with U.S. Executive Order 13224 and U.S. Laws that prohibit transactions with and provision of resources and support to individuals and organizations associated with terrorism.

S. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT. Intentionally omitted.

T. DOMESTIC PREFERENCES FOR PROCUREMENTS. To the extent applicable, Supplier certifies that during the term of this Contract will comply with applicable requirements of 2 C.F.R. § 200.322.

22. CANCELLATION

Sourcewell or Supplier may cancel this Contract at any time, with or without cause, upon 60 days' written notice to the other party. However, Sourcewell may cancel this Contract immediately upon discovery of a material defect in any certification made in Supplier's Proposal. Cancellation of this Contract does not relieve either party of financial, product, or service obligations incurred or accrued prior to cancellation.

Sourcewell

Enterprise Fleet Management, Inc.

DocuSigned by:
Jeremy Schwartz
C0FD2A139D06489...

DocuSigned by:
Dain Giesie
EFC279C1DE8D465...

By: _____

By: _____

Jeremy Schwartz

Dain Giesie

Title: Chief Procurement Officer

Title: Vice President

5/4/2022 | 9:11 AM CDT

5/4/2022 | 2:58 PM CDT

Date: _____

Date: _____

Approved:

DocuSigned by:
Chad Coauette
7E42B8F817A64CC...

By: _____

Chad Coauette

Title: Executive Director/CEO

5/4/2022 | 3:23 PM CDT

Date: _____

RFP 030122 - Fleet Management Services

Vendor Details

Company Name: Enterprise Fleet Management, Inc.

Does your company conduct
business under any other name? If
yes, please state: MO

Address: 600 Corporate Park Dr.

St. Louis, MO 63050

Contact: Dain Giesie

Email: Dain.E.Giesie@efleets.com

Phone: 314-274-5428

Fax: 314-274-5428

HST#: 43-1697807

Submission Details

Created On: Tuesday February 01, 2022 10:13:18

Submitted On: Tuesday March 01, 2022 16:13:51

Submitted By: Dain Giesie

Email: Dain.E.Giesie@efleets.com

Transaction #: 53316618-72bf-4ca3-ad36-3ffb0fdf4609

Submitter's IP Address: 4.30.165.86

Specifications

Table 1: Proposer Identity & Authorized Representatives

General Instructions (applies to all Tables) Sourcewell prefers a brief but thorough response to each question. Do not merely attach additional documents to your response without also providing a substantive response. Do not leave answers blank; respond "N/A" if the question does not apply to you (preferably with an explanation).

Line Item	Question	Response *
1	Proposer Legal Name (one legal entity only): (In the event of award, will execute the resulting contract as "Supplier")	Enterprise Fleet Management, Inc.
2	Identify all subsidiary entities of the Proposer whose equipment, products, or services are included in the Proposal.	N/A
3	Identify all applicable assumed names or DBA names of the Proposer or Proposer's subsidiaries in Line 1 or Line 2 above.	Enterprise Fleet Management
4	Provide your CAGE code or DUNS number:	08-001-5860
5	Proposer Physical Address:	600 Corporate Park Drive, St. Louis, MO 63105
6	Proposer website address (or addresses):	efleets.com
7	Proposer's Authorized Representative (name, title, address, email address & phone) (The representative must have authority to sign the "Proposer's Assurance of Compliance" on behalf of the Proposer and, in the event of award, will be expected to execute the resulting contract):	Dain Giesie, Assistant Vice President, Dain.E.Giesie@efleets.com, 314-274-5428
8	Proposer's primary contact for this proposal (name, title, address, email address & phone):	Dain Giesie, Assistant Vice President, Dain.E.Giesie@efleets.com, 314-274-5428
9	Proposer's other contacts for this proposal, if any (name, title, address, email address & phone):	Michelle Rojas, Business Analyst, michelle.m.rojas@efleets.com, 314-274-4556

Table 2: Company Information and Financial Strength

Line Item	Question	Response *
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10	Provide a brief history of your company, including your company's core values, business philosophy, and industry longevity related to the requested equipment, products or services.	<p>Background and History In 1957, with seven cars and a hunch that customers would embrace the novel concept of leasing automobiles, Jack Taylor founded Executive Leasing Company, what is today known as Enterprise Rent-A-Car. Twelve years later, Enterprise began expanding outside of St. Louis.</p> <p>In 1992, Enterprise surpassed \$1 billion in annual revenue and had nearly 10,000 employees in its work force. Enterprise's leasing division became known as Enterprise Fleet Management, serving businesses with small- to mid-sized fleets.</p> <p>In August 2007, the Taylor family acquired the National Car Rental and Alamo Rent A Car businesses. Two years later our operating company adopted the name Enterprise Holdings.</p> <p>Today, with 75,000 employees, 1.85 million vehicles, and annual revenue of \$23.9 billion, Enterprise Fleet Management and Enterprise Holdings combine to form one of the largest transportation service providers in the world.</p> <p>Using the expertise that comes from managing such a large worldwide fleet, Enterprise Fleet Management has grown into one of the largest fleet management companies in the nation. We specialize in partnering with companies to develop customized fleet programs which are proven to drive down costs and streamline the processes.</p> <p>Founding Values Our founding values are a simple yet powerful set of beliefs that drives us and are how we hold ourselves accountable every day. Over the years we have formalized the values into a set of guiding principles that every employee can understand and embrace:</p> <p>Our brands are the most valuable things we own. Personal honesty and integrity are the foundation of our success. Customer service is our way of life. Our company is a fun and friendly place, where teamwork rules. We work hard...and we reward hard work. Great things happen when we listen...to our customers and to each other. We strengthen our communities, one neighborhood at a time. Our doors are open.</p> <p>Business Philosophy Our goal is to create lifelong relationships with all our Enterprise customers and to exceed expectations through superior customer service. Our founding values are one of the many ways in which we remind ourselves to put our customers' needs first. The result has been millions of satisfied Enterprise customers, thousands of successful employees, and a company that continues to grow.</p>
11	What are your company's expectations in the event of an award?	<p>Our goal as a fleet management company is to work with our clients to develop a long-term, sustainable fleet program that will lower their total cost of ownership. We accomplish this through our localized, hands-on approach to account management, industry-leading products and services, technology, and 65 years of experience managing vehicles. As the awarded vendor, Enterprise Fleet Management will work directly with your member agencies to proactively create, implement and manage a cost-effective total transportation solution.</p> <p>It would be Enterprise's expectation that Sourcewell and its employees work in conjunction with Enterprise's local teams to identify optimal strategies on ways to best serve the members.</p>
12	Demonstrate your financial strength and stability with meaningful data. This could include such items as financial statements, SEC filings, credit and bond ratings, letters of credit, and detailed reference letters. Upload supporting documents (as applicable) in the document upload section of your response.	<p>Ranked on the Forbes America's Largest Private Companies list, Enterprise Fleet Management, together with our affiliate Enterprise Holdings, is unparalleled in size, strength and stability. As a privately held company, it is not our practice to publicly distribute consolidated financial information. However, our conservative and disciplined long-term approach to managing our business has earned us, by far, the strongest balance sheet in our industry.</p> <p>Standard and Poor's Rating Services recently upgraded Enterprise Fleet Management Inc.'s corporate credit rating to BBB+ from BBB. This reflects the financial strength of our company and our long-term approach to our business.</p>
13	What is your US market share for the solutions that you are proposing?	<p>Recently, Enterprise Fleet Management was ranked the largest fleet management provider in the United State, according to Automotive Fleet's 2021 Fact Book. We have been operating in the industry for decades. This stability has enabled us to pursue consistently conservative growth and residual value targets, while limiting operational and credit risk. Enterprise's positive outlook reflects our expectations that the company will maintain its industry-leading position in the automotive fleet leasing industry.</p>

14	What is your Canadian market share for the solutions that you are proposing?	Currently, Enterprise manages 5,000 leased units, 10,000 non-leased units and over 80,000 rentals across Canada. Enterprise has about 1 percent of the fleet management and leasing market and over 50 percent of the rental market. Enterprise Fleet Management is currently growing at 18.6 percent annually in Canada and over 200 percent in Western Canada.	*
15	Has your business ever petitioned for bankruptcy protection? If so, explain in detail.	No.	*
16	How is your organization best described: is it a manufacturer, a distributor/dealer/reseller, or a service provider? Answer whichever question (either a) or b) just below) best applies to your organization. a) If your company is best described as a distributor/dealer/reseller (or similar entity), provide your written authorization to act as a distributor/dealer/reseller for the manufacturer of the products proposed in this RFP. If applicable, is your dealer network independent or company owned? b) If your company is best described as a manufacturer or service provider, describe your relationship with your sales and service force and with your dealer network in delivering the products and services proposed in this RFP. Are these individuals your employees, or the employees of a third party?	Service provider	*
17	If applicable, provide a detailed explanation outlining the licenses and certifications that are both required to be held, and actually held, by your organization (including third parties and subcontractors that you use) in pursuit of the business contemplated by this RFP.	<ul style="list-style-type: none"> o Alberta Corporate License number: 2116040300 o Saskatchewan Corporate License number: 101184133 o Manitoba Corporate License number: 6262881 o GST number: 82540 4205 RT0001: o Saskatchewan PST number: 2476059 o Manitoba PST number: 82540 4205 MC0001 	*
18	Provide all "Suspension or Debarment" information that has applied to your organization during the past ten years.	N/A	*

Table 3: Industry Recognition & Marketplace Success

Line Item	Question	Response *
19	Describe any relevant industry awards or recognition that your company has received in the past five years	Enterprise Fleet Management has a distinguished history of receiving awards and accolades. A selection of major honors received in recent years is included below and can also be found on our website. Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE) (1997-2020 – 24 years straight) Silver Stevie Award, Innovation in Sales from the Stevie Awards for Sales & Customer Service (2020) Silver Stevie Award, Best Use of Technology in Sales from the Stevie Awards for Sales & Customer Service (2020) Bronze Stevie Award, Innovation in Customer Service from the Stevie Awards for Sales & Customer Service (2020) Bronze Stevie Award, Best Use of Technology in Customer Service from the Stevie Awards for Sales & Customer Service (2020)
20	What percentage of your sales are to the governmental sector in the past three years	Enterprise Fleet Management is a privately owned family run business and does not release specific performance numbers to the public. Owned by the Taylor family of St Louis since 1957, Enterprise Fleet Management operates a network of more than 50 fully staffed offices, which manages a fleet of more than 710,00 vehicles in the U.S and Canada. Enterprise Fleet Management provides services to hundreds of public and private schools, colleges, universities, cities, counties, and other government entities nationwide to manage tens of thousands of government vehicles. There have been no clients that have terminated a contract for non-performance.
21	What percentage of your sales are to the education sector in the past three years	Enterprise Fleet Management is a privately owned family run business and does not release specific performance numbers to the public. Owned by the Taylor family of St Louis since 1957, Enterprise Fleet Management operates a network of more than 50 fully staffed offices, which manages a fleet of more than 710,00 vehicles in the U.S and Canada. Enterprise Fleet Management provides services to hundreds of public and private schools, colleges, universities, cities, counties, and other government entities nationwide to manage tens of thousands of government vehicles. There have been no clients that have terminated a contract for non-performance.
22	List any state, provincial, or cooperative purchasing contracts that you hold. What is the annual sales volume for each of these contracts over the past three years?	Enterprise Fleet Management partners with Sourcewell, TIPS, and E&I for cooperative purchasing. As a privately held company we do not release specific performance numbers to the public. Enterprise Fleet Management provides services through the use of purchasing co-ops to all public and private schools, colleges, universities, cities, counties, and other government entities.
23	List any GSA contracts or Standing Offers and Supply Arrangements (SOSA) that you hold. What is the annual sales volume for each of these contracts over the past three years?	Enterprise Fleet Management, Inc. does not hold any contracts directly with the GSA.

Table 4: References/Testimonials

Line Item 24. Supply reference information from three customers who are eligible to be Sourcewell participating entities.

Entity Name *	Contact Name *	Phone Number *
Kenosha Unified School District	Dan Aiello, Grounds and Vehicle Repair	(262) 359-7541
City of Ruston	Michelle Colvin, Purchasing Agent	(318) 251-8631
Kings Mosquito Abatement District	Michael Cavanagh, General Manager	(559) 584-3326

Table 5: Top Five Government or Education Customers

Line Item 25. Provide a list of your top five government, education, or non-profit customers (entity name is optional), including entity type, the state or province the entity is located in, scope of the project(s), size of transaction(s), and dollar volumes from the past three years.

Entity Name	Entity Type *	State / Province *	Scope of Work *	Size of Transactions *	Dollar Volume Past Three Years *	
Village Center Community Development District	Education	Florida - FL	Fleet Management Services for 101 vehicles.	213 vehicles delivered	\$1,903,139	*
City of Roswell, Georgia	Government	Georgia - GA	Fleet Management Services for 280 vehicles including Accident Management.	117 vehicles delivered	\$2,871,939	*
City of Rockville	Government	Maryland - MD	Fleet Management Services for 189 vehicles	74 vehicles delivered	\$2,334,939	*
City of Murrieta	Government	California - CA	Fleet Management Services for 44 vehicles including full maintenance and maintenance management	73 vehicles delivered	\$2,698,024	*
City of Newton	Government	Maine - ME	Fleet Management Services for 68 vehicles	61 vehicles delivered	\$1,350,606	*

Table 6: Ability to Sell and Deliver Service

Describe your company's capability to meet the needs of Sourcwell participating entities across the US and Canada, as applicable. Your response should address in detail at least the following areas: locations of your network of sales and service providers, the number of workers (full-time equivalents) involved in each sector, whether these workers are your direct employees (or employees of a third party), and any overlap between the sales and service functions.

Line Item	Question	Response *

26	Sales force.	<p>Enterprise Fleet Management has experienced leadership at both the corporate and local level. This allows our regional group offices to make decisions at the local level to meet their customers' needs, while providing overall support, infrastructure and centralized services from our corporate teams.</p> <p>Each of our more than 50 Enterprise Fleet Management offices are staffed with more than 500 sales professionals to handle all areas of our customers' fleet programs, including sales. Key positions within the local teams include:</p> <p>Fleet Management Director</p> <ul style="list-style-type: none"> • The director of the local leadership team who can assist in resolving escalated customer service needs regarding the Sourcewell's fleet management services. <p>Fleet Strategy Manager</p> <ul style="list-style-type: none"> • Works with Client Strategy Manager to maximize resale/disposal of fleet vehicles • Works with wholesalers nationwide to sell vehicles in an average of 23 days <p>Finance Manager</p> <ul style="list-style-type: none"> • A member of the local leadership team who can assist in resolving escalated customer service needs regarding the financing of Sourcewell's fleet. <p>Account Executive</p> <ul style="list-style-type: none"> • Designs, reviews and implements fleet management programs • Supports the Client Strategy Manager in handling Sourcewell's ongoing fleet needs <p>Area Sales Manager</p> <ul style="list-style-type: none"> • Provides a managerial oversight to the Account Executive and Client Strategy Manager and can provide additional support to Sourcewell as needed <p>Client Strategy Manager</p> <ul style="list-style-type: none"> • Implements fleet management programs specifically designed for Sourcewell • Reviews Sourcewell's Fleet Profile on a regular basis • Proactively forecasts vehicle replacement needs • Secondary point of contact for fleet related matters <p>Account Fleet Coordinator</p> <ul style="list-style-type: none"> • Primary contact for Sourcewell's fleet needs • Administers all day-to-day fleet-related matters • Works with Client Strategy Manager to provide turnkey fleet management • Works directly with Sourcewell's employees on fleet issues
27	Dealer network or other distribution methods.	<p>As the largest purchaser of vehicles in North America, Enterprise has the ability to acquire vehicles from nearly any manufacturer. We can also offer both new and used vehicles from existing inventory.</p> <p>Vehicle Delivery</p> <p>Enterprise Fleet Management has 17,000 dealers in our database through which we can arrange vehicle delivery. Unless defined otherwise, we start our search for courtesy delivery (CD) dealers with fees under \$150 and within 35 miles of the driver. We shop for the best deal for all parties and always look for volume discount opportunities. When applicable we use the same dealers continuously to ensure they understand Enterprise and our customers' expectations. We have detailed instructions letting the dealer know step-by-step what is needed for a smooth transaction, including payment.</p> <p>This is what we expect from our CD dealers:</p> <ul style="list-style-type: none"> • Acceptance of vehicle, including inspection for damage or missing equipment. • Filing of claims and making arrangements for any necessary repairs. • Preparation of vehicle for delivery, including performing the post-delivery inspection, cleaning the vehicle, and installing any equipment. • Timely delivery of vehicle to driver, including providing excellent customer service and a demonstration of the vehicle. • Application for Title and Registration with the state and installation of license plates or temporary tags.

28	Service force.	<p>Call Center</p> <p>Enterprise Fleet Management has a call center with a single toll-free number for all customer support related to vehicle maintenance, roadside assistance, and accident management. The call center is staffed exclusively by Enterprise Fleet Management associates.</p> <p>Our maintenance team's hours are 6 a.m. to 9 p.m. CST Monday through Friday, and 7 a.m. to 4 p.m. CST on Saturday. Our roadside team's hours are 6 a.m. to 7 p.m. Monday through Friday, and 7 a.m. to 4 p.m. on Saturday. Outside of these hours, roadside calls are routed to our partner vendors. Roadside assistance is available 24 hours a day, seven days a week.</p> <p>The National Service Department has a staff of approximately 240 people. We have 53 Maintenance Coordinators who handle preventative maintenance, fluid services, brakes, and tires, along with more than 110 Service Advisors who handle every type of repair — from an oil change to a transmission failure. In addition, we have approximately 39 Service Coordinators who set up tows, lockout services, jump starts, flat tire changes, and other related requests.</p> <p>Supplier Network</p> <p>Enterprise encourages the use of our more than 40,000 Preferred Partners to ensure the highest level of service and greatest value with lower downtimes. In total, Enterprise has established relationships with nearly 90,000 maintenance and repair shops nationwide, which includes dealers and National Account partners. National Account partners include: Firestone, Michelin, Pep Boys, Tire Kingdom, Jiffy Lube, Valvoline Instant Oil Change, Goodyear, Discount Tire, and Grease Monkey.</p> <p>Our partnerships give our customers access to a vast, nationwide network of vendors who are ready to perform routine maintenance and repairs outside of the vehicle warranties.</p>
29	Describe the ordering process. If orders will be handled by distributors, dealers or others, explain the respective roles of the Proposer and others.	<p>Enterprise Fleet Management has a dedicated ordering team at our corporate office in St. Louis to place factory orders for each manufacturer. We have developed system tools and a database that allow us to transmit orders from department to department electronically. Our ordering team has access to many of the manufacturer systems, ordering guides, and assigned contacts for any ordering, scheduling, and tracking questions.</p> <p>We track orders with the manufacturers throughout the process. Drivers can also check their vehicle status through our website or through the Enterprise mobile app. Once the vehicles arrive, your Account Fleet Coordinator will work with each driver to coordinate the most convenient method of pickup or delivery for the driver team.</p>

30	Describe in detail the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your stated service goals or promises.	<p>Service Quality index (SQI) is an industry leading metric that is core to Enterprise values.</p> <p>Enterprise uses a Service Quality index (SQI) to measure customer satisfaction for each of our brands. ESQI enables Enterprise to link our employees' career and financial aspirations to consistent and superior service levels with every customer. ESQI is one of the many ways in which we remind ourselves to put our customers' needs first. We also use our customer satisfaction data to monitor changing industry trends, needed enhancements, and local service issues to continually improve and distinguish our service from the competition. The result has been millions of satisfied Enterprise customers, thousands of successful employees, and a company that continues to grow.</p> <p>Customer Service Philosophy</p> <p>Our goal is to create lifelong relationships with all our Enterprise customers and to exceed expectations through superior customer service. Our founding values are one of the many ways in which we remind ourselves to put our customers' needs first. The result has been millions of satisfied Enterprise customers, thousands of successful employees, and a company that continues to grow.</p> <p>Founding Values</p> <p>Our founding values are a simple yet powerful set of beliefs that drives us and are how we hold ourselves accountable every day. Over the years we have formalized the values into a set of guiding principles that every employee can understand and embrace:</p> <ul style="list-style-type: none"> • Our brands are the most valuable things we own. • Personal honesty and integrity are the foundation of our success. • Customer service is our way of life. • Our company is a fun and friendly place, where teamwork rules. • We work hard...and we reward hard work. • Great things happen when we listen...to our customers and to each other. • We strengthen our communities, one neighborhood at a time. • Our doors are open.
31	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in the United States.	Enterprise Fleet Management has 50 offices across North America staffed by more than 500 sales professionals. These sales professionals facilitate thousands of meetings each year where they are demonstrating how Enterprise Fleet Management's programs help government organizations. As part of these demonstrations it has become engrained in each salesperson to position our Sourcewell contract as the best way to implement our fleet strategies. They are trained to recommend cooperative purchasing contracts during the sales process as a means of improving the customer experience by reducing unnecessary friction.
32	Describe your ability and willingness to provide your products and services to Sourcewell participating entities in Canada.	Enterprise Fleet Management is able to provide our full range of services to Sourcewell member agencies in Canada. We currently operate three teams in Canada.
33	Identify any geographic areas of the United States or Canada that you will NOT be fully serving through the proposed contract.	Enterprise has a unique geographical footprint with more than 50 fleet management offices and more than 4,000 rental locations that will work with members in most geographic areas in North America to provide services or find a solution that fits the needs of the member.
34	Identify any Sourcewell participating entity sectors (i.e., government, education, not-for-profit) that you will NOT be fully serving through the proposed contract. Explain in detail. For example, does your company have only a regional presence, or do other cooperative purchasing contracts limit your ability to promote another contract?	Enterprise Fleet Management operates a network of more than 50 fully staffed offices, which manages a fleet of more than 710,00 vehicles in the U.S and Canada. Enterprise Fleet Management provides services to nearly 2,000 public and private schools, colleges, universities, cities, counties, and other government entities nationwide.
35	Define any specific contract requirements or restrictions that would apply to our participating entities in Hawaii and Alaska and in US Territories.	Enterprise Fleet Management currently has lease vehicles in Hawaii, Alaska, and Puerto Rico and operate in accordance with local laws and statutes. All vehicles in Puerto Rico would have dealer stock pricing.

Table 7: Marketing Plan

Line Item	Question	Response *
36	Describe your marketing strategy for promoting this contract opportunity. Upload representative samples of your marketing materials (if applicable) in the document upload section of your response.	Enterprise will work with Sourcewell to develop a customized marketing strategy that leverages our existing sales teams throughout North America. Because of our company's size and infrastructure, we can also scale up to meet higher demand at a moment's notice. Some of the marketing methods will include: <ul style="list-style-type: none"> • A marketing banner on the Sourcewell website announcing the partnership and details • Targeting the largest members first to maximize the impact • Local sales teams will meet regularly with current and potential members • Direct-mail campaign with customized fliers featuring program information
37	Describe your use of technology and digital data (e.g., social media, metadata usage) to enhance marketing effectiveness.	Enterprise Fleet Management uses our customer website (efleets.com) to provide company information and receive online inquiries. In the past, Enterprise Fleet Management has invested in and participated in re-targeting advertising; however, this is a rare occurrence. Enterprise prefers to partner with trusted industry leaders to advertise and communicate to our niche demographic. Enterprise Fleet Management uses LinkedIn for recruiting purposes and does not presently leverage social media at a corporate level. We use Salesforce.com and the Pardot email platform to communicate with customers and prospects that have opted in to receive communications.
38	In your view, what is Sourcewell's role in promoting contracts arising out of this RFP? How will you integrate a Sourcewell-awarded contract into your sales process?	Enterprise Fleet Management has 50 fully staffed offices that are trained to recommend cooperative purchasing contracts during the sales process, we provide in depth training on how these contracts work and the benefits on utilizing them over other diligence options. Our expectation for Sourcewell would be to promote and send any leads to our management team and help answer specific questions from the governmental entity regarding utilizing the contract.
39	Are your products or services available through an e-procurement ordering process? If so, describe your e-procurement system and how governmental and educational customers have used it.	Our ordering and procurement process is customized for each individual member based on their needs. Our dedicated account teams will meet with each individual member to determine what products and services are needed to create a menu price of vehicles that the member can utilize for ordering. After the selections are made, the member will receive a quote for each vehicle to be approved by the authorized signer.

Table 8: Value-Added Attributes

Line Item	Question	Response *
40	Describe any product, equipment, maintenance, or operator training programs that you offer to Sourcewell participating entities. Include details, such as whether training is standard or optional, who provides training, and any costs that apply.	Your account team will manage, provide and host all driver training and implementation services, including webinars, conference calls, printed materials, online videos, etc. We can provide a wide range of resources and efficient ways to implement these programs to ensure a great foundation for a long-term partnership. This local team will take complete ownership of these processes and take on all aspects of managing the transition and training. We will review all of the options with you and set out a clear plan to meet your needs and make this process as easy as possible for your company. This will be customized to Sourcewell and your drivers' unique needs, and there are no additional costs for implementation and transition services, as this is standard and included in our service offering.

<p>41</p>	<p>Describe any technological advances that your proposed products or services offer.</p>	<p>Enterprise Fleet Management uses a combination of online tools, technologies, and automated processes to give our customers complete oversight of their fleets, lower overall costs, and provide convenience for drivers and administrators. These resources complement our local account management teams and allow us to supplement local support with self-service capabilities. Our IT teams are continually updating and enhancing our systems and technologies to provide new features and tools that our customers ask for.</p> <p>Customer Website – Complete oversight on entire fleet and individual vehicles</p> <ul style="list-style-type: none"> • Customizable dashboards show graphs, data, and analysis that is most important to you • Reporting covering entire fleet, with drill-down capability to individual vehicles • Custom, automatic alerts for maintenance, billing, registrations, renewals, recalls, etc. • Life-to-date maintenance data and complete vehicle history for each vehicle <p>Annual Client Review – Identify and lower costs</p> <ul style="list-style-type: none"> • Web-based solution for year-over-year fleet analysis led by local Enterprise team • Analyze all fleet costs including maintenance, fuel, insurance, depreciation, etc. • Document goals to develop the best possible fleet cycling plan and lower costs <p>Fleet Planning Toolkit – The right vehicles at the right cost</p> <ul style="list-style-type: none"> • Vehicle selector allows Enterprise to compare up to six vehicles side-by-side • Integrate all costs for a total cost analysis • Determine the best time to replace your vehicles <p>Auto Integrate – Minimize downtime</p> <ul style="list-style-type: none"> • Web-based repair and maintenance authorization platform to reduce downtime • Integration with most national account partners for faster approvals • Partnered with more than 35,000 maintenance and repair shops to eliminate billing issues • Real-time maintenance updates • Access to more than 100 ASE-certified technicians employed by Enterprise <p>Mobile App – Convenience for drivers</p> <ul style="list-style-type: none"> • Fuel station and maintenance shop locator • Click-to-call roadside assistance • Accident reporting (including photos) • Receive alerts • Enter and track mileage • View order status of purchased vehicles • View maintenance cards • Check-in and check-out for vehicles with multiple drivers • Edit incorrect mileage entries
<p>42</p>	<p>Describe any “green” initiatives that relate to your company or to your products or services, and include a list of the certifying agency for each.</p>	<p>Enterprise Fleet Management not only takes a sustainable approach to its business, but it aligns with the sustainable goals of its partner companies, agencies, and organizations. Some of these combined efforts are as follows:</p> <p>Vehicle Cycling/Fleet Optimization</p> <p>Managing vehicle emissions can represent a key component of customers’ environmental commitment and corporate social responsibility efforts, but companies can only manage what they can measure. It is the fundamental principle of fleet optimization — getting all the data needed to make smart decisions about vehicle cycling.</p> <p>In addition to the traditional vehicle emission consisting of acquisition cost, maintenance expenses and residual value, our team provides additional data points.</p> <p>Enterprise Fleet Management can help add a comprehensive environmental dimension to vehicle-cycling decisions, which includes fleet emissions, fuel efficiency, and direct and indirect remediation costs.</p> <p>Carbon Reporting and Offsets</p> <p>Commercial operations may have limited options for reducing the environmental impact of their fleet. Enterprise Fleet Management can simplify the benchmarking process and offer a tailored, accurate report on vehicle emissions. This data can then be used to influence fleet management choices, such as vehicle selection and replacement, or the decision to participate in a carbon offset program.</p> <p>Verified carbon offsets can provide an appealing option for fleet operators who would otherwise have few practical ways to reduce the impact of their vehicle emissions. In essence, these offsets are contracts to invest in projects and technologies that remove carbon dioxide from the atmosphere. Enterprise Fleet Management can help you purchase these offsets through a trusted third-party partner, TerraPass.</p> <p>TerraPass invests in alternative-energy projects to remove harmful greenhouse gases from the atmosphere. Enterprise Fleet Management — through the Enterprise Holdings</p>

Foundation, our philanthropic arm — will also match a portion of each customer's greenhouse gas offset purchase.

Energy and Facilities Management

Enterprise Fleet Management's corporate office in St. Louis received LEED Gold Certification from the U.S. Green Building Council's green building rating program — the second-highest LEED certification available.

The building was certified, in part, for:

- being built on previously developed land to reduce the impact on virgin ground.
- installing low-flow fixtures that reduce the building's water use by 46 percent.
- using LED lighting fixtures that reduce the electricity used for lighting by 56 percent.
- recycling and repurposing 92 percent of construction waste, which reduces the amount of material sent to landfills.

Corporate Social Responsibility Policy

Owned by the Taylor family of St. Louis, Enterprise Fleet Management is an affiliate of Enterprise Holdings, the largest car rental company in the world. From our executive suite to our branch locations, we know that healthy and prosperous communities are the lifeblood of our business. That is why Enterprise Holdings and Enterprise Fleet Management are committed to promoting long-term community growth and prosperity — through our economic impact and employment, local foundation grants, global philanthropic initiatives, corporate sustainability, and, of course, sustainable transportation options.

We believe that strong business growth is built on putting the needs of customers, the growth of employees, and the health of local communities first. Through our global Corporate Social Responsibility (CSR) efforts, we are investing in making our business and our world a better place through initiatives that:

- promote the viability of mobility and alternative fuels.
- increase access to fuel-efficient vehicles.
- improve the resource efficiency of our operations.
- minimize waste throughout the lifecycle of our vehicles.
- minimize the impact of vehicle leasing and rental by offering carbon offsets that support renewable energy projects.
- support causes that improve the quality of life in local communities.
- enhance relief efforts in the wake of natural disasters.

In addition to these efforts, a robust set of policies and a CSR Governance Council guide our approach to sustainable business management. The most important of these policies and programs are summarized below:

- Carbon Offsets
 - Duty of Care
 - Supplier Code of Conduct
 - Human Rights
 - Safety Recalls
 - Workplace Ethics
 - Employment and Equal Opportunity
 - Founding Values
 - Privacy and Safe Harbor
 - Subsidiaries and Franchisees
- Sustainable Maintenance Programs

When it comes to sustainable transportation, our approach is quite simple — little things can make a big difference. As a result, corporate sustainability is an ongoing pursuit to shrink our impact.

For example, we recycle, repurpose and reduce materials wherever possible. Our thorough vehicle maintenance program also helps lower costs, divert waste from landfills and reduce reliance on non-recycled materials.

Our commitment to sustainability is based on both a comprehensive understanding of critical details as well as the long-term picture of success. Reducing our environmental impact is ultimately about making responsible choices and following sustainable business practices:

- Managing Materials Responsibly
- Recycling Windshields
- Prioritizing Fuel Efficiency
- Renewing License Plates
- Using Water-Based Paints
- Re-Refining Oil and Recycling Filters
- Repurposing Tires

43	Identify any third-party issued eco-labels, ratings or certifications that your company has received for the equipment or products included in your Proposal related to energy efficiency or conservation, life-cycle design (cradle-to-cradle), or other green/sustainability factors.	N/A	*
44	Describe any Women or Minority Business Entity (WMBE), Small Business Entity (SBE), or veteran owned business certifications that your company or hub partners have obtained. Upload documentation of certification (as applicable) in the document upload section of your response.	<p>While Enterprise Fleet Management does not qualify as a minority- or woman-owned business, our company has a Supplier Diversity program which is a strategic initiative to grow our business by utilizing such businesses. Purchasing goods and services from businesses that are classified as small, minority-owned, woman-owned and other nationally or federally recognized designations solidifies Enterprise as a responsible corporation and a driver of economic growth.</p> <p>Good Faith Plan</p> <p>Our commitment to the principles of equal employment opportunity (EEO) and affirmative action (AA) is communicated in our employee handbook, posted in all branch offices companywide, and integrated in our mandatory companywide diversity training.</p> <p>Small Business Enterprise (SBE) & Minority and Women Business Enterprise (MWBE)</p> <ul style="list-style-type: none"> • Identify opportunities for SBE/MWBE certified vendors to provide goods and services. • Send letters to interested SBE/MWBE vendors encouraging them to contact us with proposals in regard to providing goods and services and keep a log of all letters, contacts, responses, and nonresponses. • Encourage other vendors who may be eligible to apply for certification and assist each SBE/MWBE contacted that needs assistance in obtaining bonding, lines of credit, or insurance as required • Negotiate in good faith with interested SBE/MWBE Certified Vendors • Join and support local and national minority, women, and small business organizations. • Advertise in local and national DBE-focused publications for vendors that can provide needed goods and services. • Encourage drivers to utilize DBE & M/WBE vendors for maintenance and repair based on each company's needs. • In addition, Enterprise and National are also members of numerous local programs including NMSDC affiliates, ethnic chambers, NAWBO chapters, WBENC regional chapters, Urban Leagues, etc. 	*
45	What unique attributes does your company, your products, or your services offer to Sourcewell participating entities? What makes your proposed solutions unique in your industry as it applies to Sourcewell participating entities?	<p>At Enterprise Fleet Management, we believe the following are differentiating factors that distinguish us from the competition:</p> <ul style="list-style-type: none"> • Fleet Expertise/Experience: Because we own and operate 1.85 million units worldwide, together with affiliate Enterprise Holdings, we are keenly aware of industry trends, recalls, vehicle values, new model enhancements, regulatory issues, manufacturer updates, and more. • Sales force & Infrastructure: Our local account team presence — more than 50 fleet locations nationwide and over 500 fleet professionals locally along with our manufacturer relationships differentiate us from the competition. Enterprise has local offices around the country with teams who can meet face-to-face and serve our customers. • Total Cost of Ownership Approach: Through managing our own fleet of vehicles, we are experts at analyzing each cost bucket to ensure that we are operating at the lowest cost of ownership and we bring this forth to our clients as well. • Logistics: We are constantly picking up, delivering, and moving our own fleet units, which gives us an inherent understanding and ability to navigate these situations quickly and efficiently for our fleet customers. • Vehicle Resale: Our more than 700 experienced remarketing professionals are what make the Enterprise service so effective. We invest more in this area of business than any of our competitors, and we have a wide network of remarketing offices across the nation. We use our knowledge and experience to remarket vehicles through the appropriate channels to maximize the sales price. • Physical Damage Claims and Subrogation: As a company, we are self-insured and have in-house teams that handle subrogation and claims services. Because this affects our bottom line, we have unmatched experience, resources and employees managing this area, and this greatly sets us apart from our competitors. 	*

Table 9A: Warranty

Describe in detail your manufacturer warranty program, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your warranty materials (if applicable) in the document upload section of your response in addition to responding to the questions below.

Line Item	Question	Response *	
46	Do your warranties cover all products, parts, and labor?	Warranties vary by manufacturer, vehicle type, make and model, etc.	*
47	Do your warranties impose usage restrictions or other limitations that adversely affect coverage?	Warranty details — including any mileage limits or other restrictions — vary by manufacturer, vehicle type, make and model, etc. We will advise and advocate on behalf of our customers when needed as well. Because we maintain strong relationships with vehicle manufacturers and our dealer partners, we can often work directly with them to help recuperate warranty costs for our customers on a case-by-case basis.	*
48	Do your warranties cover the expense of technicians' travel time and mileage to perform warranty repairs?	Most standard vehicle warranties do not cover these expenses.	*
49	Are there any geographic regions of the United States or Canada (as applicable) for which you cannot provide a certified technician to perform warranty repairs? How will Sourcewell participating entities in these regions be provided service for warranty repair?	This will depend on the manufacturer's dealer network. When needed, Enterprise's National Service Department will work with the drivers to find an approved shop for warranty services that is close to their location. Because of the vast network of dealers that our company utilizes, we are able to easily manage these situations for our customers.	*
50	Will you cover warranty service for items made by other manufacturers that are part of your proposal, or are these warranties issues typically passed on to the original equipment manufacturer?	All warranty coverages are provided by the applicable manufacturer.	*
51	What are your proposed exchange and return programs and policies?	In most cases, Enterprise will acquire vehicles that are new from the factory and under the manufacturer warranty. We will also proactively plan with each member to ensure they are ordering the specific vehicles that are needed, including make/model, available options, any additional equipment or up-fitting required, etc. Your Client Strategy Manager will perform a cost analysis to make sure we are ordering and cycling vehicles at the proper time. We will also do a side-by-side vehicle comparison to verify that Sourcewell is using the most cost-efficient vehicles for your needs. We will work with Sourcewell to make sure drivers are getting the correct vehicle for their application, and within the boundaries set by Sourcewell.	*
52	Describe any service contract options for the items included in your proposal.	Enterprise Fleet Management's goal is to provide Sourcewell with the most comprehensive service possible. To do this, we offer several additional options for convenience and maximum efficiency: Fuel Card We partner with WEX for fuel card services. The WEX fuel card management program offers three main benefits: <ul style="list-style-type: none">• Convenience: Card accepted at more than 180,000 U.S. locations• Security: Cards with driver identification issued to the driver assigned to the vehicle• Control: Card program offers various controls to help manage your fleet's fueling expenses WEX offers product-type control, merchant control, real-time alerts, and flexible exception reporting as powerful tools to monitor abuse. Exceptions include total dollars spent, total gallons filled, days of the week, time, type of fuel, etc. In addition to the exception report sent monthly, WEX also offers flexible exception reporting, which reports exceptions via email on a daily, weekly, or monthly basis. Your account management team will work with you to establish exceptions that can be viewed on a monthly report. In addition, the WEX Fraud Department performs three primary functions in an effort to identify and mitigate fraud on our fleet customers' accounts: <ul style="list-style-type: none">• Review transaction activity• Identify potentially abusive or fraudulent behavior• Notify customers when such behavior occurs GPS Our fleet vehicles can be equipped with a Geotab telematics device. This functions as a GPS tracking device, with additional options such as driver safety, odometer capture, accelerometer, and engine diagnostics. Geotab's unique technology provides added value to your fleet and your business by addressing the following needs: <ul style="list-style-type: none">• Safety: Breakthrough accident detection, safer driving behavior, in-	

		<p>vehicle driver coaching</p> <ul style="list-style-type: none"> • Cost Reduction: Lowered worker's compensation claims, lowered bent metal costs • Productivity: Real-time and archived GPS vehicle tracking, route optimization, fuel consumption monitoring • Engine Health: Engine diagnostics, improved preventative maintenance, overall improved vehicle health • Compliance: Accurate HOS and/or IFTA reporting <p>Enterprise's customer data shows that Geotab has reduced miles traveled and fuel costs, increased fleet productivity, improved workforce utilization, improved service response times and reduced downtime related to maintenance issues. We have also seen an improvement in driver safety through the accelerometer component of our solution.</p> <p>Full Maintenance Enterprise's Full Maintenance program covers lessees nationwide and is available for most makes and models in your fleet. The program is completely managed by Enterprise and will not require any internal approval of repairs or review of monthly invoices. Cost is based on vehicle type and driving pattern.</p> <ul style="list-style-type: none"> • Monthly cost is fixed for the term of the vehicle • Coverage is available up to 100,000 miles • Covers all routine services recommended by the manufacturer • Covers all unexpected repairs (not related to damage or neglect) • 24/7 roadside assistance and towing is included • Brakes, tires, and loaner vehicles can be included • Windshield repair, fueling service, and other miscellaneous items are available • Sourcwell can set up and send automatic service reminders through Enterprise's website <p>Maintenance Management With Enterprise's Maintenance Management program, authorization and maintenance / repair limits are similar to our Full Maintenance program. Enterprise manages the process and contacts the client when additional approval is needed. Through this program, repairs are charged as needed and passed directly through to Sourcwell for a flat monthly fee.</p> <p>Enterprise leverages our agreements and relationships with vendors to ensure both labor and parts are charged at a fair market value.</p>	*
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Table 9B: Performance Standards or Guarantees

Describe in detail your performance standards or guarantees, including conditions and requirements to qualify, claims procedure, and overall structure. You may upload representative samples of your performance materials (if applicable) in the document upload section of your response in addition to responding to the questions below.

Line Item	Question	Response *	
53	Describe any performance standards or guarantees that apply to your services	Providing completely satisfied service to Sourcwell is important to us. As a result, we plan to collect ESQI feedback from Sourcwell drivers and employees twice a year, and annually from management. This feedback will allow us to highlight areas of improvement and areas of success.	*
54	Describe any service standards or guarantees that apply to your services (policies, metrics, KPIs, etc.)	<p>Our performance as Sourcwell's fleet management partner is measured by success in three core areas, customer satisfaction, customer retention and fleet growth. We strive to reduce our customers' total cost of ownership in several categories, including maintenance costs, fuel spend, acquisition costs and resale gain. Some of the ways in which we accomplish this include:</p> <ul style="list-style-type: none"> • Active management of vehicle lifecycle to minimize fuel and maintenance spend • Annual fuel and maintenance spend benchmarking to decrease total cost of ownership • Comparison of vehicle makes and models to provide better total cost of ownership • Increased equity gain at disposal through proactive fleet planning and forecasting • Continuing review of resale market to identify best disposal method and holding period • Comparison of Enterprise resale performance against industry standards • Management of Sourcwell incentive programs to reduce acquisition costs • Review of vehicle application to "right-size" makes and models that are best suited for Sourcwell needs • Review driver and administrator feedback to maximize driver satisfaction 	*

Table 10: Payment Terms and Financing Options

Line Item	Question	Response *
55	Describe your payment terms and accepted payment methods.	<p>Payment Terms</p> <p>Payment terms are Net 30.</p> <p>Payment</p> <p>Enterprise offers several payment options to our clients:</p> <ul style="list-style-type: none"> • Direct debit – payments are withdrawn on the 20th of each month • One-time ACH – can be completed via phone or email • Check – can be mailed or overnighted to Enterprise • Wire/ACH push – can be set up through Enterprise’s bank
56	Describe any leasing or financing options available for use by educational or governmental entities.	<p>Your local Enterprise team will work with you to customize the lease terms and provide you with the most cost-effective leases that meet your specific needs.</p> <p>Enterprise offers four types of funding solutions. They are an Open-Ended Equity Lease, Closed-End Lease, Prepaid Lease, and Finance.</p> <ul style="list-style-type: none"> • Open-Ended Equity Lease: flexible option that allows the lessee to turn in the vehicle before the lease term with no early termination penalties, the company/agency can get out of the lease at any time; there is always a payoff amount. If the value of the vehicle is greater than the payoff, that money or equity can be put toward another lease. If the value of the vehicle is less than the payoff, Enterprise will bill the company/agency the difference. • Closed-End Lease: allows for a lower monthly payment based on vehicle usage, geared towards individuals that drive minimal miles. • Prepaid Lease: allows the lessee to take advantage of discounted interest rates by paying all rent up front. • Traditional Purchase Finance: allows Sourcewell to take ownership of the vehicle at the end of the financed/lease term without paying the reduced book value. <p>Open-Ended Lease</p> <p>Agencies commonly find it difficult — sometimes impossible — to fund a healthy vehicle lifecycle. Many of these organizations turn to a bridge funding mechanism to facilitate their necessary vehicle replacements. Enterprise Fleet Management features an Open-Ended Lease product to help bridge any funding gaps. Our Open-Ended Lease is characterized by:</p> <ul style="list-style-type: none"> • Improved cash flow • No mileage restrictions or wear-and-tear charges • Flexible financing options • Customized terms for use and type of vehicle • Retention of ownership rights <p>In most programs, a vehicle would be purchased outright from the capital budget and kept in-fleet until a specified time when it was sold. However, to increase flexibility, our Open-Ended Lease allows for funding of only the time the vehicle is used. This approach allows companies to pay the minimum value for the use of the vehicle on a monthly basis, improving cash flow. The mechanics of this lease involve financing the difference between the vehicle’s purchase price and a conservative Reduced Book Value (RBV), which is based upon the anticipated market value in consideration of the vehicle’s age and application.</p> <p>Lease Terms</p> <p>Enterprise Fleet Management can offer lease terms as short as 12 months and as long as 60 months, or at any six-month interval in between. While we do not offer initial lease terms beyond 60 months, our Open-Ended Leases can be structured with a Reduced Book Value at 60 months that can be paid off or extended for an additional 12 or 24 months, or continue month to month until the Reduced Book Value has been completely paid off.</p>

57	Describe any standard transaction documents that you propose to use in connection with an awarded contract (order forms, terms and conditions, service level agreements, etc.). Upload a sample of each (as applicable) in the document upload section of your response.	We have attached our sample contracts.	*
58	Do you accept the P-card procurement and payment process? If so, is there any additional cost to Sourcewell participating entities for using this process?	We cannot accept a P-card payment at this time.	*

Table 11: Pricing and Delivery

Provide detailed pricing information in the questions that follow below. Keep in mind that reasonable price and product adjustments can be made during the term of an awarded Contract as described in the RFP, the template Contract, and the Sourcewell Price and Product Change Request Form.

Line Item	Question	Response *	
59	Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the Sourcewell discounted price) on all of the items that you want Sourcewell to consider as part of your RFP response. If applicable, provide a SKU for each item in your proposal. Upload your pricing materials (if applicable) in the document upload section of your response.	<p>Inclusive, Upfront Pricing Calculating fleet expenses to account for both direct and indirect costs can be difficult. That's why we provide inclusive pricing upfront as well as predictive cost tools. We think you deserve a clear view of all costs moving forward to plan for spending throughout the year – and beyond.</p> <p>Integrity and Transparency We don't believe in complicated contracts or hidden fees. Our Client Strategy Managers will only provide honest, informed recommendations that benefit your business. You'll also have access to the same fleet information through our Client Website, ensuring you see what your Client Strategy Manager sees, and can work with them to maximize your investment.</p> <p>Flexible Options Enterprise Fleet Management offers a variety of fleet leasing and financing services. We want our clients to be able to choose the financing plan that works best for their business and operating needs, whether they need an open-end, close-end, or self-funded program. We'll adapt to your needs.</p> <p>We have uploaded our pricing materials as instructed.</p>	*
60	Quantify the pricing discount represented by the pricing proposal in this response. For example, if the pricing in your response represents a percentage discount from MSRP or list, state the percentage or percentage range.	Discounts range from 5-25 percent off the manufacturer's suggested retail price (MSRP). For example, the MSRP for a typical Ford Explorer would be \$36,540. With our purchasing power and discounts provided to Sourcewell Members, the delivered price would be \$31,232, 15% savings. In some cases the manufactures do offer free options that provide additional discounts, if available. Capitalized cost is the factory invoice, less manufacturer-provided incentives less any applicable advertising	*
61	Describe any quantity or volume discounts or rebate programs that you offer.	<p>Through a team of incentive analysts at our operations headquarters, partnerships with manufacturers, and relationships with dealers, we work to get the best incentives available for our customers. The team tracks a wide range of retail incentives and enters those in our database, which compares them to the standard fleet, association, and upfit incentives that may be applicable. Through our relationships with manufacturers and zone representatives, we work to obtain and maximize any special or client-specific incentives available. Manufacturers sometimes provide us with special incentives that are not available through other avenues and we use those as needed.</p> <p>For ancillary programs such as Full Maintenance and Maintenance Management, additional discounts on parts and labor are passed through to our customers.</p>	*

62	Propose a method of facilitating “sourced” products or related services, which may be referred to as “open market” items or “nonstandard options”. For example, you may supply such items “at cost” or “at cost plus a percentage,” or you may supply a quote for each such request.	<p>Enterprise will provide a quote for each sourced product that will include any discounts that Enterprise receives. We do not mark-up any quotes or charge for coordinating supply or installation — this is a part of Enterprise’s standard service.</p> <p>Enterprise Fleet Management will coordinate the up-fit of any needed aftermarket equipment. We have established relationships with local and national vendors that supply these items and will deliver the equipment in a work-ready state.</p> <p>Enterprise will plan ahead with vendors to have equipment ready for installation once the ordered vehicles are delivered to ensure that the vehicles are ready for service as soon as possible. Enterprise will negotiate on behalf of the member agency to leverage volume discounts and deliver the lowest possible price on any needed equipment.</p> <p>The equipment can be billed up front or capitalized as a part of the lease structure. In both scenarios, the member will own the equipment at the conclusion or termination of the lease.</p> <p>Enterprise is able to sell customer-owned units as an additional benefit if the end user signs our consignment agreement. We have included a sample consignment agreement.</p>	*
63	Identify any element of the total cost of acquisition that is NOT included in the pricing submitted with your response. This includes all additional charges associated with a purchase that are not directly identified as freight or shipping charges. For example, list costs for items like pre-delivery inspection, installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.	Costs for registering a vehicle are passed through directly to the end user. All other costs are addressed throughout our provided pricing offerings.	*
64	If freight, delivery, or shipping is an additional cost to the Sourcewell participating entity, describe in detail the complete freight, shipping, and delivery program.	For a majority of our deliveries, vehicles will be sent to the dealer that is closest to the end user so they can pick up the unit directly. We can also coordinate with the dealer or our own employees to deliver the vehicles. Certain charges may apply based on distance to the driver and other factors.	*
65	Specifically describe freight, shipping, and delivery terms or programs available for Alaska, Hawaii, Canada, or any offshore delivery.	Enterprise has a large network of dealerships throughout these regions that can assist with vehicle logistics and delivery. Along with our dealer network, we have a large number of employees within these regions — either through an Enterprise Fleet Management office or an affiliate Enterprise Rent-A-Car or National Car Rental rental location — who are available to assist with vehicle delivery and pick-up.	*
66	Describe any unique distribution and/or delivery methods or options offered in your proposal.	<p>Enterprise employs one of the largest teams of drivers in the industry. This allows us to quickly and easily manage vehicle logistics for our fleet customers.</p> <p>Because we own and operate 1.85 million units worldwide, together with affiliate Enterprise Holdings, we are constantly picking up, delivering, and moving our own fleets units, which gives us an inherent understanding and ability to navigate these situations quickly and efficiently for our fleet customers.</p>	*

Table 11A: Pricing Grid: Acquisition Terms

Provide detailed pricing information in the table below.

Line Item	Type	Charged/Percentage	Details	
67	Interest Rate Index Used	3 year t-bill Canadian 3yr Bond	US: 350 basis points over 3 year t-bill Canada: Canadian 3yr Bond + 300 basis points	*
68	Basis Points	US: 350 Canada: 300	US: 350 basis points over 3 year t-bill Canada: Canadian 3yr Bond + 300 basis points	*
69	Domestic Factory Order Vehicles	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	*
70	Foreign Factory Order Vehicles	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	US: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$60 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location) Canada: Manufacturer Published Invoice Less Applicable Incentives Less (-) Applicable Advertising plus (+) \$275 acquisition fee plus (+) courtesy delivery fee (variable \$150-\$450 depending on location)	*
71	Domestic Dealer Stock Vehicles	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+) Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+) Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	*
72	Foreign Dealer Stock Vehicles	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+) Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	US: Dealer Provided Invoice Less (-) Applicable Incentives plus (+) \$60 acquisition fee, subject to dealer availability Canada: Base Purchase Price from Dealer Less (-) Applicable Manufacturer Incentives Plus (+) Courtesy Delivery Fees \$150-\$450 depended on Delivery Location Plus (+) \$275 Acquisition fee	*

Table 11B: Pricing Grid: Incentives

Provide detailed pricing information in the table below.

Line Item	Type	Charged/Percentage	Details	
73	Federal Tax Incentives	100%	100% of end user eligible incentives are passed to the member	*
74	State Tax Incentives	100%	100% of end user eligible incentives are passed to the member	*
75	Manufacturer Incentives	100%	100% of end user eligible incentives are passed to the member	*

Table 11C: Pricing Grid: Maintenance & Fees

Provide detailed pricing information in the table below.

Line Item	Type	Charged/Percentage	Details	
76	Fixed Maintenance	Variable (Avg. \$60-\$90) per month per vehicle	Pricing on average is \$60-\$90 based on vehicle type and anticipated miles and usage driven over term, the pricing can also be modified to include or exclude brakes and tires depending on what is the best interest of the member, Coverage is available up to 100,000 miles, covers all routine maintenance recommended by the manufacturer and any unplanned repairs that come up as long as they are not abuse.	*
77	Occurance Maintenance	\$6 per month card fee per vehicle plus cost of service and parts	\$6 per month card fee per vehicle plus cost of service and parts	*
78	Management Fee	0.10% for Factory Ordered Vehicles / 0.15% for Dealer Stock Vehicles	0.10% for Factory Ordered Vehicles / 0.15% for Dealer Stock Vehicles	*
79	Service Charge	US \$400.00 Canada \$495.00	US \$400.00 Canada \$495.00	*
80	Lease Termination Fee	\$0 Termination Fee for Equity Leases, Termination Fees for Net Leases are an amount equal to three months rent plus 30% of the total rent due under the master walk away lease agreement section 14.	\$0 Termination Fee for Equity Leases, Termination Fees for Net Leases are an amount equal to three months rent plus 30% of the total rent due under the master walk away lease agreement section 14.	*
81	Interim Interest Yes/No, How is it calculated?	NO	N/A	*
82	Resale Fee	\$395	For each Vehicle sold, the End User "Member" shall pay Enterprise a fee of \$395.00 ("Service Fee") plus towing at prevailing rates, applies to member owned/non-leased units	*
83	Provide fees not listed + rate	Optional services offered	Enterprise Fleet Management offers additional services to our clients, these programs and plans are described in the technical proposal under the pricing grid.	*

Table 12: Pricing Offered

Line Item	The Pricing Offered in this Proposal is: *	Comments
84	a. the same as the Proposer typically offers to an individual municipality, university, or school district.	

Table 13: Audit and Administrative Fee

Line Item	Question	Response *
85	Specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed Contract with Sourcewell. This process includes ensuring that Sourcewell participating entities obtain the proper pricing, that the Vendor reports all sales under the Contract each quarter, and that the Vendor remits the proper administrative fee to Sourcewell. Provide sufficient detail to support your ability to report quarterly sales to Sourcewell as described in the Contract template.	Enterprise will set a pricing plan up for the Sourcewell program within our system. This pricing plan will be hard-coded for all Sourcewell members and cannot be deviated from by any sales or support team member. Quarterly, we will review deliveries that have been placed and delivered through the Sourcewell program to ensure compliance and accuracy. We will provide a detailed breakdown to Sourcewell monthly or quarterly for review depending on preference.
86	If you are awarded a contract, provide a few examples of internal metrics that will be tracked to measure whether you are having success with the contract.	Example metrics to be tracked and measured are new customers utilizing the awarded contract, total orders and total deliveries. Our goal is to create lifelong relationships with all of our Enterprise customers. As a result, we collect customer satisfaction results from a variety of sources to ensure we are meeting our customers' needs. Those sources include our internal Service Quality index (SQi) process, external surveys such as the J.D. Power Satisfaction Survey, and a range of other customer service inquiries. The results are closely monitored, and any necessary changes are made to improve customer satisfaction.
87	Identify a proposed administrative fee that you will pay to Sourcewell for facilitating, managing, and promoting the Sourcewell Contract in the event that you are awarded a Contract. This fee is typically calculated as a percentage of Vendor's sales under the Contract or as a per-unit fee; it is not a line-item addition to the Member's cost of goods. (See the RFP and template Contract for additional details.)	Enterprise will offer Sourcewell and your members access to our fleet management program and pay Sourcewell a quarterly marketing fee based upon the volume of Combined New Deliveries generated as defined below. Deliveries to qualified members during the term of the contract is \$125.00 per new delivery. Qualified members are eligible members who utilize the Agreement between Sourcewell and Enterprise Fleet Management as an approved means to satisfy proper due diligence and competitive requirements. Enterprise Fleet Management retains the right to offer discounted promotional pricing on a market by market basis.

Table 14A: Depth and Breadth of Offered Equipment Products and Services

Line Item	Question	Response *
88	Provide a detailed description of the equipment, products, and services that you are offering in your proposal.	<p>Enterprise Fleet Management offers a full range of customizable fleet solutions to our customers, including:</p> <ul style="list-style-type: none"> • Total cost of ownership analysis and comparisons • Dedicated local account team assigned to each client to make ongoing cost saving recommendations • Company fleet policy consultation • Insurance consultation and programs • Customizable lease options and financing • Detailed driver analysis • Fleet selection and acquisition • Maintenance and fuel program management for both leased and client owned vehicles • Four-year cost model development • License, title and renewal services for both leased and client owned vehicles • Customizable website dashboard with near real-time data and reporting • Remarketing and resale for both leased and client owned vehicles • Driver Safety programs
89	Within this RFP category there may be subcategories of solutions. List subcategory titles that best describe your products and services.	<p>Our clients enjoy the benefits of Enterprise's sustained 65-year investment in infrastructure that enables us to quickly and efficiently move vehicles into and out of service. This includes 150 staging grounds throughout the U.S. and Canada staffed by 700 dedicated remarketing specialists, as well as 800 professionals at our corporate office. We have teams dedicated to specific aspects of our service, including License and Title, Maintenance, Risk Management, Accounting, Information Technology, and Vehicle Acquisition.</p> <p>As a result, Enterprise Fleet Management is able to provide Sourcewell with a complete fleet management program that includes:</p> <ul style="list-style-type: none"> • Fleet cost analysis • Company fleet policy constitution • Insurance consultation • Detailed driver analysis • Fleet selection • Maintenance and fuel program management • Customized fleet plan based on your specific needs <p>We also provide a range of ancillary solutions to address specific needs throughout the vehicle lifecycle:</p> <ul style="list-style-type: none"> • Universal fuel card management • Personal-use reporting • Vehicle sharing technology • Maintenance services from ASE-certified technicians • Accident Management services from I-CAR certified professionals • Insurance coverage through our broker, Lockton

Table 148: Depth and Breadth of Offered Equipment Products and Services

Indicate below if the listed types or classes of equipment, products, and services are offered within your proposal. Provide additional comments in the text box provided, as necessary.

Line Item	Category or Type	Offered	Comments
90	Services for the acquisition by Sourcewell participating entities, whether by lease or financing, of on-road vehicles of all types or classifications, all weight classes, and all engine types	<input checked="" type="radio"/> Yes <input type="radio"/> No	As the largest purchaser of vehicles in North America, Enterprise has the ability to acquire vehicles from nearly any manufacturer. This includes specialty vehicles and Emergency Response Vehicles. *
91	New vehicle service and preparation for the vehicles described in Line 90 above, such as, pre-delivery inspection, parts and accessories installation, and vehicle marking application or installation	<input checked="" type="radio"/> Yes <input type="radio"/> No	Through our Fleet Management programs we are able to offer all of these services. *
92	Preventative maintenance plans, vehicle maintenance and repair services, and related service level agreements for Sourcewell participating entity on-road vehicle fleets of all types	<input checked="" type="radio"/> Yes <input type="radio"/> No	Through our Fleet Management programs we are able to offer all of these services. *
93	In addition to the solutions described in Lines 90-92 above, proposers may include a complementary offering of the following ancillary services: i. Short-term rental programs; ii. Upfitting of after-market programs; iii. Fleet management information technologies, such as: telematics, fleet monitoring, fuel management, fuel tank management, and motor pool/fleet sharing software and systems; iv. Roadside assistance including towing, emergency towing, and repairs; v. Installation, operation, and maintenance of dedicated charging and fueling stations; and vi. Vehicle battery longevity monitoring and replacement plans.	<input checked="" type="radio"/> Yes <input type="radio"/> No	Through our Fleet Management programs we are able to offer all of these services.

Exceptions to Terms, Conditions, or Specifications Form

Only those Proposer Exceptions to Terms, Conditions, or Specifications that have been accepted by Sourcewell have been incorporated into the contract text.

Documents

Ensure our submission document(s) conforms to the following :

1. Documents in PDF format are preferred. Documents in Word, Excel, or compatible formats may also be provided.
2. Documents should NOT have a security password, as Sourcewell may not be able to open the file. It is your sole responsibility to ensure that the uploaded document(s) are not either defective, corrupted or blank and that the documents can be opened and viewed by Sourcewell.
3. Sourcewell may reject any response where any document(s) cannot be opened and viewed by Sourcewell.
4. If you need to upload more than one (1) document for a single item, you should combine the documents into one zipped file. If the zipped file contains more than one (1) document, ensure each document is named, in relation to the submission format item responding to. For example, if responding to the Marketing Plan category save the document as "Marketing Plan."

- [Pricing](#) - Pricing-Final.xlsx - Tuesday March 01, 2022 14:16:51
- [Financial Strength and Stability](#) - Enterprise Financial Stability.pdf - Tuesday March 01, 2022 14:16:39
- [Marketing Plan/Samples](#) - Sample Marketing Plan.pdf - Tuesday March 01, 2022 14:19:21
- [WM8E/M8E/S8E or Related Certificates](#) - Wade Ford 2022 GMSDC Certificate.pdf - Tuesday March 01, 2022 14:27:57
- [Warranty Information](#) - Sample Warranty Information.pdf - Tuesday March 01, 2022 14:26:14
- [Standard Transaction Document Samples](#) - Sample Quote 2427574.pdf - Tuesday March 01, 2022 15:27:53
- [Upload Additional Document](#) - Sourcewell Submission.zip - Tuesday March 01, 2022 14:20:22

Addenda, Terms and Conditions

PROPOSER AFFIDAVIT AND ASSURANCE OF COMPLIANCE

I certify that I am the authorized representative of the Proposer submitting the foregoing Proposal with the legal authority to bind the Proposer to this Affidavit and Assurance of Compliance:

1. The Proposer is submitting this Proposal under its full and complete legal name, and the Proposer legally exists in good standing in the jurisdiction of its residence.
2. The Proposer warrants that the information provided in this Proposal is true, correct, and reliable for purposes of evaluation for contract award.
3. The Proposer, including any person assisting with the creation of this Proposal, has arrived at this Proposal independently and the Proposal has been created without colluding with any other person, company, or parties that have or will submit a proposal under this solicitation; and the Proposal has in all respects been created fairly without any fraud or dishonesty. The Proposer has not directly or indirectly entered into any agreement or arrangement with any person or business in an effort to influence any part of this solicitation or operations of a resulting contract; and the Proposer has not taken any action in restraint of free trade or competitiveness in connection with this solicitation. Additionally, if Proposer has worked with a consultant on the Proposal, the consultant (an individual or a company) has not assisted any other entity that has submitted or will submit a proposal for this solicitation.
4. To the best of its knowledge and belief, and except as otherwise disclosed in the Proposal, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest. An organizational conflict of interest exists when a vendor has an unfair competitive advantage or the vendor's objectivity in performing the contract is, or might be, impaired.
5. The contents of the Proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or legally authorized agent of the Proposer and will not be communicated to any such persons prior to Due Date of this solicitation.
6. If awarded a contract, the Proposer will provide to Sourcewell Participating Entities the equipment, products, and services in accordance with the terms, conditions, and scope of a resulting contract.
7. The Proposer possesses, or will possess before delivering any equipment, products, or services, all applicable licenses or certifications necessary to deliver such equipment, products, or services under any resulting contract.
8. The Proposer agrees to deliver equipment, products, and services through valid contracts, purchase orders, or means that are acceptable to Sourcewell Members. Unless otherwise agreed to, the Proposer must provide only new and first-quality products and related services to Sourcewell Members under an awarded Contract.
9. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
10. The Proposer understands that Sourcewell will reject RFP proposals that are marked "confidential" (or "nonpublic," etc.), either substantially or in their entirety. Under Minnesota Statutes Section 13.591, subdivision 4, all proposals are considered nonpublic data until the evaluation is complete and a Contract is awarded. At that point, proposals become public data. Minnesota Statutes Section 13.37 permits only certain narrowly defined data to be considered a "trade secret," and thus nonpublic data under Minnesota's Data Practices Act.
11. Proposer its employees, agents, and subcontractors are not:
 1. Included on the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>;
 2. Included on the government-wide exclusions lists in the United States System for Award Management found at: <https://sam.gov/SAM/>; or
 3. Presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from programs operated

by the State of Minnesota; the United States federal government or the Canadian government, as applicable; or any Participating Entity. Vendor certifies and warrants that neither it nor its principals have been convicted of a criminal offense related to the subject matter of this solicitation.

By checking this box I acknowledge that I am bound by the terms of the Proposer's Affidavit, have the legal authority to submit this Proposal on behalf of the Proposer, and that this electronic acknowledgment has the same legal effect, validity, and enforceability as if I had hand signed the Proposal. This signature will not be denied such legal effect, validity, or enforceability solely because an electronic signature or electronic record was used in its formation. - Dain Giesie, Assistant Vice President, Enterprise Fleet Management, Inc.

The Proposer declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the Proposer foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the bid.

Yes No

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document.

Check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum_3_Fleet_Mgmt_Services_RFP_030122 Mon February 21 2022 04:30 PM	<input checked="" type="checkbox"/>	2
Addendum_2_Fleet_Mgmt_Services_RFP_030122 Thu February 17 2022 08:53 AM	<input checked="" type="checkbox"/>	3
Addendum_1_Fleet_Mgmt_Services_RFP_030122 Thu January 13 2022 04:26 PM	<input checked="" type="checkbox"/>	1



To: Peter Varney, Interim City Manager
Cc:
From: Kenneth Hunter, Assistant to the City Manager for Budget & Evaluation
Date: 11/21/2022
Re: Response from Enterprise to Council Questions regarding Master Agreements

City Council received original electronic copies of the Master Agreements provided by Enterprise Fleet Management (EFM) for review on November 15, 2022. Comments were collected from Councilmembers and provided to EFM for response. The responses are below:

MASTER EQUITY LEASE AGREEMENT

Page 1 - 3. RENT AND OTHER CHARGES. Paragraph b
Pertaining to reference of "the rule of 78's"

Question from Councilmember: Please explain to me or provide me with a link that explains this in laymen terms. It appears all the interest is paid in advance. According to debt.org "This financing practice is highly controversial and in 1992, was outlawed in the United States for loans longer than 61 months. Individual states have their own laws for loans shorter than 61 months and 17 states outlawed it completely."

<https://www.debt.org/advice/the-rule-of-78s/>

Response from EFM: The rule of 78's is used to make up for lost interest payments assuming/only if a specific lease is termed early. It's used because the financing structure today is straight-line depreciation, not ballooned interest on the frontside like a mortgage payment. We prefer straight-line depreciation on the asset so that the balance is being written down evenly and properly during term and our client has the appropriate equity throughout the lease. Interest is not paid upfront in full with Enterprise. The Rule of 78's is effectively used to capture the interest expense Enterprise should have made based on the cash outlay to acquire the vehicle, [if] a vehicle is turned in early or cycled early.

Page 1 - 3. RENT AND OTHER CHARGES. Paragraph c

Pertaining to the following language: "(ii) the mileage on a Vehicle at the end of the Term is greater than 15,000 miles per year on average (prorated on a daily basis) (i.e., if the mileage on a Vehicle with a Term of thirty-six (36) months is greater than 45,000 miles)"

Question from Councilmember: How many miles do we place on vehicles such as police cruisers? I imagine several of the vehicles exceed the mileage cap. What impact does this have on the cost.

Response from EFM: Section 3c explains an example situation for accounting purposes to verify that our Master Agreement is an operational lease. The actual mileage for specific units (police, public works, etc.) is written into each vehicle open-end lease. With that said, we only include mileage on leases to help correctly identify the depreciation rate. Open-end leases come with no over-mileage charges or wear and tear penalties.

Page 1 - 3. RENT AND OTHER CHARGES. Paragraph c

Pertaining to the following language: "(iii) in the sole judgment of Lessor, a Vehicle has been subject to damage or any abnormal or excessive wear and tear"

Question from Councilmember: How and to whom do we appeal if we disagree with the assessment?

Response from EFM: This is an "or" clause and only applies if the preceding statements are/are not met. If for some reason the City needed to appeal, it would be with our local Fleet Management team in North Carolina. The likelihood of this occurrence is slim since Section 3c is only written as such to help ensure we follow FASB/GASB guidelines for accounting standards and doesn't actually pertain to individual lease schedules.

Page 2 - 3. RENT AND OTHER CHARGES. Paragraph g

Pertaining to the following language: "Lessee's obligations to make all payments of rent and other amounts under this Agreement are absolute and unconditional and such payments shall be

made in immediately available funds without setoff, counterclaim or deduction of any kind."

Question from Councilmember: What recourse do we have if we disagree with any charge or decision by EFM? Based on the we are obligated to pay as it's "absolute and unconditional".

Response from EFM: The City can simply reach out to its dedicated local team in North Carolina. The practical/day-to-day of this is done through a phone call or email to ensure both parties understand the charges; our local team has the autonomy to make any necessary adjustments if there is a mistake.

Page 2 - 4. USE AND SURRENDER OF VEHICLES

Pertaining to the following language: "Lessee agrees to allow only duly authorized, licensed and insured drivers to use and operate the Vehicles."

Question from Councilmember: What is the age limit? In the MAINTENANCE MANAGEMENT AND FLEET RENTAL AGREEMENT it indicates the minimum age is 21 to drive.

Response from EFM: If authorized drivers are under the age of 21, we have additional documents the City will need to sign to ensure appropriate insurance coverage.

FULL MAINTENANCE AGREEMENT

Page 1 - 4. VEHICLE REPAIRS AND SERVICE

Pertaining to the following language: "(f) maintenance or repair of, or damage caused by, any alterations, upgrades, upfitting, additions, improvements (collectively, "Alterations") or unauthorized replacement parts added to a Covered Vehicle or of any after-market components (this Agreement covers maintenance and repair only of the Covered Vehicles themselves and any factory-installed components and does not cover maintenance or repair of chassis alterations, add-on bodies (including, without limitation, step vans), software or other equipment (including, without limitation, lift gates, autonomous or automated vehicle equipment, components, parts or products, and PTO controls) which is

installed or modified by a dealer, body shop, upfitter or anyone else other than the manufacturer of the Covered Vehicle,"

Question from Councilmember: Seems straight forward but who makes a determination if a service is not covered due to an up-fit? How is maintenance handles on vehicles that receive an "add-on"?

Response from EFM: Our maintenance agreement covers costs associated with the vehicle itself, it does not cover maintenance on "add-ons" or aftermarket equipment. The shop doing the repair will work with our National Service Department to ensure Enterprise covers all the correct repairs.

Page 1 - 4. VEHICLE REPAIRS AND SERVICE

Pertaining to the following language: "Lessee agrees to have the necessary work performed by an authorized dealer of such Covered Vehicle or by a service facility acceptable to EFM. In every case, if the cost of such service will exceed \$125.00"

Question from Councilmember: If an authorized dealer performs the work and we verbally agreed to a price at or less than the \$125 but the work proceeds without consent then does EFM cover the expense?

Response from EFM: Potentially, but only after our National Service Department reviews the charges and work completed. This is unlikely (and very rare) since the vehicles will be taken to our approved vendors that know the process of working with our National Service Department.

MAINTENANCE MANAGEMENT AND FLEET RENTAL AGREEMENT

Page 1 - 2. VEHICLE REPAIRS AND SERVICE

Pertaining to the following language in Paragraph 1: "EFM will provide purchase order control by telephone, electronic mail, or in writing"

Question from Councilmember: Verbal authorization concerns me due to no "paper" trail.

Response from EFM: Our preferred maintenance vendors provide 100% of transaction and authorization electronically which is one of the benefits of using those vendors. There are 14 preferred shops in Rocky Mount.

Question from City Staff: Can we ensure we purchase order control will be practiced in a documented fashion (electronic mail and in writing)?

Response from EFM: Yes, shops are still required to submit accurate PO's to Enterprise based on our ASE certified technicians conversation with them which during the conversation an electric ticket is opened on the Enterprise side. The calls are also recorded.

Page 1 - 2. VEHICLE REPAIRS AND SERVICE

Pertaining to the following language in Paragraph 2: "EFM will administer such claims in its discretion."

Question from City Staff: Is there an appeals process and if so who makes the final decision?

Response from EFM: Yes, you can reach out directly to your local Enterprise team. These circumstances usually result in a brief negotiation to ensure both parties understand.

Page 1 - 4. RENTAL VEHICLES

Pertaining to the following language: "The EFM Card allows the Company the option to arrange for a rental vehicle at a discounted rate with a subsidiary or affiliate of Enterprise Holdings, Inc. ("EHI") for a maximum of two (2) days without prior authorization from EFM. Extensions beyond two (2) days must be approved by EFM."

Question from City Staff: Is there an additional charge associated with the rental and if so what is that charge? Who will manage this from the city to ensure this is not abused by our folks or by EFM. I see this as an area that could cost the city money.

Response from EFM: The cost of the rental is whatever the City's current rental rates are based on its contract with Enterprise Rent-a-car. No one from the City will be able to easily rent a car and bill it back without authorization/PO from the City to ensure fraud protection. There will be no ability to "auto-bill" the City without prior written consent from one of the City Authorized signors on the corporate resolution from the Credit Application.

Page 1 - 4. RENTAL VEHICLES

Pertaining to the following language: "All drivers of a rental vehicle must be at least twenty one (21) years of age unless otherwise required by law,"

Question from City Staff: Does this also applicable to drivers of the other vehicles?

Response from EFM: If authorized drivers are under the age of 21, we have additional documents the City will need to sign to ensure appropriate insurance coverage.

ATTACHMENT B

Search Agreement

City Manager

City of Rocky Mount, NC

The professional retained fee for POLIHIRE to conduct the recruitment for the City Manager for the City of Rocky Mount, NC ("City") is \$38,000. This fee is inclusive of all expenses except for any candidate travel and any associated expenses (lodging) for candidates' final interviews.

SCOPE OF SERVICES

The services to be provided include the following tasks listed below.

- 1) Development of recruitment profile
- 2) Actively search for and recruit potential candidates
- 3) Provide bi-weekly written status reports
- 4) Interview and perform assessment of candidates' credentials
- 5) Presentation of candidates for consideration
- 6) Conduct reference and education checks/verification on final candidate
- 7) If requested, perform EQ-I 2.0 on final candidate(s)

TERMS

Consistent with the standards of the executive search profession, our fees are non-contingent and non-refundable. The professional retained fee will be billed in three installments; the retainer (\$13,000) will be billed at the initiation of the search; the second portion of the fee (\$13,000) will be billed at 45 days; and the final fee (\$12,000) will be billed at the conclusion of the search. Our fees are neither refundable nor contingent upon our success in placing a candidate with your organization. This fee structure applies even if an internal candidate emerges as your choice. The term of each invoice is 30 days.

Either party may cancel this search at any time by written notification. POLIHIRE will only cancel this search for cause. In the unlikely event this occurs, you will be billed for all professional fees based upon the time elapsed from the commencement of the engagement to the date of cancellation. If the City cancels this search after 90 days, all professional fees have been earned and are payable in full.

POLIHIRE will exclusively conduct this search assignment for you in cooperation and consultation with the City. POLIHIRE would subject all possible candidates (even those identified by you, through personal and professional relationships and in or outside the organization) to the same qualification process.

POLIHIRE.

We assure you that we will devote our best efforts to carry out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

ADDITIONAL SEARCHES

POLIHIRE will offer the City our services for a reduced fee of \$24,000 for any other searches during the duration of this contract.

COMMITMENT TO DIVERSITY

POLIHIRE was founded with a commitment to diversity, equity and inclusion. We value and embrace differences among individuals across multiple dimensions including, but not limited to, race, ethnicity, age, gender, sexual orientation, expression, gender identity, physical ability, religion and socioeconomic status. We will only partner with clients who demonstrate that they embrace and are committed to these same principles.

GUARANTEE

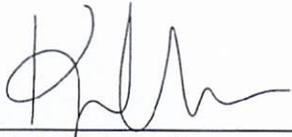
If within one year of appointment, the applicant selected by you is terminated for cause or chooses to terminate his or her own employment – outside of a negotiated resignation in which dismissal is the alternative to resignation – POLIHIRE will, if requested, conduct another search at no cost to you other than direct preapproved expenses (i.e., no additional professional services fee but expenses such as advertising will be passed through). POLIHIRE must be notified in writing within 30 days of termination or resignation, and all invoices must have been paid within the agreed upon terms to fulfill this guarantee.

This proposal constitutes the agreement between POLIHIRE and the City. It cannot be modified except in writing and by agreement of both parties.

POLIHIRE.

CONFIDENTIALITY

Both parties agree to not disclose to any third party any confidential information. POLIHIRE has a policy to not release any information to any third party at any time, except required by a lawful order.

Signed: 
Kenyatta L. Uzzell,
President & CEO
POLIHIRE STRATEGY CORP

Date: 4/21/2022

Signed: 

Date: 7/25/22

ATTACHMENT C

Budget Votes FY 2015 – FY 2026

FY 2015

June 23, 2014

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Lamont Wiggins, Lois Watkins, Tom Rogers, W. B. Bullock and Christine Carroll Miller.

Motion was made by Councilmember Wiggins, seconded by Councilmember Watkins and unanimously carried that **Resolution No. R-2014-27** entitled **RESOLUTION AMENDING/ADOPTING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; that **Ordinance No. O-2014-56** entitled **ORDINANCE ADOPTING AMENDMENT TO WATER AND SEWER RETAIL RATES**; and that **Ordinance No. O-2014-57** entitled **CITY OF ROCKY MOUNT 2014-15 BUDGET ORDINANCE** be adopted.

FY 2016

June 22, 2015

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Lamont Wiggins, Lois Watkins, Tom Rogers, W. B. Bullock and Christine Carroll Miller.

Motion was made by Councilmember Wiggins, seconded by Councilmember Blackwell and carried by a vote of 6-1 (Councilmember Bullock opposed) that **Resolution No. R-2015-43** entitled **RESOLUTION AMENDING/ADOPTING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; that **Ordinance No. O-2015-68** entitled **ORDINANCE ADOPTING AMENDMENTS TO WATER AND SEWER RETAIL RATES**; and that **Ordinance No. O-2015-69** entitled **CITY OF ROCKY MOUNT 2015-16 BUDGET ORDINANCE** be adopted.

FY 2017

June 27, 2016

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Lamont Wiggins, Tom Rogers, W. B. Bullock and Christine Carroll Miller.

Motion was made by Councilmember Wiggins, seconded by Councilmember Rogers and unanimously carried that **Resolution No. R-2016-31** entitled **RESOLUTION AMENDING/ADOPTING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; that **Ordinance No. O-2016-44** entitled **ORDINANCE ADOPTING AMENDMENTS TO WATER AND SEWER RETAIL RATES**; and that **Ordinance No. O-2016-45** entitled **CITY OF ROCKY MOUNT 2016-17 BUDGET ORDINANCE** be adopted.

FY 2018

June 26, 2017

Councilmembers present: André D. Knight, Lamont Wiggins, E. Lois Watkins, Tom Rogers, W. B. Bullock and Christine Carroll Miller.

Councilmember absent: Reuben C. Blackwell, IV.

Motion was made by Councilmember Rogers, seconded by Councilmember Wiggins and carried by a vote of 5-1 (Councilmember Bullock opposed) that **Ordinance No. O-2017-60** entitled **CITY OF ROCKY MOUNT 2017-18 BUDGET ORDINANCE**; that **Resolution No. R-2017-34** entitled **RESOLUTION AMENDING/ADOPTING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; and that **Ordinance No. O-2017-61** entitled **ORDINANCE ADOPTING AMENDMENTS TO WATER AND SEWER RETAIL RATES** be adopted.

FY 2019

June 25, 2018

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, Lois Watkins, Tom Rogers, W. B. Bullock and Christine Carroll Miller.

Motion was made by Councilmember Blackwell, seconded by Councilmember Watkins and carried by a vote of 6-1 (Councilmember Bullock opposed) that **Ordinance No. O-2018-58** entitled **CITY OF ROCKY MOUNT 2018-19 BUDGET ORDINANCE**; that **Resolution No. R-2018-32** relative to fees and charges entitled **RESOLUTION AMENDING ADMINISTRATIVE POLICY ENTITLED “POLICY: SOLID WASTE TRANSFER STATION TIPPING FEES”** be adopted.

FY 2020

June 24, 2019

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, E. Lois Watkins, Tom Rogers and W. B. Bullock.

Councilmember Miller absent: Christine Carroll Miller.

Motion was made by Councilmember Watkins, seconded by Councilmember Joyner and unanimously carried that **Ordinance No. O-2019-53** entitled **CITY OF ROCKY MOUNT 2019-20 BUDGET ORDINANCE**; and **Resolution No. R-2019-25** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES** be adopted.

FY 2021

June 22, 2020

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, T. J. Walker*, Lige Daughtridge, W. B. Bullock and Christine Carroll Miller*.

**joining remotely*

Motion was made by Councilmember Joyner, seconded by Councilmember Knight and unanimously carried by roll call vote that **Ordinance No. O-2020-28** entitled **CITY OF ROCKY MOUNT 2020-21 BUDGET ORDINANCE**; that **Resolution No. R-2020-19** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; and that **Resolution No. R-2020-20** entitled **RESOLUTION APPROVING AMENDMENTS TO POSITION CLASSIFICATION AND PAY PLAN**, as amended, be adopted.

FY 2022

June 28, 2021

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, T.J. Walker*, Lige Daughtridge, W.B. Bullock and Christine Carroll Miller.

**joining remotely*

Councilmember Daughtridge stated that overall, he supports the budget but disagrees with some line items. He voiced approval for renovation of Unity Cemetery, the fee increases to expand services to include year-round leaf collection and litter disposal crews; the interchange off I-95; and the Police FUSUS report. He said in his time on the Council he has expressed a lot of concerns relative to where money is and is not being spent and for those reasons will not be supporting the budget.

Motion was made by Councilmember Joyner, seconded by Councilmember Blackwell and carried by a vote of 4-2 (Councilmembers Daughtridge and Miller opposed) that **Ordinance No. O-2021-57** entitled **CITY OF ROCKY MOUNT 2021-2022 BUDGET ORDINANCE**; **Resolution No. R-2021-28** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; and **Resolution No. R-2021-29** entitled **RESOLUTION APPROVING AMENDMENTS TO POSITION CLASSIFICATION AND PAY PLAN** be adopted.

FY 2023

June 27, 2022

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, T.J. Walker, Jr.*, Lige Daughtridge, W.B. Bullock and Christine Carroll Miller.

**Participated remotely*

Motion was made by Councilmember Joyner, seconded by Councilmember Blackwell and carried by a vote of 6-1 (Councilmember Daughtridge opposed) that **Ordinance No. O-2022-45** entitled **CITY OF ROCKY MOUNT 2022-2023 BUDGET ORDINANCE; Resolution No. R-2022-26** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES; Ordinance No. O-2022-46** entitled **ORDINANCE ADOPTING AMENDMENTS TO WATER AND SEWER RETAIL RATES** and **Resolution No. R-2022-27** entitled **RESOLUTION APPROVING AMENDMENTS/ADDITIONS TO POSITION CLASSIFICATION AND PAY PLAN** be adopted.

FY 2024

June 26, 2023

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV., Richard Joyner, T.J. Walker, Jr., Lige Daughtridge, Tom Harris and Jabaris Walker.

Councilmember T.J. Walker made a motion that budget be approved as is and then direct staff to look at changes that need to be made according to Councilmember Knight's direction regarding parks and recreation and sanitation, including any employee who is not receiving any increase and report back to City Council in 90 days.

Mayor Roberson restated the amended motion made by Councilmember T.J. Walker, seconded by Councilmember Joyner carried by a vote of 5-2 (Councilmembers Knight and Blackwell opposed) that **Ordinance No. O-2023-91** entitled **CITY OF ROCKY MOUNT 2023-2024 BUDGET ORDINANCE; Resolution No. R-2023-42** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES; Ordinance No. O-2023-92** entitled **ORDINANCE ADOPTING AMENDMENTS TO WATER AND SEWER RETAIL RATES** be adopted and that the City Manager be instructed to identify any changes to be made relative to the pay study or relative to the budget, based on the conversation had tonight with a report to Council within 90 days.

FY 2025

June 24, 2024

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, T.J. Walker, Jr., Lige Daughtridge, Tom Harris and Jabaris Walker.

Motion was made by Councilmember T.J. Walker, seconded by Councilmember Jabaris Walker and carried by a vote of 6-1 (Councilmember Harris opposed) that **Ordinance No. O-2024-33** entitled **CITY OF ROCKY MOUNT 2024-25 BUDGET ORDINANCE; Resolution No. R-2024-22** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES; and Ordinance No. O-2024-34 ORDINANCE ADOPTING AMENDMENT TO WATER AND SEWER RETAIL RATES** be adopted.

FY 2026

June 23, 2025

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, T.J. Walker**, Lige Daughtridge, Tom Harris and Jabaris Walker.

Motion was made by Councilmember Knight, seconded by Councilmember Blackwell.

Councilmember T.J. Walker asked to have the motion amended to include unfreezing a current position to fill a role for inner city development (resolution will be presented at an upcoming meeting for City Council to formally approve the position).

Amended Motion was made by Councilmember Knight, seconded by Councilmember Blackwell and carried by a vote of 5-2 (Councilmembers Daughtridge and Harris opposed; Councilmember Jabaris Walker's vote was recorded in the affirmative pursuant to NCGS 160A-75) that **Ordinance No. O-2025-43** entitled **CITY OF ROCKY MOUNT 2025-2026 BUDGET ORDINANCE; Resolution No. R-2025-39** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES; Ordinance No. O-2025-44** entitled **ORDINANCE APPROVING/AMENDING ELECTRIC RATE SCHEDULES; AND Ordinance No. O-2025-45** entitled **ORDINANCE ADOPTING AMENDMENTS TO THE WATER AND SEWER RETAIL RATES** be adopted and that the position requested by Councilmember T.J. Walker be unfrozen to create a role for inner city development.

ATTACHMENT D

Andrew Carter and Jeremy Carter of DEC Associates, the County's Financial Advisor. Doug Carter of DEC Associates also attended virtually.

The County had submitted an application requesting approval to issue limited obligation bonds in the amounts of (a) \$186,000,000 (to refund/take out the 2022B LOBs Bond Anticipation Note and to fund the remaining budgets of the 2022B projects, consisting of the County courthouse, school replacements and improvements, and various other County facilities) and (b) \$42,000,000 (to purchase the building known as the ACN Corporate Headquarters to house the County Health and Human Services Department). The County's application combined the two proposed LOBs amounts as one borrowing, however parts (a) and (b) were discussed separately. Following a lengthy discussion, Chair Folwell asked for a motion to approve part (a) the \$186,000,000 LOBs amount. No member made a motion, and the County's request for approval failed for lack of a motion. No action was taken on part (b) of the LOBs request.

CITY OF ROCKY MOUNT

Mayor Sandy Roberson, City Manager Keith Rogers, Finance Director Krystal Hunter, Financial Advisor Ted Cole of Davenport & Co., LLC, and Bond Counsel Connor Crews of McGuireWoods, LLP attended the meeting in person and answered members' questions.

Ms. Harvey left the meeting at 4:05 p.m. and returned at 4:13 p.m.

After a lengthy discussion about the City's application to finance the replacement of Fire Station #2 and the City's recently incurred short-term debt to acquire real property for economic development, Chair Folwell made a motion to deny approval of the City's application. Mr. Butler seconded the motion which failed by a vote of 3 – 5 (Yes: Folwell, Butler, Philbeck; No: Holmes, Marshall, Wooten, Harvey, Hoffmann; Absent: Burns).

Subsequently, Mr. Wooten made a motion to adopt the following resolution:

RESOLUTION APPROVING THE FINANCING TEAM FOR THE CITY OF ROCKY MOUNT, NORTH CAROLINA INSTALLMENT FINANCING AGREEMENT

WHEREAS, the City of Rocky Mount, North Carolina (the "City") has requested that the North Carolina Local Government Commission (the "Commission") approve its selection of the following financing team members for the execution and delivery of an installment financing agreement to be dated on or about August 15, 2024, between the City of Rocky Mount, North Carolina and Banc of America Public Capital Corp:

Bond Counsel:	McGuireWoods LLP
Lender:	Banc of America Public Capital Corp
Bank's Counsel:	Butler Snow LLP
Financial Advisor:	Davenport & Company LLC

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WHEREAS, based upon information and evidence received by the Commission, the Commission is of the opinion that the request by the City should be approved;

NOW, THEREFORE, BE IT RESOLVED by the members of the Commission that the above financing team is hereby approved.

Auditor Holmes seconded the motion and the foregoing resolution was adopted by a vote of 5 – 3. (Yes: Wooten, Holmes, Marshall, Harvey, Hoffmann; No: Butler, Philbeck, Folwell; Absent: Burns)

Mr. Wooten made a motion to adopt the following resolution:

RESOLUTION APPROVING THE APPLICATION OF THE CITY OF ROCKY MOUNT, NORTH CAROLINA FOR THE APPROVAL OF AN INSTALLMENT FINANCING AGREEMENT BETWEEN THE CITY AND BANC OF AMERICA PUBLIC CAPITAL CORP TO FINANCE A PORTION OF THE COSTS OF THE CONSTRUCTION AND EQUIPPING OF FIRE STATION #2

WHEREAS, the City of Rocky Mount, North Carolina (the “City”) intends to construct and equip an approximately 16,240 square foot fire station to replace the City’s existing Fire Station #2 (the “Project”); and

WHEREAS, the City Council of the City has approved the execution and delivery of an Installment Financing Agreement (the “Agreement”) to be dated on or about August 15, 2024, with Banc of America Public Capital Corp (the “Lender”) to provide the financing for the Project; and

WHEREAS, pursuant to Article 8 of Chapter 159 of the General Statutes of North Carolina, as amended, the City has made proper application to the North Carolina Local Government Commission (the “Commission”) for approval of the proposed financing pursuant to the Agreement; and

WHEREAS, the City has filed with the application to the Commission drafts of the following documents relating to the proposed financing:

(a) Installment Financing Agreement dated as of August 15, 2024, between the City and the Lender; and

(b) Deed of Trust, Security Agreement, Assignment of Rents and Leases, and Fixture Filing (Future Advances) dated as of August 15, 2024 (the “Deed of Trust”) from the City to the deed of trust trustee named therein for the benefit of the Lender, granting a lien to the Lender on the Project; and

WHEREAS, to secure its obligations with respect to the Agreement, the City will execute and deliver the Deed of Trust; and

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WHEREAS, under the Agreement, the Lender shall make a loan to the City in the aggregate principal amount of \$11,400,000 with a final maturity not beyond July 15, 2044 and bear interest at a rate not to exceed 4.5428% per annum; and

WHEREAS, based upon information and evidence received in connection with such application, it is hereby found and determined by the Commission that:

- (a) the proposed Agreement is necessary or expedient for the City;
- (b) the Agreement, under the circumstances, is preferable to a general obligation bond issue for the same purpose;
- (c) the sums to fall due with respect to the Agreement are adequate and not excessive for the proposed purposes thereof;
- (d) the City's debt management procedures and policies are good;
- (e) no increase in taxes will be necessary to meet the sums to fall due under the Agreement; and
- (f) the City is not in default in any of its debt service obligations.

NOW, THEREFORE, BE IT RESOLVED by the North Carolina Local Government Commission that the application of the City for approval of the Agreement is hereby approved under the provisions of Article 8 of Chapter 159 and Section 160A-20 of the General Statutes of North Carolina and the relevant resolutions of the Commission.

Auditor Holmes seconded the motion and the foregoing resolution was adopted by a vote of 5 – 3 (Yes: Wooten, Holmes, Marshall, Harvey, Hoffmann; No: Butler, Philbeck, Folwell; Absent: Burns).

After the vote, several Commission members urged the City to explore ways to construct the fire station less expensively. Mayor Roberson stated that is a discussion he is prepared to have with the City Council. City Council Member Andre Knight, who was in attendance in person, addressed the members, saying:

“Thank you all for supporting the fire station. We desperately need it. It's been in our community for the last 40 years. It was built on the homesite of Buck Leonard, the Negro League baseball player, across from the Wright's Center, our adult day health center and it has somewhat of a little bit of impact on our community. But we desperately need it. I've been a long supporter of Ms. Marshall, growing up in Rocky Mount and North Carolina Central. And so, I just want to thank Auditor Holmes and those who supported it. And I do understand some history with Rocky Mount. But we are here to serve the needs of our people. I just want to thank you for understanding that. And our citizens are happy. We'll go back and get up with our city manager and our finance department.”

Secretary Marshall responded, “We'll be watching.” Mr. Knight answered, “Thank you, I appreciate that.”

Based on the provided transcript of the Local Government Commission (LGC) meeting from July 9, 2024 - addresses the City of Rocky Mount's proposal for a new fire station.

Presentation by LGC Staff

Jennifer (LGC Staff): The City of Rocky Mount has submitted an application for a \$11.4 million financing agreement to rebuild and replace Fire Station No. 2 on South Grace Street. It is a guaranteed maximum price, fixed rate for 20 years at 4.54% with Bank of America.

Staff Concerns: LGC staff raised concerns regarding the city's debt management practices, specifically regarding a land acquisition for economic development. The staff noted that the city entered into discussions to purchase land in September 2023, which was not disclosed during preliminary meetings about the fire station,. Staff feels the assumption of land purchase debt affects the cash available and debt capacity for future capital needs. Based on the city's growth assumptions (5% initially, stepping down to 2%), projections show annual deficits averaging \$5.6 million in debt service requirements for fiscal years 2027, 2028, and 2029. Additionally, the Rocky Mount Event Center, funded by special revenue bonds, currently requires general fund money for operating expenses, with a \$3.3 million expense in the 2025 budget.

Initial Discussion and City Response

Treasurer Folwell (Chair): The Treasurer noted his long file on Rocky Mount and brought up the "Economic Development project" (often referred to as the casino or entertainment district options),. He pointed out that the city had an opportunity several years ago to build this fire station for \$4 million, but the item was tabled by a city council member,. He asked for insight into why the cost has tripled.

Keith Rogers (City Manager): Mr. Rogers explained that after the matter was tabled years ago, the city went through a period of inflationary costs, commodity pricing increases, and labor shortages.

Treasurer Folwell: The Treasurer expressed skepticism regarding design-build and guaranteed maximum price contracts. He questioned the decision to finance the separate land acquisition over a short 59-month period, which limits future flexibility.

Mayor Sandy Robertson: The Mayor explained that the land options had existed for years but were exercised because the interchange at I-95 and Sunset Avenue created access to 80 million cars, making the site valuable regardless of gaming legislation. He stated the city is committed to fiscal health and believes they can pay for the fire station. Regarding the fire station, the Mayor noted that while closing the current station affects service, the Fire Chief confirmed citizens are not currently in jeopardy, though it is not ideal.

Board Questions on Debt and Growth

Secretary of State Marshall: Secretary Marshall asked if the city would be able to pay for the fire station given the projected deficits mentioned by staff.

Jennifer (LGC Staff): Clarified that the deficits in debt service requirements meant funds might have to come from reserves or capital projects, not necessarily that the city would run a negative fund balance.

Secretary Marshall: Expressed concern that the area has seen population shrinkage and questioned the robust growth rate projections.

Ted Cole (Financial Advisor, Davenport): Clarified the affordability analysis. He noted that the initial model showing deficits included an entire \$85 million Capital Improvement Plan (CIP) going out to 2030, not just the fire station debt. Regarding the specific debt repayment for the fire station and land: if the land does not sell, the city would need \$1.1 million to \$2 million in additional revenue in fiscal years 2028 and 2029,. He explained the 5% growth rate was used for FY25 based on actual trends (revaluations and tax rates) and then steps down to 2% in later years to be conservative.

Auditor Holmes' Inquiries

Auditor Holmes: Asked LGC staff why there was no specific recommendation (approval or denial) presented.

Jennifer (LGC Staff): Stated the application met all criteria, but staff wanted to present the debt management concerns to the Commission for discussion.

Auditor Holmes: Asked the city about the health of the Event Center and public safety.

Keith Rogers: Stated the Event Center is on track to be profitable by fiscal year 2027. Regarding public safety, he confirmed that the new station would improve response times and that the community is excited about the facility.

Financial Performance Indicators of Concern (FPIC)

McKinley Wooten (Dept. of Revenue): Asked if staff found the city's response to concerns "acceptable," as noted in the packet.

Kendra (LGC Staff): Clarified that the "acceptable" response referred to the city's answers regarding Financial Performance Indicators of Concern (FPIC). Rocky Mount had five indicators, including negative cash flow in the water/sewer and electric funds and audit issues. The city raised rates to address cash flow and attributed audit weaknesses to turnover and software implementation,. Staff found these specific responses acceptable.

Final Questions and Motions

Treasurer Folwell: Asked if the 59-month loan interest rate was capped. **Ted Cole:** Confirmed it is a variable rate capped at 10%, currently slightly over 5%.

Treasurer Folwell: The Treasurer reiterated his concerns: competency, conflicts of interest, and the missed opportunity to build the station for \$4 million years ago. He stated that every cent matters and the city should have built it more economically. **Motion:** The Treasurer moved to **deny** the application. **Second:** Mr. Philbeck seconded the motion.

Discussion on Motion to Deny: Auditor Holmes: Stated that comparing current costs to costs from years ago is not entirely relevant, noting that housing prices have doubled everywhere since 2010. She stated she would vote against the motion to deny because her primary concern is the fire station.

Vote on Motion to Deny: The motion to deny failed (3 yes, 5 no).

Motion to Approve: Mr. Wooten: Made a motion to approve the application. **Second:** Auditor Holmes seconded.

Vote on Motion to Approve:

- **Ayes:** Wooten, Holmes, Marshall, Harvey, Hoffman.
- **Nays:** Butler, Philbeck, Folwell. **Result:** The motion carried 5-3.

Closing Comments

Treasurer Folwell: Noted that the approval does not prevent the city from seeking less expensive ways to build the station if they choose. **Auditor Holmes:** Added that her vote was based on the safety of the citizens who deserve better. **Andre Knight (Guest):** A guest identified as Andre Knight thanked the board for supporting the fire station, noting it has been needed for 40 years.



Appendices

Appendix A: City of Rocky Mount Cash and Investment Balance

City of Rocky Mount Cash and Investment Balance

Date	Capital Management Trust Activity					PNC Activity				Combined Cash and Investment Balance
	Beginning Balance	Additions	Change in Value	Withdrawals	Ending Balance	Beginning Balance	Deposits	Withdrawals	Ending Balance	
8/1/2019	\$ 111,459,290	\$ 1,378,039	\$ 9,282	\$ (4,000,000)	\$ 108,846,611	\$ 6,155,588	\$ 16,675,776	\$ (18,354,295)	\$ 4,477,069	\$ 113,323,680
9/1/2019	\$ 108,846,611	\$ 3,234,778	\$ 5,875	\$ (4,000,000)	\$ 108,087,264	\$ 4,477,069	\$ 17,765,322	\$ (16,184,612)	\$ 6,057,779	\$ 114,145,043
10/1/2019	\$ 108,087,264	\$ 1,314,719	\$ 4,149	\$ -	\$ 109,406,131	\$ 6,057,779	\$ 15,910,718	\$ (17,827,468)	\$ 4,141,029	\$ 113,547,160
11/1/2019	\$ 109,406,131	\$ 1,251,235	\$ 4,047	\$ (4,000,000)	\$ 106,661,413	\$ 4,141,029	\$ 21,294,258	\$ (17,336,976)	\$ 8,098,311	\$ 114,759,724
12/1/2019	\$ 106,661,413	\$ 3,292,639	\$ 2,058	\$ -	\$ 109,956,111	\$ 8,098,311	\$ 18,604,269	\$ (15,187,863)	\$ 11,514,717	\$ 121,470,828
1/1/2020	\$ 109,956,111	\$ 6,124,460	\$ 163,235	\$ -	\$ 116,243,805	\$ 11,514,717	\$ 20,541,989	\$ (21,582,430)	\$ 10,474,276	\$ 126,718,081
2/1/2020	\$ 116,243,805	\$ 1,313,430	\$ 5,861	\$ -	\$ 117,563,097	\$ 10,474,276	\$ 12,061,946	\$ (17,346,026)	\$ 5,190,195	\$ 122,753,292
3/1/2020	\$ 117,563,097	\$ 2,545,285	\$ 4,244	\$ (7,000,000)	\$ 113,112,626	\$ 5,190,195	\$ 22,432,384	\$ (18,599,662)	\$ 9,022,918	\$ 122,135,544
4/1/2020	\$ 113,112,626	\$ 1,188,354	\$ 560	\$ (4,000,000)	\$ 110,301,540	\$ 9,022,918	\$ 18,319,891	\$ (17,690,898)	\$ 9,651,911	\$ 119,953,451
5/1/2020	\$ 110,301,540	\$ 1,220,869	\$ 446	\$ -	\$ 111,522,855	\$ 9,651,911	\$ 13,045,535	\$ (14,186,710)	\$ 8,510,736	\$ 120,033,591
6/1/2020	\$ 111,522,855	\$ 2,288,778	\$ 306	\$ -	\$ 113,811,939	\$ 8,510,736	\$ 11,026,720	\$ (14,997,955)	\$ 4,539,502	\$ 118,351,441
7/1/2020	\$ 113,811,939	\$ 1,034,422	\$ 13,245	\$ (9,000,000)	\$ 105,859,605	\$ 4,539,502	\$ 20,533,591	\$ (18,375,756)	\$ 6,697,337	\$ 112,556,942
8/1/2020	\$ 105,859,605	\$ 1,161,081	\$ (5,000,000)	\$ 5,933	\$ 102,026,619	\$ 6,697,337	\$ 15,740,401	\$ (15,978,216)	\$ 6,459,521	\$ 108,486,140
9/1/2020	\$ 102,026,619	\$ 2,516,137	\$ -	\$ 51	\$ 104,542,806	\$ 6,459,521	\$ 15,506,349	\$ (16,264,117)	\$ 5,701,754	\$ 110,244,560
10/1/2020	\$ 104,542,806	\$ 1,243,307	\$ -	\$ 48	\$ 105,786,160	\$ 5,701,754	\$ 15,952,549	\$ (15,937,332)	\$ 5,716,970	\$ 111,503,131
11/1/2020	\$ 105,786,160	\$ 1,133,167	\$ -	\$ 696	\$ 106,920,024	\$ 5,716,970	\$ 15,597,971	\$ (15,425,752)	\$ 5,889,189	\$ 112,809,213
12/1/2020	\$ 106,920,024	\$ 3,727,119	\$ 913	\$ (3,000,000)	\$ 107,648,056	\$ 5,889,189	\$ 24,387,402	\$ (16,416,240)	\$ 13,860,351	\$ 121,508,407
1/1/2021	\$ 107,648,056	\$ 1,205,273	\$ 920	\$ -	\$ 108,854,249	\$ 13,860,351	\$ 16,662,353	\$ (15,223,615)	\$ 15,299,089	\$ 124,153,338
2/1/2021	\$ 108,854,249	\$ 1,246,523	\$ 815	\$ (10,000,000)	\$ 100,101,587	\$ 15,299,089	\$ 24,536,696	\$ (16,002,467)	\$ 23,833,318	\$ 123,934,906
3/1/2021	\$ 100,101,587	\$ 2,450,340	\$ 822	\$ (5,000,000)	\$ 97,552,749	\$ 23,833,318	\$ 26,547,146	\$ (19,267,647)	\$ 31,112,817	\$ 128,665,567
4/1/2021	\$ 97,552,749	\$ 1,180,654	\$ 807	\$ -	\$ 98,734,211	\$ 31,112,817	\$ 14,541,323	\$ (21,061,259)	\$ 24,592,881	\$ 123,327,091
5/1/2021	\$ 98,734,211	\$ 1,255,726	\$ 843	\$ -	\$ 99,990,780	\$ 24,592,881	\$ 12,662,274	\$ (15,109,020)	\$ 22,146,135	\$ 122,136,915
6/1/2021	\$ 99,990,780	\$ 2,506,086	\$ 833	\$ -	\$ 102,497,698	\$ 22,146,135	\$ 21,651,316	\$ (16,030,714)	\$ 27,766,738	\$ 130,264,436
7/1/2021	\$ 102,497,698	\$ 1,362,629	\$ 877	\$ -	\$ 103,861,204	\$ 27,766,738	\$ 11,013,331	\$ (18,231,675)	\$ 20,548,394	\$ 124,409,599
8/1/2021	\$ 103,861,204	\$ 1,389,278	\$ 888	\$ -	\$ 105,251,370	\$ 20,548,394	\$ 13,188,042	\$ (17,988,971)	\$ 15,747,465	\$ 120,998,835
9/1/2021	\$ 105,251,370	\$ 3,201,653	\$ 838	\$ (10,000,000)	\$ 98,453,861	\$ 15,747,465	\$ 27,811,414	\$ (18,783,113)	\$ 24,775,766	\$ 123,229,627
10/1/2021	\$ 98,453,861	\$ 1,332,180	\$ 842	\$ -	\$ 99,786,884	\$ 24,775,766	\$ 11,286,537	\$ (16,392,112)	\$ 19,670,191	\$ 119,457,075
11/1/2021	\$ 99,786,884	\$ 1,334,927	\$ 826	\$ -	\$ 101,122,637	\$ 19,670,191	\$ 19,421,275	\$ (17,887,432)	\$ 21,204,033	\$ 122,326,670
12/1/2021	\$ 101,122,637	\$ 3,450,340	\$ 871	\$ -	\$ 104,573,848	\$ 21,204,033	\$ 24,514,213	\$ (16,261,810)	\$ 29,456,437	\$ 134,030,285
1/1/2022	\$ 104,573,848	\$ 1,340,711	\$ 893	\$ -	\$ 105,915,453	\$ 29,456,437	\$ 13,345,427	\$ (17,722,445)	\$ 25,079,419	\$ 130,994,871
2/1/2022	\$ 105,915,453	\$ 1,413,221	\$ 818	\$ -	\$ 107,329,492	\$ 25,079,419	\$ 15,776,539	\$ (18,142,125)	\$ 22,713,833	\$ 130,043,325
3/1/2022	\$ 107,329,492	\$ 2,671,271	\$ 7,178	\$ -	\$ 110,007,940	\$ 22,713,833	\$ 18,434,672	\$ (19,482,400)	\$ 21,666,105	\$ 131,674,045
4/1/2022	\$ 110,007,940	\$ 1,253,951	\$ 19,176	\$ -	\$ 111,281,068	\$ 21,666,105	\$ 14,284,013	\$ (18,793,941)	\$ 17,156,178	\$ 128,437,245
5/1/2022	\$ 111,281,068	\$ 1,520,434	\$ 55,409	\$ -	\$ 112,856,910	\$ 17,156,178	\$ 13,238,954	\$ (16,048,987)	\$ 14,346,145	\$ 127,203,055
6/1/2022	\$ 112,856,910	\$ 2,710,156	\$ 92,238	\$ -	\$ 115,659,304	\$ 14,346,145	\$ 19,519,111	\$ (18,980,538)	\$ 14,884,718	\$ 130,544,022
7/1/2022	\$ 115,659,304	\$ 1,546,284	\$ 146,148	\$ (15,000,000)	\$ 102,351,736	\$ 14,884,718	\$ 25,841,032	\$ (21,748,939)	\$ 18,976,811	\$ 121,328,547

Date	Capital Management Trust Activity					PNC Activity				Combined Cash and Investment Balance
	Beginning Balance	Additions	Change in Value	Withdrawals	Ending Balance	Beginning Balance	Deposits	Withdrawals	Ending Balance	
8/1/2022	\$ 102,351,736	\$ 1,514,931	\$ 187,260	\$ -	\$ 104,053,928	\$ 18,976,811	\$ 13,324,461	\$ (20,511,685)	\$ 11,789,587	\$ 115,843,514
9/1/2022	\$ 104,053,928	\$ 3,541,772	\$ 210,673	\$ -	\$ 107,806,373	\$ 11,789,587	\$ 17,647,443	\$ (17,679,944)	\$ 11,757,086	\$ 119,563,459
10/1/2022	\$ 107,806,373	\$ 1,545,463	\$ 254,946	\$ (15,000,000)	\$ 94,606,781	\$ 11,757,086	\$ 30,321,969	\$ (20,077,564)	\$ 22,001,491	\$ 116,608,272
11/1/2022	\$ 94,606,781	\$ 1,546,157	\$ 276,630	\$ -	\$ 96,429,568	\$ 22,001,491	\$ 17,760,218	\$ (18,683,540)	\$ 21,078,169	\$ 117,507,737
12/1/2022	\$ 96,429,568	\$ 3,667,476	\$ 307,082	\$ (10,000,000)	\$ 90,404,126	\$ 21,078,169	\$ 31,880,378	\$ (21,295,324)	\$ 31,663,222	\$ 122,067,348
1/1/2023	\$ 90,404,126	\$ 1,484,919	\$ 326,689	\$ -	\$ 92,215,733	\$ 31,663,222	\$ 21,986,332	\$ (23,323,855)	\$ 30,325,699	\$ 122,541,432
2/1/2023	\$ 92,215,733	\$ 1,557,213	\$ 318,889	\$ -	\$ 94,091,835	\$ 30,325,699	\$ 15,559,671	\$ (19,142,638)	\$ 26,742,732	\$ 120,834,567
3/1/2023	\$ 94,091,835	\$ 2,888,556	\$ 370,856	\$ -	\$ 97,351,247	\$ 26,742,732	\$ 19,536,760	\$ (18,918,707)	\$ 27,360,785	\$ 124,712,032
4/1/2023	\$ 97,351,247	\$ 1,513,317	\$ 378,700	\$ (1,000,000)	\$ 98,243,264	\$ 27,360,785	\$ 12,829,636	\$ (22,665,223)	\$ 17,525,198	\$ 115,768,462
5/1/2023	\$ 98,243,264	\$ 1,429,963	\$ 377,237	\$ (10,000,000)	\$ 90,050,464	\$ 17,525,198	\$ 25,067,770	\$ (20,665,247)	\$ 21,927,721	\$ 111,978,185
6/1/2023	\$ 90,050,464	\$ 2,882,016	\$ 376,117	\$ -	\$ 93,308,597	\$ 21,927,721	\$ 16,862,178	\$ (20,251,440)	\$ 18,538,459	\$ 111,847,056
7/1/2023	\$ 93,308,597	\$ 1,454,051	\$ 372,938	\$ (10,000,000)	\$ 85,135,586	\$ 18,538,459	\$ 22,688,060	\$ (22,629,680)	\$ 18,596,839	\$ 103,732,425
8/1/2023	\$ 85,135,586	\$ 1,601,275	\$ 382,358	\$ -	\$ 87,119,219	\$ 18,596,839	\$ 14,817,376	\$ (19,817,425)	\$ 13,596,790	\$ 100,716,009
9/1/2023	\$ 87,119,219	\$ 3,572,979	\$ 347,815	\$ (10,000,000)	\$ 81,040,013	\$ 13,596,790	\$ 25,601,522	\$ (19,074,488)	\$ 20,123,824	\$ 101,163,837
10/1/2023	\$ 81,040,013	\$ 1,562,168	\$ 340,338	\$ (10,000,000)	\$ 72,942,519	\$ 20,123,824	\$ 24,047,700	\$ (23,009,388)	\$ 21,162,137	\$ 94,104,656
11/1/2023	\$ 72,942,519	\$ 1,631,539	\$ 277,307	\$ (10,000,000)	\$ 64,851,365	\$ 21,162,137	\$ 30,891,797	\$ (22,051,231)	\$ 30,002,703	\$ 94,854,067
12/1/2023	\$ 64,851,365	\$ 3,782,935	\$ 298,194	\$ -	\$ 68,932,493	\$ 30,002,703	\$ 18,461,150	\$ (21,126,489)	\$ 27,337,363	\$ 96,269,856
1/1/2024	\$ 68,932,493	\$ 1,404,895	\$ 310,395	\$ -	\$ 70,647,783	\$ 27,337,363	\$ 24,565,716	\$ (22,055,248)	\$ 29,847,831	\$ 100,495,614
2/1/2024	\$ 70,647,783	\$ 1,610,403	\$ 297,364	\$ -	\$ 72,555,550	\$ 29,847,831	\$ 20,156,729	\$ (22,737,744)	\$ 27,266,816	\$ 99,822,366
3/1/2024	\$ 72,555,550	\$ 2,812,123	\$ 329,586	\$ -	\$ 75,697,259	\$ 27,266,816	\$ 18,824,887	\$ (20,751,942)	\$ 25,339,760	\$ 101,037,019
4/1/2024	\$ 75,697,259	\$ 1,478,168	\$ 310,087	\$ (10,000,000)	\$ 67,485,514	\$ 25,339,760	\$ 25,176,329	\$ (23,715,772)	\$ 26,800,318	\$ 94,285,832
5/1/2024	\$ 67,485,514	\$ 1,605,138	\$ 301,655	\$ (10,000,000)	\$ 59,392,307	\$ 26,800,318	\$ 25,259,005	\$ (21,753,859)	\$ 30,305,464	\$ 89,697,771
6/1/2024	\$ 59,392,307	\$ 2,970,603	\$ 260,660	\$ -	\$ 62,623,570	\$ 30,305,464	\$ 11,772,616	\$ (20,885,304)	\$ 21,192,776	\$ 83,816,346
7/1/2024	\$ 62,623,570	\$ 1,500,239	\$ 251,453	\$ (10,000,000)	\$ 54,375,262	\$ 21,192,776	\$ 23,148,863	\$ (30,269,854)	\$ 14,071,785	\$ 68,447,047
8/1/2024	\$ 54,375,262	\$ 2,711,381	\$ 203,626	\$ (20,000,000)	\$ 37,290,270	\$ 14,071,785	\$ 36,297,602	\$ (22,648,791)	\$ 27,720,595	\$ 65,010,865
9/1/2024	\$ 37,290,270	\$ 2,744,378	\$ 157,265	\$ -	\$ 40,191,912	\$ 27,720,595	\$ 17,841,861	\$ (24,638,404)	\$ 20,924,053	\$ 61,115,965
10/1/2024	\$ 40,191,912	\$ 2,620,995	\$ 144,230	\$ (10,000,000)	\$ 32,957,138	\$ 20,924,053	\$ 27,714,178	\$ (26,630,551)	\$ 22,007,680	\$ 54,964,817
11/1/2024	\$ 32,957,138	\$ 1,659,698	\$ 123,845	\$ -	\$ 34,740,681	\$ 22,007,680	\$ 23,004,098	\$ (22,241,533)	\$ 22,770,245	\$ 57,510,926
12/1/2024	\$ 34,740,681	\$ 3,798,657	\$ 133,625	\$ -	\$ 38,672,964	\$ 22,770,245	\$ 20,884,395	\$ (23,932,320)	\$ 19,722,320	\$ 58,395,284
1/1/2025	\$ 38,672,964	\$ 1,567,370	\$ 138,038	\$ (20,000,000)	\$ 20,378,371	\$ 19,722,320	\$ 43,845,809	\$ (25,014,053)	\$ 38,554,077	\$ 58,932,448
2/1/2025	\$ 20,378,371	\$ 1,656,388	\$ 65,519	\$ -	\$ 22,100,277	\$ 38,554,077	\$ 24,979,909	\$ (25,560,986)	\$ 37,972,999	\$ 60,073,276
3/1/2025	\$ 22,100,277	\$ 2,750,433	\$ 80,525	\$ -	\$ 24,931,236	\$ 37,972,999	\$ 19,348,068	\$ (23,849,842)	\$ 33,471,225	\$ 58,402,460
4/1/2025	\$ 24,931,236	\$ 1,518,213	\$ 85,762	\$ -	\$ 26,535,210	\$ 33,471,225	\$ 19,018,899	\$ (26,012,178)	\$ 26,477,946	\$ 53,013,156
5/1/2025	\$ 26,535,210	\$ 1,651,752	\$ 93,892	\$ -	\$ 28,280,855	\$ 26,477,946	\$ 16,542,433	\$ (24,296,184)	\$ 18,724,196	\$ 47,005,050
6/1/2025	\$ 28,280,855	\$ 3,142,362	\$ 35,101	\$ (20,000,000)	\$ 11,458,318	\$ 18,724,196	\$ 32,242,251	\$ (22,204,771)	\$ 28,761,675	\$ 40,219,994
7/1/2025	\$ 11,458,318	\$ 1,652,605	\$ 40,621	\$ -	\$ 13,151,545	\$ 28,761,675	\$ 15,560,012	\$ (26,635,220)	\$ 17,686,467	\$ 30,838,012
8/1/2025	\$ 13,151,545	\$ 1,595,006	\$ 40,247	\$ (10,000,000)	\$ 4,786,799	\$ 17,686,467	\$ 24,870,169	\$ (25,584,259)	\$ 16,972,377	\$ 21,759,176

Appendix B: Select City Council Board Minutes

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- Councilmember Harris
 - Stated City Manager Rogers stated during the budget session that once the plan was implemented that it would be flexible to allow for adjustments
- Councilmember Joyner
 - Stated we are dealing with trust of the employees
 - Asked if the City Council had received the study to look at it
- Councilmember Knight
 - stated he did not say to not approve the pay and comp study, he asked that the budget be amended to give Public Works and Parks and Recreation a 15 percent increase and a cost-of-living increase of 6 percent for all employees who did not receive at least 5 percent in the study
- Councilmember Daughtridge
 - Stated that he believes that this entire Council and management values each and every person that works for the City of Rocky Mount
 - Stated he echoes what Councilmembers T.J. Walker and Harris said regarding the fact that there has to be a balanced budget by June 30th
 - stated that he is not in favor of this amendment because in his meeting most people are going to see what he would consider a significant increase
 - Stated the City has not had a pay plan or compensation study that has been instituted or come before Council so it would be prudent to start here because it does not mean we cannot go back and reassess
 - Stated making this kind of amendment at the last minute to the budget is difficult to do
 - Asked City Manager Rogers what the approximate impact for the beginning salaries for the police officers that was put in place a month or two ago

The City Manager stated he thought it was about \$300,000 to \$400,000.

Councilmember Daughtridge called for the question.

Mayor Roberson called for a show of hand to end the debate. Results were 4-3, therefore debate continued.

Councilmember Blackwell

- stated that it is not true that people have not received increases because there has not been a pay plan adopted as these increases are up to the individual managers who are provided with ranges and it is up to the commensurate command they report to
- stated that once adopted the pay plan only sets ranges, it does not determine individual compensation
- stated that the only reason this conversation is taking place is because during the number of budget sessions that have been held several Councilmembers, have asked questions related to public works and environmental services with no clarity in the response received
- Inquired if these departments are guaranteed more than a 15 percent increase in this budget

City Manager Rogers responded that these types of comments were intentionally not individualized because the public works and parks and recreation departments within their various divisions have a number of different titles and a number of different job duties, so they were intentionally not generalized which is why he can't answer if all of these employees will receive at least 15 percent increase. He explained that from glancing at the spreadsheet within those divisions, there are employees that if this plan is approved, will receive more than a 15 percent increase. He stated that he thinks that the premise of this classification and compensation structure is similar to what Councilmember Blackwell said, this is a tool to be able to advance the workforce as they cannot continue to separate and fund cost of living increases for some employees and not others. He continued stating that a new structure is needed that allows the workforce that we have in 2023 to be accommodated and provides the tools to deal with the ongoing movement going forward. He stated that the City has about 1000 employees and 500 employees will receive increases just from simply adopting the new structure. He explained that it is important for us to be grateful that we have the funding, which is about \$3.2 million, to be able to fund the increases to adopt this new structure. He stated that as the new manager, he would love to have come to Council with a cost-of-living increase so that there could be a little something for all employees, but the current structure that we have does not allow us to be able to accommodate such. He asked that Council approve the budget with the \$3.2 million for the increases that have been proposed for those employees and approve the classification and compensation structure as presented, which provides the best tool to address the concerns by employees not only now but going forward.

- Councilmember Harris
 - stated that all employees are valuable and what they do for the City of Rocky Mount is valued
 - stated that he is going on record right now with the manager, with Mr. Hunter and others in key positions that if compensation needs to be adjusted after the budget is adopted, he promises to do all he can to make such things happen
 - stated he is one vote so he can't 100 percent guarantee it but based on his reputation and his principles, he trusts what will be done will be the best for the City of Rocky Mount
- Councilmember T.J. Walker
 - Stated that the pay and comp study will set the grades right so that when the pay is reviewed, employees have the opportunity to make sure they progress and not just get an increase as a temporary fix
 - stated that moving forward, once the pay and comp study is set in place, then adjustments can be made to individual employees' compensations, rather than making them now when they haven't even seen the pay study
 - stated that this staff can trust Council and sanitation workers will be taken care of and that is his word
- Councilmember Knight
 - stated if talking about process, the manager did not follow the process
 - stated that the police budget is all the City's money

which means he has information and a level of confidence in the leadership that the entire department will be taken care of. He explained that he cares about the net result for people who have been intentionally overlooked. He explained that he is still supporting the amendment, but he supports the budget as it is, he would just like more allocated to the people who have been overlooked historically and have been undervalued.

Councilmember Knight inquired if there is a 27% increase in the comp study for the fire department.

City Manager Rogers responded there was a specific position of Firefighter EMT 1 and the average for that position is approximately \$55,000 but he is not sure what that percentage of increase is.

Councilmember Knight stated if you look at the data and look at the makeup of these departments, where the money is being spent and the workers, public works and parks and recreation departments are almost 99 percent African American. He stated that he hopes this Council can make a bold move in supporting the amendment.

The Mayor restated the motion on the floor by Councilmember Knight, seconded by Councilmember Blackwell to approve the budget as stated, inclusive of resolutions/ordinances with Councilmember Knight's amendment to include, effective July 1, 2023, a 15% increase for our Public Works and parks and recreation and a 6% cost of living across the board increase for all full time employees with the exception of the police department employees that have already received a substantial increase. The motion failed by a vote of 3-4 (Councilmembers Knight, Blackwell, Joyner ayes; Councilmembers T.J. Walker, Daughtridge, Harris and Jabaris Walker naves)

Councilmember T.J. Walker made a motion that budget be approved as is and then direct staff to look at changes that need to be made according to Councilmember Knight's direction regarding parks and recreation and sanitation, including any employee who is not receiving any increase and report back to City Council in 90 days.

Mayor Roberson restated the amended motion made by Councilmember T.J. Walker, seconded by Councilmember Joyner carried by a vote of 5-2 (Councilmembers Knight and Blackwell opposed) that **Ordinance No. O-2023-91** entitled **CITY OF ROCKY MOUNT 2023-2024 BUDGET ORDINANCE**; **Resolution No. R-2023-42** entitled **RESOLUTION AMENDING CERTAIN ADMINISTRATIVE POLICIES FOR FEES AND CHARGES**; **Ordinance No. O-2023-92** entitled **ORDINANCE ADOPTING AMENDMENTS TO WATER AND SEWER RETAIL RATES** be adopted and that the City Manager be instructed to identify any changes to be made relative to the pay study or relative to the budget, based on the conversation had tonight with a report to Council within 90 days.

The above ordinances and resolution adopt the FY 2023-2024 budget maintaining the City's current tax rate at \$0.685 per \$100 valuation, amend/approve certain fees and charges and amends water and sewer retail rates.

POSITION CLASSIFICATION AND PAY PLAN

The City Council received a recommendation for changes to the City's Pay and Classification Plan. Council was informed that Human Resources worked with Evergreen Solutions, LLC to complete a citywide pay study. The following highlights and recommendations were noted:

- Adopt a pay structure with 3 plans (general, energy, and public safety)
- Increase minimum of \$15/hour to \$16.83/hour NC living wage
 - Approximately: 416 Employees move to the minimum of the range (overall structure)
 - 83 Employees move to living wage minimum (*2080-hour equivalency)
- Job Descriptions for every position
- FLSA Designation for every position
- 42 positions recommended for reclassification
- 10 positions added to career ladder options
- Develop a hiring grid to align with implementation methodology

Councilmember Knight asked if the City Manager could tell the City Council what new positions are included in the pay study since all new positions are to be approved by City Council. He stated there have been managers in the past that have created new jobs that council was not aware of. He stated he recalls the City Manager mentioning 2 new positions in Human Resources and asked if that was correct.

The City Manager stated this was an entirely new classification and that every position that exists city-wide is attached to the resolution. He explained there are a number of new positions, many of them are simply to add to our career ladder. He confirmed there were 2 new positions funded for Human Resources but they are not necessarily new titles.

Councilmember Knight asked if the City Manager could pull out the new jobs since the authority established new classification of position is vested in the city council, the city council will consider recommendation of the city manager and determine the need for a new classification of positions.

Mr. Rose stated the motion on the floor would approve the classification since the City Manager had provided a list of all positions.

Councilmember Knight stated he was asking if anyone knew what the new positions were.

Councilmember T.J. Walker asked if the career ladders were the positions being referred to.

Councilmember Knight stated he was referring to Section 1648 of the City Code that states any new positions would be brought before the City Council to consider the City Manager's recommendation.

Mayor Roberson asked the City Manager if he could provide a list of the new positions.

City Manager Rogers stated he could provide the information, but again, it is an entirely new plan, so all of the positions are listed. He stated some of the titles have been revised, a number of things have been updated related to the classification and compensation study, but every single position as required by the city code is listed for Council.

Motion was made by Councilmember T.J. Walker, seconded by Councilmember Daughtridge and carried by a vote of 5-2 (Councilmembers Knight and Blackwell opposed) that **Resolution No. R-2023-43** entitled **RESOLUTION ADOPTING THE CLASSIFICATION AND COMPENSATION PLAN FOR THE CITY OF ROCKY MOUNT** be adopted. This resolution adopts the pay range schedule, position classification and pay range assignments as stated.

FY 2023-2024 PROJECT ORDINANCES:

Consideration of the following Ordinances for FY 2023 - 2024:

- *Community Development*
 - Ordinance No. O-2023-93 entitled GRANT PROJECT ORDINANCE/FY 2023-2024 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT GRANT PROJECT (\$536,901);
 - Ordinance No. O-2023-94 entitled GRANT PROJECT ORDINANCE AMENDMENT/FY 2023-2024 HOME INVESTMENT PARTNERSHIP GRANT PROJECT (\$514,399)
- *Tar River Transit*
 - Ordinance No. O-2023-95 entitled GRANT PROJECT ORDINANCE/FY 2024 URBAN TRANSIT OPERATING PROJECT (\$1,770,000);
 - Ordinance No. O-2023-96 entitled GRANT PROJECT ORDINANCE/FY 2024 URBAN TRANSIT CAPITAL PROJECT (\$1,572,174);
 - Ordinance No. O-2023-97 entitled GRANT PROJECT ORDINANCE/FY 2024 TRANSIT SYSTEM PLANNING PROJECT (\$53,950);
 - Ordinance No. O-2023-98 entitled GRANT PROJECT ORDINANCE/FY 2024 RURAL TRANSIT OPERATING PROJECT (\$3,068,470);
 - Ordinance No. O-2023-99 entitled GRANT PROJECT ORDINANCE/FY 2024 RURAL TRANSIT CAPITAL PROJECT (\$1,250,900);
 - Ordinance No. O-2023-100 entitled GRANT PROJECT ORDINANCE/FY 2024 RURAL TRANSIT SYSTEM FEEDER PROJECT (\$250,000)

Motion was made by Councilmember Harris, seconded by Councilmember Joyner, and unanimously carried that the FY 2024 Project Ordinances above be adopted.

Councilmember Joyner asked for clarification about conflict of interest if council served on the transit board.

City Attorney Jep Rose stated there was no conflict of interest if it was a board set up by the State.

RESOLUTION ALLOCATING FY 2023-2024 APPROPRIATIONS FOR ACTIVITIES ADMINISTERED BY OPPORTUNITIES INDUSTRIALIZATION CENTER (OIC)

The City Council was advised that funding has been provided for several years to OIC for their Youth Connect Internship Program and Construction Trades Program.

Councilmember Knight and Councilmember Blackwell recused themselves from the vote due to their service on OIC's board and Recusal Statements are on file in the City Clerk's Office.

August 26, 2024

Mayor Roberson convened the City Council in Closed Session at 4:31 p.m.

Councilmembers present: André D. Knight, Reuben C. Blackwell, IV, Richard Joyner, T.J. Walker, Lige Daughtridge, Tom Harris, Jabaris Walker and Mayor C. Saunders "Sandy" Roberson.

Staff present: Peter Varney, Interim City Manager; Kim Batts, City Clerk; Ken Hunter, Assistant to the City Manager for Budget and Evaluation, Krystal Hunter, Finance Director and Colin McGrath, Interim City Attorney.

Peter Varney stated that he wanted to discuss preliminary work on the audit, the impact of personnel costs on the budget.

Financial Impact of Personnel Costs

Ken Hunter stated that the total cost for compensation increased by almost 11% compared to fiscal year 2023, amounting to \$9.6 million more than the current budget.

Mr. Hunter said that despite the increase, the budget is not over budget, and necessary adjustments can be made to fulfill auditor's requirements and financial statement preparation.

Mr. Hunter stated there had been a 14% increase of spending in the general fund compared to 2023, while others like electric and gas saw more moderate increases and water and sewer went down.

Budget Deficits and Compensation Plan Issues

Mr. Hunter explained there is an anticipated deficit of approximately \$6.4 million in the general fund for fiscal year 2024. He said the deficit is due to compensation costs and the use of cash to finance part of land acquisition. He said there was about a \$1.5 million fund balance appropriation made. He further noted the following:

- electric deficit is tied to capital projects that were previously financed and planned but are being finished in this fiscal year
- He stated there was a surplus in FY 2023 of approximately \$6 million and this year looking at a deficit of approximately \$6.4 million
- The implementation of the classification and compensation plan led to higher-than-expected costs
- Mr. Hunter said that he had worked with limited information while trying to properly forecast what those expenditures were going to be
- The decision to elevate salaries for police officers in April 2023 also contributed to the budget issues
- he stated when he was approached by City Manager Rogers, he was restricted in only being able to see if the increase could be afforded with the available funds that were in salary savings due to vacancies in the current year; he was not in a position to be able to provide a forward analysis with respect to fiscal year 2024 and did his best to incorporate it in the budget

Position Control and Personnel Actions

Councilmember Blackwell asked how things were normally done.

Mr. Hunter said that the last class and comp study was prepared by the consultants in 2009 and was presented to Council along with an

Appendix C: Salaries Over \$100,0000

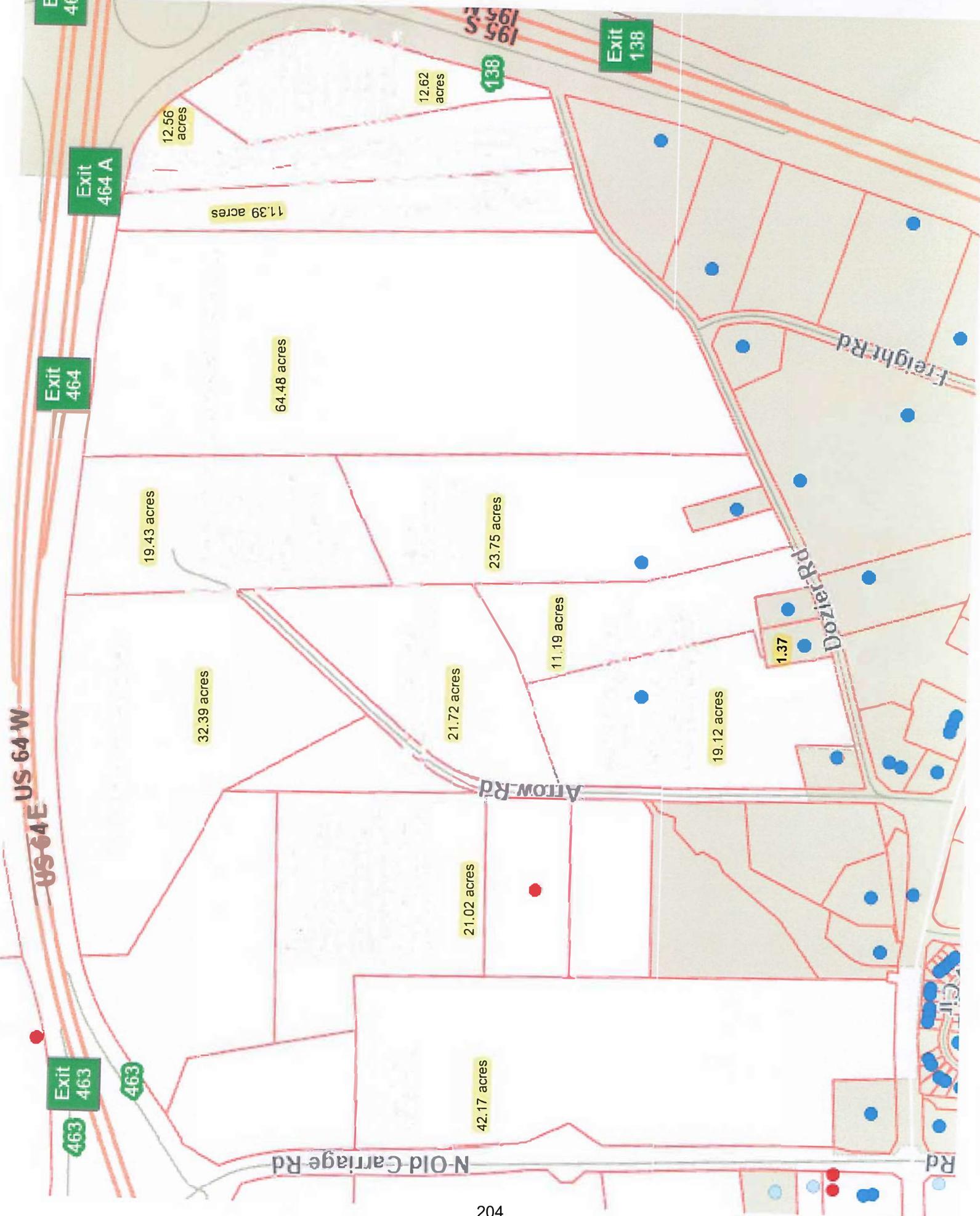
Employee Salaries as of 6/30/2025 Over \$100,000

Count	Position	Department	Salary
1	City Manager	City Manager's Office	264,000.00
2	Assistant City Manager	City Manager's Office	225,038.52
3	Director II	Energy Resources	201,742.98
4	Police Chief	Police	198,581.76
5	Director I	Business & Collection Svcs	180,390.21
6	Director II	Water Resources	171,229.73
7	Assistant to the City Manager	City Manager's Office	169,580.00
8	Electric Line Supv	Energy Resources	112,320.00
9	Fire Chief	Fire	164,424.00
10	Director I	Human Relations	158,892.51
11	Director II	Parks & Recreation	161,182.66
12	Director II	Human Resources	150,000.00
13	Interim Director II	Finance	148,458.63
14	Energy Resources Ops Mgr	Energy Resources	153,810.18
15	Electric Service Technician	Energy Resources	106,886.26
16	Energy Resources Ops Mgr	Energy Resources	149,415.88
17	Electric Distribution Supv	Energy Resources	117,388.18
18	Electric Line Supv	Energy Resources	113,420.84
19	Director I	Community Development	154,227.51
20	Electric Service Technician	Energy Resources	106,992.34
21	Police Major	Police	138,964.80
22	Electric Service Technician	Energy Resources	108,010.76
23	Director II	Public Works	151,840.00
24	Electric Line Supv	Energy Resources	111,009.60
25	Police Major	Police	138,964.80
26	Director I	Development Services	142,839.57
27	Energy Services Manager	Energy Resources	127,645.11
28	Electric Service Technician	Energy Resources	104,000.00
29	Electric Line Supv	Energy Resources	111,196.80
30	Interim Director II	Technology Services	106,222.80
31	Director I	Central Services	130,217.00
32	Director I	City Manager's Office	132,600.00
33	Assistant Fire Chief	Fire	127,801.04
34	Gas Distribution Manager	Energy Resources	133,309.95
35	Parks Maintenance Superint	Parks & Recreation	120,536.30
36	Water Treatment Superint	Water Resources	119,377.30
37	City Clerk	City Clerk	127,296.00
38	Police Captain	Police	100,362.64
39	Human Resources Manager	Human Resources	115,000.00
40	Fire Division Chief	Fire	105,096.23
41	Traffic Engineer I	Engineering	100,636.97
42	Network Administrator	Information Systems	103,530.15
43	Transit Systems Manager	Public Works	103,664.57

Employee Salaries as of 6/30/2025 Over \$100,000

Count	Position	Department	Salary
44	Assistant to City Manager	City Manager's Office	218,400.00
45	Police Captain	Police	102,069.99
46	Downtown Development Manager	City Manager's Office	100,980.00
47	Assistant City Engineer	Public Works	123,991.59
48	Community Development Admin	Community Development	117,877.32
49	Staking Engineer Supv	Energy Resources	105,664.00
50	Assistant Fire Chief	Fire	113,268.52
51	Systems Administrator	Technology Services	109,913.51
52	Inspections Admin	Development Services	110,503.55
53	Environmental Services Supt	Public Works	116,450.79
54	Police Captain	Police	111,210.49
55	Police Captain	Police	111,539.98
56	Plans Examiner	Development Services	100,976.51
57	Fleet Maintenance Supt	Public Works	104,096.70
58	Regulatory Compliance Officer	Energy Resources	103,048.32
59	Gas Services Supv	Energy Resources	103,563.20
60	Director II	Engineering	168,000.00
61	Accounting Manager	Finance	105,080.40

Appendix D: 336 Project Parcel & Satellite Map





205

OLD CARRIAGE RD

N OLD CARRIAGE RD

ARROW RD

ARROW RD

ARROW RD

DOZIER RD

DOZIER RD

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Appendix E: Fiscal Year 2023 - 2025 Other Equipment Expenditures

City of Rocky Mount Fiscal Year 2023 – 2025 Other Equipment Expenditures

FY 2023 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19352	15X OPTICAL ZOOM CAMERA			07/26/22	\$ 6,972	
19354	2022 HEIL DURAPACK 5000 REAR LOADER	V-6523	1FVHCYFE6NHNM0283	08/09/22	\$ 211,995	M2106 CHASIS
19355	2022 FORD EXPLORER- PI UTILITY SUV	v-2391	1FM5K8AB7NGA58342	08/16/22	\$ 36,519	PI UTILITY
19356	2022 FORD EXPLORER- PI UTILITY SUV	V-2390	1FM5K8AB2NGA40122	08/16/22	\$ 36,519	
19358	2022 FORD EXPLORER PI UTILITY SUV	V-2397	1FM5K8AB2NGB58915	08/16/22	\$ 35,929	
19359	2022 FORD EXPLORER PI UTILITY SUV	V-2398	1FM5K8AB9NGB58717	08/16/22	\$ 35,929	
19360	2022 FORD EXPLORER PI UTILITY SUV	V-2396	1FM5K8AB9NGB59267	08/16/22	\$ 35,929	
19363	PAC MAC KBF-20H-HJ KNUCKLEBOOM	V-6524	3ALACXFC9PDUB3025	09/27/22	\$ 196,990	
19362	PAC MAC KBF-20H-HJ KNUCKLEBOOM	V-6525	3ALACXFC0PDUB3026	09/27/22	\$ 193,190	KB-20H-HJ
19365	2022 JOHN DEERE 210GLC EXC BASE PKG	10626	1FF210GXKNF530365	09/29/22	\$ 255,782	JD210G
19367	2022 FORD EXPLORER PI UTILITY	V-2399	1FM5K8AB6NGB59744	10/11/22	\$ 35,929	PI UTILITY
19368	2022 FORD EXPLORER PI UTILITY	2378	1FM5K8AB2NGB59143	10/11/22	\$ 35,929	PI UTILITY
19370	2014 CLUB CAR-GOLF CART		JE1450-522926	10/11/22	\$ 6,500	CLUB CAR
19373	LEICA BLK360 LASER SCANNER SYSTEM			10/20/22	\$ 46,385	LEICA
19369	LAWN MOWER VENTRAC W/ ACCESSORY KIT	M-3504	4520Z-AR04094	10/25/22	\$ 43,795	WG972-GL
19376	KUBOTA M7060HDC12 TRACTOR	M-3544	KBUMFCDCAN8G94667	11/01/22	\$ 45,413	
19375	LP AFM 4216 FLEX MOWER-LAND PRIDE	M-3544-1	1680922	11/01/22	\$ 21,930	
19377	LABRIE AUTOMIZERS MOUNT FOR AUTOCAR CHAS	V-6549	5VCACDAF2NC238950	11/09/22	\$ 391,694	
19378	7X18 LEO LANDSCAPER		4YMBU1822NG065369	11/09/22	\$ 6,207	
19379	2022 LAND PRIDE MOWER	M-3543	1680692	11/15/22	\$ 19,739	AFM4214
19380	2023 QUIK TRAK MOWER/JOHN DEERE	M-3524	1TC661RMTNT100169	11/22/22	\$ 17,370	2302TC
19383	2022 NEW HOLLAND BACKHOE/TRACTOR LOADER	10610	NZHH09631	12/06/22	\$ 108,000	
19385	2022 NEW HOLLAND BACKHOE/TRACTOR LOADER	M-3606	NZHH09618	12/06/22	\$ 108,000	
19386	2022 FORD F-150	V-2240	1FTFXIE50NKD85541	12/06/22	\$ 29,710	F-150
19416	UPFIT OF 2022 UTILITY VEHICLES			12/13/22	\$ 129,068	
19387	2022TRIMAX SNAKE PULL-BEHIND MOWING DECK	M-3505	2000705	12/13/22	\$ 40,890	
19388	2022FORD F250	V-6220	1FT7X2A67NEG16913	12/13/22	\$ 30,747	F250
19389	2022 FORD F-250	6219	1FTBF2A60NEG16880	12/13/22	\$ 28,646	F250
19390	MYERS D65-20 PUMP			12/20/22	\$ 18,811	
19391	BODY MOUNTED ON 2022 CRANE CARRIER	V-6550	4C9AADAC7N1540070	12/27/22	\$ 185,995	ROTOPAC
19393	2022 FORD F250	V-6210	1FT7X2A65NEG16912	01/10/23	\$ 31,507	F250
19395	LABRIE AUTOMIZER MOUNTED	V-6557	5VCACDEF0PC239575	01/17/23	\$ 383,112	
19394	2023 PAC-MAC KNUCKLEBOOM- FREIGHTLINER	V-6423	3ALACXFC6PDUK9400	01/17/23	\$ 196,990	KBF-20H-HJ
19396	2022 FORD F250	V-3201	1FT7W2A69NEG16883	01/17/23	\$ 31,192	F250
19417	UPFIT FOR 2022 FORD UTILITY			01/19/23	\$ 13,507	
19397	JOHN DEERE TERRAIN CUT ROUGH MOWER	M-3545	1TC8800ACNV090066	01/31/23	\$ 64,070	
19459	TOUCHTIME II TIMECLOCKS			02/07/23	\$ 22,580	
19414	MACHINERY FOR EVENT CENTER			02/09/23	\$ 22,503	
19399	2023 HEIL DURAPACK HALFPAK FRONT LOADER	v- 6618	1CYAADAJ191000429	02/21/23	\$ 348,992	HPS4967447
19415	TENTS W/WINDOWS, SIDEWALLS, BARRELS			02/21/23	\$ 19,046	
19398	2023 ZERO TURN MOWER AND ACC/ JOHN DEERE	M-3351	1M0560EAVPM060102	02/21/23	\$ 8,152	XUV5608E-578CM
19400	TRAILER	7906	1Z9PL161XNR168464/0123-9701	03/14/23	\$ 69,200	ODB LCT60019
19402	KUBOTA ZERO TURN MOWER	M-3312	KBGGDCA0CPGA60605	03/14/23	\$ 16,242	ZD1211-3-60
19413	RIDING MOWER Z TRAK		1TC950MFCPT120059	03/28/23	\$ 9,918	Z950M Z TRAK
19405	2023 HENDERSON SALT/SAND SPREADER	7935	FSH-37213	04/11/23	\$ 26,389	FSH-37213
19407	2023 PAC MAC FREIGHTLINER KNUCKLEBOOM	V-6424	E0KB02004223316/3ALACXFC4PDUL.	04/13/23	\$ 196,990	M2106/KBF-20H-HJ
19418	POWER AUTO TRANSFORMER 230 KV			04/18/23	\$ 594,258	GA517A
19419	GMC SIERRA 2500HD CREW CAB	4251	1GT49LE71PF197346	04/18/23	\$ 61,527	SIERRA 2500 HD
19404	Used Regulators w/ short cables			04/25/23	\$ 94,500	416kVA CL7
19428	WIRELESS SPEAKER			04/25/23	\$ 17,550	100X BLK VAC
19406	BROOKS BROTHERS TRAILER MINI DERRICK	4756T	1222GW0747/ 7K7US2028PM000949	05/02/23	\$ 225,113	CSL 202-12KE
19420	2023 RANGER ATV			05/02/23	\$ 24,173	POLARIS ATV
19403	Air Vision Drones			05/02/23	\$ 20,998	
19421	PQ RECORDER			05/16/23	\$ 12,284	
19422	UTILITY TRAILER		1XNBU1627P2027732	05/16/23	\$ 3,812	6X16
19423	LAWN MAINTENANCE EQUIPMENT (MULTIPLE)	10601	1LV3038EHNP141441 (TRACTOR)	05/25/23	\$ 30,353	

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19424	USED KVA TRANSFORMER			05/30/23	\$ 76,250	3000KVA
19425	POWER CIRCUIT BREAKER RATER 69 KV		75006442-1	05/31/23	\$ 49,950	
19450	TURBINE BLOWER ATTACHMENT		ET202-AA01306	05/31/23	\$ 6,872	
19429	2023 HONDA ATV	2907	IHFVE0811P4001204	06/06/23	\$ 24,468	PIONEER 10006DLX
19431	THERMAL IMAGING CAMERA		DX10137	06/13/23	\$ 6,682	
19432	RADIO COMM & TELEPHONE EQUIPMENT			06/20/23	\$ 10,390	
19433	POWER CIRCUIT BREAKER RATER 69KV		75007108-1	06/22/23	\$ 51,950	
19458	TRAILHEAD KIOSK			06/22/23	\$ 5,000	
19446	MLK PARK PROJECT			06/27/23	\$ 286,110	
19455	SUB 10 &12 69KV BREAKERS			06/27/23	\$ 60,700	
19435	AUDIO VISUAL RENOVATION FOR COUNCIL CHAM			06/27/23	\$ 56,485	
19457	2023 GMC	4209	1GT58LE70PF202768	06/27/23	\$ 53,523	GMC
19444	TRAIN STATION- 2ND FLR OFFICE FURNITURE			06/27/23	\$ 48,893	
19454	AIR COMPRESSOR-O2 PLANT			06/27/23	\$ 18,585	
19465	GENERATOR REPLACEMENT			06/30/23	\$ 33,299	
19461	WATER HEATER REPLACEMENT			06/30/23	\$ 12,422	
19468	EASYGEN CONTROLLER		23175524-5/ 23435355-H	06/30/23	\$ 12,069	3400XT-PZ
19460	ELEVATOR LOGIC CONTROL SYSTEM REPLACEMEN			06/30/23	\$ 11,427	
19464	TRANSFORMER REPLACEMENT			06/30/23	\$ 8,137	
19462	IMPERIAL CHILLER			06/30/23	\$ 7,345	
19467	AIR COMPRESSOR FOR THICKENER			06/30/23	\$ 6,785	
19466	HYDRAULIC TANK REPLACEMENT			06/30/23	\$ 6,570	
19463	COMPRESSOR REPLACEMENT			06/30/23	\$ 5,495	
FY 2023 Total					\$ 5,800,874	

FY 2024 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19470	2023 LABRIE AUTOMIZER	6553	1M2LR2GC2RM008746	07/25/23	\$ 431,006	AU23100010023410
19469	2023 LABRIE AUTOMIZER	6552	1M2LR2GC4RM008747	07/25/23	\$ 427,478	AU23100010023610
19472	PAC MAC REAR LOADER	6524	RL82022120188	08/01/23	\$ 144,988	RL-8
19596	SELF-PRIMING CENTRIFUGAL PUMP			08/01/23	\$ 17,561	
19473	SCAG ZERO TURN MOWER		V6100301	08/01/23	\$ 12,908	SCZ11-72V-37BV
19588	BTW DOOR REPLACEMENT -SINGLE&DOUBLE DOOR			08/01/23	\$ 8,400	
19474	KUBOTA VENTRAC MOWER	3707	4520Z-AR06966	08/08/23	\$ 42,614	WG972-GL
19476	2024 BRUSH HAWG	6425	1M2MDBVAB8RS073163	08/15/23	\$ 205,663	G2224
19477	KUBOTA TRACTOR		KBUMFCDCJN8L96970	08/15/23	\$ 50,087	M7060HDC12
19475	KUBOTA MOWER		1965391	08/15/23	\$ 23,467	AFM4216
19478	QUANTUM FUSION SPLICER		IO-542B1152-01	08/22/23	\$ 11,982	Q102
19479	BACKHOE/LOADER COMBINATION		NZHH08924	08/31/23	\$ 117,510	
19480	2023 NEW HOLLAND BACKHOE	6916	NZHH10320	09/19/23	\$ 117,500	B95C
19483	KUBOTA UTILITY CAB TRACTOR	3313	KBUMFCDCEN8H95602	09/26/23	\$ 71,077	KUB-M7060HHDC12
19481	AUTOCLAVE AND STAND		STM-EL208V	09/26/23	\$ 17,070	STM-EL208V
19482	VENTRAC MOWER W/ KIT	3707-3	MU720-AA02133	09/26/23	\$ 6,287	MU720
19484	DELL EMC POWERSTORE 500T			09/28/23	\$ 124,140	
19485	DELL NETWORKING 25GB FOR POWERSTORE			09/28/23	\$ 21,698	
19486	POLICE EQUIPMENT			10/10/23	\$ 8,764	
19540	LEVEL 2 EV CHARGING STATION			10/16/23	\$ 17,403	
19541	LEVEL 2 EV CHARGING STATION			10/16/23	\$ 17,403	
19487	POLE YARD CAMERA			10/17/23	\$ 9,975	
19489	VISION FAULT FINDING PKG			10/24/23	\$ 19,304	FLX2
19490	VISION FAULT FINDING PKG			10/24/23	\$ 6,024	FLX2
19492	LABRIE AUTOMIZER	6554	5VCACDAF9PC240925	10/26/23	\$ 383,112	
19491	HEAVY DUTY TRUCK/DUMP TRUCK	8260	1FTYE1C88PKB09591	10/26/23	\$ 61,474	
19493	POWER AUTO TRANSFORMER		99090MA002G	10/31/23	\$ 594,258	
19494	2023 GMC SIERRA PICKUP WHITE	4210	1GT49LE75PF201513	10/31/23	\$ 59,503	TK20743-1SA
19501	VENTRAC BROOM W/ ACTUATOR	3501-3	KJ520-AA02683	11/14/23	\$ 6,475	KJ520
19542	FESTOON CABLE REBUILD FOR WWTP CLARIFIER			11/21/23	\$ 213,580	
19497	PETERSEN TL-3 LIGHTNING LOADER		TL3-1023-4484	11/21/23	\$ 104,159	TL-3
19499	PETERSEN TL-3 LIGHTNING LOADER		TL3-0923-4483	11/21/23	\$ 104,159	TL-3
19496	2024 INTERNATIONAL TRUCK	7475	3HAEUMMR1RL667178	11/21/23	\$ 79,082	MV607
19498	2024 INTERNATIONAL TRUCK	3414	3HAEUMMR9RL667087	11/21/23	\$ 79,082	MV607

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19500	R-60 TRACKED SLOPE MOWER	10602	2210B/ 626205	11/30/23	\$ 64,700	
19504	LEAF AND DEBRIS COLLECTOR TRUCK	10421	1FVACXFC7RHUR8285	12/05/23	\$ 306,657	1024-9772
19503	SCAG STANDUP SPREADER SPRAYER	3507	T2500970	12/05/23	\$ 16,243	STS60-21BV
19502	SCAG STAND ON BLOWER	3506	V8900453	12/05/23	\$ 10,437	WS23-37BV-EFI
19587	BUILT-IN 7X12 TRAILER	3754T		12/07/23	\$ 4,281	
19505	2023 JOHN DEERE TRACTOR	7711	1P05090ECP5076956	12/13/23	\$ 71,794	5090E
19506	ALAMO 74" RH INTERSTATE MOWER (SIDE)	7711-1	IS74R-231110	12/13/23	\$ 50,587	549645
19507	ALAMO 96" SHD REAR FLAIL 12.5" OFFSET	7711-2	SH96-231101	12/13/23	\$ 10,712	549647
19513	ICE MACHINE	19513	KM-1340MAJ	01/09/24	\$ 8,350	KM-1340MAJ
19511	JOHN DEERE CRAWLER DOZER		1T0750LXCRF459386	01/17/24	\$ 319,797	750L
19543	FLOCK SAFETY & IMPLEMENTATION			01/18/24	\$ 371,050	
19508	2023 JOHN DEERE TIER EXCAVATOR		1FF035PAHPK000068	01/18/24	\$ 72,998	
19512	2023 HEIL DURA PACK REAR LOADER	6525	1CYABDACXR1002388	01/23/24	\$ 317,521	FP5026964
19509	YANMAR MINI EXCAVATOR		YMRV1035KPAJAT241	01/23/24	\$ 56,693	V1035
19510	YANMAR MINI EXCAVATOR		YMRV1035CPAJAS710	01/23/24	\$ 3,870	V1035
19544	NET CLOUD MOBILE PERFORMANCE PLAN			02/13/24	\$ 96,987	
19550	SOUTH POD GENERATOR		CN601506	02/15/24	\$ 89,255	CAT- C4.4DG
19551	SOUTH POD GENERATOR		EQ168605	02/15/24	\$ 77,291	CAT- C4.4
19539	CAT KABA ILCO GENERATOR REPLACEMENT		25Z04763	02/27/24	\$ 186,717	
19545	SHOTSPOTTER SOFTWARE			02/27/24	\$ 30,518	
19594	SELF-PRIMING CENTRIFUGAL PUMP		1803406	02/27/24	\$ 17,452	
19518	POWER TOUCH E-BOX			03/05/24	\$ 6,586	
19515	CATERPILLAR WASTE HANDLER	6918	TN200568	03/07/24	\$ 408,013	950
19592	TOP BEARINGS FOR SCREW PUMP			03/19/24	\$ 9,659	
19536	VIDEO EQUIPMENT (1 OF 3)		0JMRHNLTAA00187	03/21/24	\$ 16,644	
19537	VIDEO EQUIPMENT (2 OF 3)		0JMRHNLTAA00188	03/21/24	\$ 16,644	
19538	VIDEO EQUIPMENT (3 OF 3)		0JMRHNLTAA00189	03/21/24	\$ 16,644	
19528	AIR SWEEPER		1FVACXFC8RHVF3029	03/28/24	\$ 364,956	24-A7SE-363
19521	2024 HEIL FRONT LOADER	V-6619	1CYAADAJ8R1002407/HPS4968863	04/02/24	\$ 376,990	LET2 CHASSIS
19523	RIDING MOWER W/ MOWER DECK		1TC950MFKPR130004	04/02/24	\$ 12,347	Z950 Z TRAK
19520	THERMAL IMAGING CAMERA		QXTBUNDLE	04/02/24	\$ 6,697	QXTBUNDLE
19522	TRAILER		7PVBC2426RD010033	04/04/24	\$ 8,795	TRLC-8524NAT
19519	KUBOTA TRACTOR		KBUMFCDCJP8G98782	04/09/24	\$ 70,400	M7060HDC12
19546	HOTBOX DUMP TRAILER		KM8000TEDDC2M2	04/09/24	\$ 24,250	
19525	TRAILER		50XBE1625RA041744	04/09/24	\$ 6,527	TRLC-0716SPA
19524	TRAILER		4YMBU1623PG027963	04/09/24	\$ 4,527	TRLU-6416LEO
19547	DOWNTOWN WIFI CONTRACT			04/16/24	\$ 256,511	
19599	PRESSURE WASHER			04/23/24	\$ 7,837	
19598	QUARTER TURN GEARBOX FOR #5 TERTIARY			04/25/24	\$ 10,748	
19548	ONE SOLUTION SOFTWARE			04/30/24	\$ 69,674	
19591	2 TOP BEARINGS FOR SCREW PUMP			05/06/24	\$ 19,320	
19597	SELF-PRIMING CENTRIFUGAL PUMP			06/04/24	\$ 17,503	
19557	75 KVA TRANSFORMER		12470Y/7200	06/04/24	\$ 14,132	
19573	CMO SECURITY DOOR			06/06/24	\$ 61,866	
19590	SALT AND SAND SPREADER			06/06/24	\$ 37,110	
19556	2023 F550 SUPER CAB CHASSIS SVC TRUCK		1FDUF5HT2-PDA06084	06/12/24	\$ 214,569	F550
19552	TRAFFIC SERVER			06/18/24	\$ 78,520	
19555	WET WILL LIZARD AERATION SYSTEM			06/18/24	\$ 8,747	
19605	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 91,000	
19606	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 69,000	
19604	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 33,000	
19603	WALKY TALKYS		APX-N30	06/21/24	\$ 15,463	
19558	230 KV SOUTH POD TRANSFORMER		99090MA002G	06/25/24	\$ 594,258	
19595	SELF-PRIMING CENTRIFUGAL PUMP		N779H170	06/25/24	\$ 17,485	
19600	LABRIE AUTOMIZER MOUNTED ON 2023 AUTOCAR	6556	5VCACDAF2PC243018	06/30/24	\$ 435,637	AU24200010661110
19601	LABRIE AUTOMIZER MOUNTED ON 2023 AUTOCAR	6555	5VCACDAF2PC243019	06/30/24	\$ 435,637	
19602	SUB #9 GENERATOR			06/30/24	\$ 107,881	
19571	FIBER OPTIC CABLE REAL FOR WWTP PROJECT			06/30/24	\$ 51,553	
FY 2024 Total					\$ 9,796,233.91	

FY 2025 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19613	VENTURE SPRAYER SPREADER		30000004227	08/13/24	\$ 12,512	FS3200

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19424	USED KVA TRANSFORMER			05/30/23	\$ 76,250	3000KVA
19425	POWER CIRCUIT BREAKER RATER 69 KV		75006442-1	05/31/23	\$ 49,950	
19450	TURBINE BLOWER ATTACHMENT		ET202-AA01306	05/31/23	\$ 6,872	
19429	2023 HONDA ATV	2907	IHFVE0811P4001204	06/06/23	\$ 24,468	PIONEER 10006DLX
19431	THERMAL IMAGING CAMERA		DX10137	06/13/23	\$ 6,682	
19432	RADIO COMM & TELEPHONE EQUIPMENT			06/20/23	\$ 10,390	
19433	POWER CIRCUIT BREAKER RATER 69KV		75007108-1	06/22/23	\$ 51,950	
19458	TRAILHEAD KIOSK			06/22/23	\$ 5,000	
19446	MLK PARK PROJECT			06/27/23	\$ 286,110	
19455	SUB 10 &12 69KV BREAKERS			06/27/23	\$ 60,700	
19435	AUDIO VISUAL RENOVATION FOR COUNCIL CHAM			06/27/23	\$ 56,485	
19457	2023 GMC	4209	1GT58LE70PF202768	06/27/23	\$ 53,523	GMC
19444	TRAIN STATION- 2ND FLR OFFICE FURNITURE			06/27/23	\$ 48,893	
19454	AIR COMPRESSOR-O2 PLANT			06/27/23	\$ 18,585	
19465	GENERATOR REPLACEMENT			06/30/23	\$ 33,299	
19461	WATER HEATER REPLACEMENT			06/30/23	\$ 12,422	
19468	EASYGEN CONTROLLER		23175524-5/ 23435355-H	06/30/23	\$ 12,069	3400XT-PZ
19460	ELEVATOR LOGIC CONTROL SYSTEM REPLACEMEN			06/30/23	\$ 11,427	
19464	TRANSFORMER REPLACEMENT			06/30/23	\$ 8,137	
19462	IMPERIAL CHILLER			06/30/23	\$ 7,345	
19467	AIR COMPRESSOR FOR THICKENER			06/30/23	\$ 6,785	
19466	HYDRAULIC TANK REPLACEMENT			06/30/23	\$ 6,570	
19463	COMPRESSOR REPLACEMENT			06/30/23	\$ 5,495	
FY 2023 Total					\$ 5,800,874	

FY 2024 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19470	2023 LABRIE AUTOMIZER	6553	1M2LR2GC2RM008746	07/25/23	\$ 431,006	AU23100010023410
19469	2023 LABRIE AUTOMIZER	6552	1M2LR2GC4RM008747	07/25/23	\$ 427,478	AU23100010023610
19472	PAC MAC REAR LOADER	6524	RL82022120188	08/01/23	\$ 144,988	RL-8
19596	SELF-PRIMING CENTRIFUGAL PUMP			08/01/23	\$ 17,561	
19473	SCAG ZERO TURN MOWER		V6100301	08/01/23	\$ 12,908	SCZ11-72V-37BV
19588	BTW DOOR REPLACEMENT -SINGLE&DOUBLE DOOR			08/01/23	\$ 8,400	
19474	KUBOTA VENTRAC MOWER	3707	4520Z-AR06966	08/08/23	\$ 42,614	WG972-GL
19476	2024 BRUSH HAWG	6425	1M2MDBVAB8RS073163	08/15/23	\$ 205,663	G2224
19477	KUBOTA TRACTOR		KBUMFCDCJN8L96970	08/15/23	\$ 50,087	M7060HDC12
19475	KUBOTA MOWER		1965391	08/15/23	\$ 23,467	AFM4216
19478	QUANTUM FUSION SPLICER		IO-542B1152-01	08/22/23	\$ 11,982	Q102
19479	BACKHOE/LOADER COMBINATION		NZHH08924	08/31/23	\$ 117,510	
19480	2023 NEW HOLLAND BACKHOE	6916	NZHH10320	09/19/23	\$ 117,500	B95C
19483	KUBOTA UTILITY CAB TRACTOR	3313	KBUMFCDCEN8H95602	09/26/23	\$ 71,077	KUB-M7060HHDC12
19481	AUTOCLAVE AND STAND		STM-EL208V	09/26/23	\$ 17,070	STM-EL208V
19482	VENTRAC MOWER W/ KIT	3707-3	MU720-AA02133	09/26/23	\$ 6,287	MU720
19484	DELL EMC POWERSTORE 500T			09/28/23	\$ 124,140	
19485	DELL NETWORKING 25GB FOR POWERSTORE			09/28/23	\$ 21,698	
19486	POLICE EQUIPMENT			10/10/23	\$ 8,764	
19540	LEVEL 2 EV CHARGING STATION			10/16/23	\$ 17,403	
19541	LEVEL 2 EV CHARGING STATION			10/16/23	\$ 17,403	
19487	POLE YARD CAMERA			10/17/23	\$ 9,975	
19489	VISION FAULT FINDING PKG			10/24/23	\$ 19,304	FLX2
19490	VISION FAULT FINDING PKG			10/24/23	\$ 6,024	FLX2
19492	LABRIE AUTOMIZER	6554	5VCACDAF9PC240925	10/26/23	\$ 383,112	
19491	HEAVY DUTY TRUCK/DUMP TRUCK	8260	1FTYE1C88PKB09591	10/26/23	\$ 61,474	
19493	POWER AUTO TRANSFORMER		99090MA002G	10/31/23	\$ 594,258	
19494	2023 GMC SIERRA PICKUP WHITE	4210	1GT49LE75PF201513	10/31/23	\$ 59,503	TK20743-1SA
19501	VENTRAC BROOM W/ ACTUATOR	3501-3	KJ520-AA02683	11/14/23	\$ 6,475	KJ520
19542	FESTOON CABLE REBUILD FOR WWTP CLARIFIER			11/21/23	\$ 213,580	
19497	PETERSEN TL-3 LIGHTNING LOADER		TL3-1023-4484	11/21/23	\$ 104,159	TL-3
19499	PETERSEN TL-3 LIGHTNING LOADER		TL3-0923-4483	11/21/23	\$ 104,159	TL-3
19496	2024 INTERNATIONAL TRUCK	7475	3HAEUMMR1RL667178	11/21/23	\$ 79,082	MV607
19498	2024 INTERNATIONAL TRUCK	3414	3HAEUMMR9RL667087	11/21/23	\$ 79,082	MV607

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19500	R-60 TRACKED SLOPE MOWER	10602	2210B/ 626205	11/30/23	\$ 64,700	
19504	LEAF AND DEBRIS COLLECTOR TRUCK	10421	1FVACXFC7RHUR8285	12/05/23	\$ 306,657	1024-9772
19503	SCAG STANDUP SPREADER SPRAYER	3507	T2500970	12/05/23	\$ 16,243	STS60-21BV
19502	SCAG STAND ON BLOWER	3506	V8900453	12/05/23	\$ 10,437	WS23-37BV-EFI
19587	BUILT-IN 7X12 TRAILER	3754T		12/07/23	\$ 4,281	
19505	2023 JOHN DEERE TRACTOR	7711	1P05090ECP5076956	12/13/23	\$ 71,794	5090E
19506	ALAMO 74" RH INTERSTATE MOWER (SIDE)	7711-1	IS74R-231110	12/13/23	\$ 50,587	549645
19507	ALAMO 96" SHD REAR FLAIL 12.5" OFFSET	7711-2	SH96-231101	12/13/23	\$ 10,712	549647
19513	ICE MACHINE	19513	KM-1340MAJ	01/09/24	\$ 8,350	KM-1340MAJ
19511	JOHN DEERE CRAWLER DOZER		1T0750LXCRF459386	01/17/24	\$ 319,797	750L
19543	FLOCK SAFETY & IMPLEMENTATION			01/18/24	\$ 371,050	
19508	2023 JOHN DEERE TIER EXCAVATOR		1FF035PAHPK000068	01/18/24	\$ 72,998	
19512	2023 HEIL DURA PACK REAR LOADER	6525	1CYABDACXR1002388	01/23/24	\$ 317,521	FP5026964
19509	YANMAR MINI EXCAVATOR		YMRVI035KPAJAT241	01/23/24	\$ 56,693	V1035
19510	YANMAR MINI EXCAVATOR		YMRVI035CPAJAS710	01/23/24	\$ 3,870	V1035
19544	NET CLOUD MOBILE PERFORMANCE PLAN			02/13/24	\$ 96,987	
19550	SOUTH POD GENERATOR		CN601506	02/15/24	\$ 89,255	CAT- C4.4DG
19551	SOUTH POD GENERATOR		EQ168605	02/15/24	\$ 77,291	CAT- C4.4
19539	CAT KABA ILCO GENERATOR REPLACEMENT		25Z04763	02/27/24	\$ 186,717	
19545	SHOTSPOTTER SOFTWARE			02/27/24	\$ 30,518	
19594	SELF-PRIMING CENTRIFUGAL PUMP		1803406	02/27/24	\$ 17,452	
19518	POWER TOUCH E-BOX			03/05/24	\$ 6,586	
19515	CATERPILLAR WASTE HANDLER	6918	TN200568	03/07/24	\$ 408,013	950
19592	TOP BEARINGS FOR SCREW PUMP			03/19/24	\$ 9,659	
19536	VIDEO EQUIPMENT (1 OF 3)		0JMRHNLTAA00187	03/21/24	\$ 16,644	
19537	VIDEO EQUIPMENT (2 OF 3)		0JMRHNLTAA00188	03/21/24	\$ 16,644	
19538	VIDEO EQUIPMENT (3 OF 3)		0JMRHNLTAA00189	03/21/24	\$ 16,644	
19528	AIR SWEEPER		1FVACXFC8RHVF3029	03/28/24	\$ 364,956	24-A7SE-363
19521	2024 HEIL FRONT LOADER	V-6619	1CYAADAJ8R1002407/HPS4968863	04/02/24	\$ 376,990	LET2 CHASSIS
19523	RIDING MOWER W/ MOWER DECK		1TC950MFKPR130004	04/02/24	\$ 12,347	Z950 Z TRAK
19520	THERMAL IMAGING CAMERA		QXTBUNDLE	04/02/24	\$ 6,697	QXTBUNDLE
19522	TRAILER		7PVBC2426RD010033	04/04/24	\$ 8,795	TRLC-8524NAT
19519	KUBOTA TRACTOR		KBUMFCDCJP8G98782	04/09/24	\$ 70,400	M7060HDC12
19546	HOTBOX DUMP TRAILER		KM8000TEDDC2M2	04/09/24	\$ 24,250	
19525	TRAILER		50XBE1625RA041744	04/09/24	\$ 6,527	TRLC-0716SPA
19524	TRAILER		4YMBU1623PG027963	04/09/24	\$ 4,527	TRLU-6416LEO
19547	DOWNTOWN WIFI CONTRACT			04/16/24	\$ 256,511	
19599	PRESSURE WASHER			04/23/24	\$ 7,837	
19598	QUARTER TURN GEARBOX FOR #5 TERTIARY			04/25/24	\$ 10,748	
19548	ONE SOLUTION SOFTWARE			04/30/24	\$ 69,674	
19591	2 TOP BEARINGS FOR SCREW PUMP			05/06/24	\$ 19,320	
19597	SELF-PRIMING CENTRIFUGAL PUMP			06/04/24	\$ 17,503	
19557	75 KVA TRANSFORMER		12470Y/7200	06/04/24	\$ 14,132	
19573	CMO SECURITY DOOR			06/06/24	\$ 61,866	
19590	SALT AND SAND SPREADER			06/06/24	\$ 37,110	
19556	2023 F550 SUPER CAB CHASSIS SVC TRUCK		1FDUF5HT2-PDA06084	06/12/24	\$ 214,569	F550
19552	TRAFFIC SERVER			06/18/24	\$ 78,520	
19555	WET WILL LIZARD AERATION SYSTEM			06/18/24	\$ 8,747	
19605	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 91,000	
19606	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 69,000	
19604	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 33,000	
19603	WALKY TALKYS		APX-N30	06/21/24	\$ 15,463	
19558	230 KV SOUTH POD TRANSFORMER		99090MA002G	06/25/24	\$ 594,258	
19595	SELF-PRIMING CENTRIFUGAL PUMP		N779H170	06/25/24	\$ 17,485	
19600	LABRIE AUTOMIZER MOUNTED ON 2023 AUTOCAR	6556	5VCACDAF2PC243018	06/30/24	\$ 435,637	AU24200010661110
19601	LABRIE AUTOMIZER MOUNTED ON 2023 AUTOCAR	6555	5VCACDAF2PC243019	06/30/24	\$ 435,637	
19602	SUB #9 GENERATOR			06/30/24	\$ 107,881	
19571	FIBER OPTIC CABLE REAL FOR WWTP PROJECT			06/30/24	\$ 51,553	
FY 2024 Total					\$ 9,796,233.91	

FY 2025 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19613	VENTURE SPRAYER SPREADER		30000004227	08/13/24	\$ 12,512	FS3200

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19424	USED KVA TRANSFORMER			05/30/23	\$ 76,250	3000KVA
19425	POWER CIRCUIT BREAKER RATER 69 KV		75006442-1	05/31/23	\$ 49,950	
19450	TURBINE BLOWER ATTACHMENT		ET202-AA01306	05/31/23	\$ 6,872	
19429	2023 HONDA ATV	2907	IHFVE0811P4001204	06/06/23	\$ 24,468	PIONEER 10006DLX
19431	THERMAL IMAGING CAMERA		DX10137	06/13/23	\$ 6,682	
19432	RADIO COMM & TELEPHONE EQUIPMENT			06/20/23	\$ 10,390	
19433	POWER CIRCUIT BREAKER RATER 69KV		75007108-1	06/22/23	\$ 51,950	
19458	TRAILHEAD KIOSK			06/22/23	\$ 5,000	
19446	MLK PARK PROJECT			06/27/23	\$ 286,110	
19455	SUB 10 &12 69KV BREAKERS			06/27/23	\$ 60,700	
19435	AUDIO VISUAL RENOVATION FOR COUNCIL CHAM			06/27/23	\$ 56,485	
19457	2023 GMC	4209	1GT58LE70PF202768	06/27/23	\$ 53,523	GMC
19444	TRAIN STATION- 2ND FLR OFFICE FURNITURE			06/27/23	\$ 48,893	
19454	AIR COMPRESSOR-O2 PLANT			06/27/23	\$ 18,585	
19465	GENERATOR REPLACEMENT			06/30/23	\$ 33,299	
19461	WATER HEATER REPLACEMENT			06/30/23	\$ 12,422	
19468	EASYGEN CONTROLLER		23175524-5/ 23435355-H	06/30/23	\$ 12,069	3400XT-PZ
19460	ELEVATOR LOGIC CONTROL SYSTEM REPLACEMEN			06/30/23	\$ 11,427	
19464	TRANSFORMER REPLACEMENT			06/30/23	\$ 8,137	
19462	IMPERIAL CHILLER			06/30/23	\$ 7,345	
19467	AIR COMPRESSOR FOR THICKENER			06/30/23	\$ 6,785	
19466	HYDRAULIC TANK REPLACEMENT			06/30/23	\$ 6,570	
19463	COMPRESSOR REPLACEMENT			06/30/23	\$ 5,495	
FY 2023 Total					\$ 5,800,874	

FY 2024 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19470	2023 LABRIE AUTOMIZER	6553	1M2LR2GC2RM008746	07/25/23	\$ 431,006	AU23100010023410
19469	2023 LABRIE AUTOMIZER	6552	1M2LR2GC4RM008747	07/25/23	\$ 427,478	AU23100010023610
19472	PAC MAC REAR LOADER	6524	RL82022120188	08/01/23	\$ 144,988	RL-8
19596	SELF-PRIMING CENTRIFUGAL PUMP			08/01/23	\$ 17,561	
19473	SCAG ZERO TURN MOWER		V6100301	08/01/23	\$ 12,908	SCZ11-72V-37BV
19588	BTW DOOR REPLACEMENT -SINGLE&DOUBLE DOOR			08/01/23	\$ 8,400	
19474	KUBOTA VENTRAC MOWER	3707	4520Z-AR06966	08/08/23	\$ 42,614	WG972-GL
19476	2024 BRUSH HAWG	6425	1M2MDBVAB8RS073163	08/15/23	\$ 205,663	G2224
19477	KUBOTA TRACTOR		KBUMFCDCJN8L96970	08/15/23	\$ 50,087	M7060HDC12
19475	KUBOTA MOWER		1965391	08/15/23	\$ 23,467	AFM4216
19478	QUANTUM FUSION SPLICER		IO-542B1152-01	08/22/23	\$ 11,982	Q102
19479	BACKHOE/LOADER COMBINATION		NZHH08924	08/31/23	\$ 117,510	
19480	2023 NEW HOLLAND BACKHOE	6916	NZHH10320	09/19/23	\$ 117,500	B95C
19483	KUBOTA UTILITY CAB TRACTOR	3313	KBUMFCDCEN8H95602	09/26/23	\$ 71,077	KUB-M7060HHDC12
19481	AUTOCLAVE AND STAND		STM-EL208V	09/26/23	\$ 17,070	STM-EL208V
19482	VENTRAC MOWER W/ KIT	3707-3	MU720-AA02133	09/26/23	\$ 6,287	MU720
19484	DELL EMC POWERSTORE 500T			09/28/23	\$ 124,140	
19485	DELL NETWORKING 25GB FOR POWERSTORE			09/28/23	\$ 21,698	
19486	POLICE EQUIPMENT			10/10/23	\$ 8,764	
19540	LEVEL 2 EV CHARGING STATION			10/16/23	\$ 17,403	
19541	LEVEL 2 EV CHARGING STATION			10/16/23	\$ 17,403	
19487	POLE YARD CAMERA			10/17/23	\$ 9,975	
19489	VISION FAULT FINDING PKG			10/24/23	\$ 19,304	FLX2
19490	VISION FAULT FINDING PKG			10/24/23	\$ 6,024	FLX2
19492	LABRIE AUTOMIZER	6554	5VCACDAF9PC240925	10/26/23	\$ 383,112	
19491	HEAVY DUTY TRUCK/DUMP TRUCK	8260	1FTYE1C88PKB09591	10/26/23	\$ 61,474	
19493	POWER AUTO TRANSFORMER		99090MA002G	10/31/23	\$ 594,258	
19494	2023 GMC SIERRA PICKUP WHITE	4210	1GT49LE75PF201513	10/31/23	\$ 59,503	TK20743-1SA
19501	VENTRAC BROOM W/ ACTUATOR	3501-3	KJ520-AA02683	11/14/23	\$ 6,475	KJ520
19542	FESTOON CABLE REBUILD FOR WWTP CLARIFIER			11/21/23	\$ 213,580	
19497	PETERSEN TL-3 LIGHTNING LOADER		TL3-1023-4484	11/21/23	\$ 104,159	TL-3
19499	PETERSEN TL-3 LIGHTNING LOADER		TL3-0923-4483	11/21/23	\$ 104,159	TL-3
19496	2024 INTERNATIONAL TRUCK	7475	3HAEUMMR1RL667178	11/21/23	\$ 79,082	MV607
19498	2024 INTERNATIONAL TRUCK	3414	3HAEUMMR9RL667087	11/21/23	\$ 79,082	MV607

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19500	R-60 TRACKED SLOPE MOWER	10602	2210B/ 626205	11/30/23	\$ 64,700	
19504	LEAF AND DEBRIS COLLECTOR TRUCK	10421	1FVACXFC7RHUR8285	12/05/23	\$ 306,657	1024-9772
19503	SCAG STANDUP SPREADER SPRAYER	3507	T2500970	12/05/23	\$ 16,243	STS60-21BV
19502	SCAG STAND ON BLOWER	3506	V8900453	12/05/23	\$ 10,437	WS23-37BV-EFI
19587	BUILT-IN 7X12 TRAILER	3754T		12/07/23	\$ 4,281	
19505	2023 JOHN DEERE TRACTOR	7711	1P05090ECP5076956	12/13/23	\$ 71,794	5090E
19506	ALAMO 74" RH INTERSTATE MOWER (SIDE)	7711-1	IS74R-231110	12/13/23	\$ 50,587	549645
19507	ALAMO 96" SHD REAR FLAIL 12.5" OFFSET	7711-2	SH96-231101	12/13/23	\$ 10,712	549647
19513	ICE MACHINE	19513	KM-1340MAJ	01/09/24	\$ 8,350	KM-1340MAJ
19511	JOHN DEERE CRAWLER DOZER		1T0750LXCRF459386	01/17/24	\$ 319,797	750L
19543	FLOCK SAFETY & IMPLEMENTATION			01/18/24	\$ 371,050	
19508	2023 JOHN DEERE TIER EXCAVATOR		1FF035PAHPK000068	01/18/24	\$ 72,998	
19512	2023 HEIL DURA PACK REAR LOADER	6525	1CYABDACXR1002388	01/23/24	\$ 317,521	FP5026964
19509	YANMAR MINI EXCAVATOR		YMRVI035KPAJAT241	01/23/24	\$ 56,693	V1035
19510	YANMAR MINI EXCAVATOR		YMRVI035CPAJAS710	01/23/24	\$ 3,870	V1035
19544	NET CLOUD MOBILE PERFORMANCE PLAN			02/13/24	\$ 96,987	
19550	SOUTH POD GENERATOR		CN601506	02/15/24	\$ 89,255	CAT- C4.4DG
19551	SOUTH POD GENERATOR		EQ168605	02/15/24	\$ 77,291	CAT- C4.4
19539	CAT KABA ILCO GENERATOR REPLACEMENT		25Z04763	02/27/24	\$ 186,717	
19545	SHOTSPOTTER SOFTWARE			02/27/24	\$ 30,518	
19594	SELF-PRIMING CENTRIFUGAL PUMP		1803406	02/27/24	\$ 17,452	
19518	POWER TOUCH E-BOX			03/05/24	\$ 6,586	
19515	CATERPILLAR WASTE HANDLER	6918	TN200568	03/07/24	\$ 408,013	950
19592	TOP BEARINGS FOR SCREW PUMP			03/19/24	\$ 9,659	
19536	VIDEO EQUIPMENT (1 OF 3)		0JMRHNLTAA00187	03/21/24	\$ 16,644	
19537	VIDEO EQUIPMENT (2 OF 3)		0JMRHNLTAA00188	03/21/24	\$ 16,644	
19538	VIDEO EQUIPMENT (3 OF 3)		0JMRHNLTAA00189	03/21/24	\$ 16,644	
19528	AIR SWEEPER		1FVACXFC8RHVF3029	03/28/24	\$ 364,956	24-A7SE-363
19521	2024 HEIL FRONT LOADER	V-6619	1CYAADAJ8R1002407/HPS4968863	04/02/24	\$ 376,990	LET2 CHASSIS
19523	RIDING MOWER W/ MOWER DECK		1TC950MFKPR130004	04/02/24	\$ 12,347	Z950 Z TRAK
19520	THERMAL IMAGING CAMERA		QXTBUNDLE	04/02/24	\$ 6,697	QXTBUNDLE
19522	TRAILER		7PVBC2426RD010033	04/04/24	\$ 8,795	TRLC-8524NAT
19519	KUBOTA TRACTOR		KBUMFCDCJP8G98782	04/09/24	\$ 70,400	M7060HDC12
19546	HOTBOX DUMP TRAILER		KM8000TEDDC2M2	04/09/24	\$ 24,250	
19525	TRAILER		50XBE1625RA041744	04/09/24	\$ 6,527	TRLC-0716SPA
19524	TRAILER		4YMBU1623PG027963	04/09/24	\$ 4,527	TRLU-6416LEO
19547	DOWNTOWN WIFI CONTRACT			04/16/24	\$ 256,511	
19599	PRESSURE WASHER			04/23/24	\$ 7,837	
19598	QUARTER TURN GEARBOX FOR #5 TERTIARY			04/25/24	\$ 10,748	
19548	ONE SOLUTION SOFTWARE			04/30/24	\$ 69,674	
19591	2 TOP BEARINGS FOR SCREW PUMP			05/06/24	\$ 19,320	
19597	SELF-PRIMING CENTRIFUGAL PUMP			06/04/24	\$ 17,503	
19557	75 KVA TRANSFORMER		12470Y/7200	06/04/24	\$ 14,132	
19573	CMO SECURITY DOOR			06/06/24	\$ 61,866	
19590	SALT AND SAND SPREADER			06/06/24	\$ 37,110	
19556	2023 F550 SUPER CAB CHASSIS SVC TRUCK		1FDUF5HT2-PDA06084	06/12/24	\$ 214,569	F550
19552	TRAFFIC SERVER			06/18/24	\$ 78,520	
19555	WET WILL LIZARD AERATION SYSTEM			06/18/24	\$ 8,747	
19605	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 91,000	
19606	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 69,000	
19604	WALKY TALKYS	APX-N30	APX-N30	06/21/24	\$ 33,000	
19603	WALKY TALKYS		APX-N30	06/21/24	\$ 15,463	
19558	230 KV SOUTH POD TRANSFORMER		99090MA002G	06/25/24	\$ 594,258	
19595	SELF-PRIMING CENTRIFUGAL PUMP		N779H170	06/25/24	\$ 17,485	
19600	LABRIE AUTOMIZER MOUNTED ON 2023 AUTOCAR	6556	5VCACDAF2PC243018	06/30/24	\$ 435,637	AU24200010661110
19601	LABRIE AUTOMIZER MOUNTED ON 2023 AUTOCAR	6555	5VCACDAF2PC243019	06/30/24	\$ 435,637	
19602	SUB #9 GENERATOR			06/30/24	\$ 107,881	
19571	FIBER OPTIC CABLE REAL FOR WWTP PROJECT			06/30/24	\$ 51,553	
FY 2024 Total					\$ 9,796,233.91	

FY 2025 Other Equipment Expenditures

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19613	VENTURE SPRAYER SPREADER		30000004227	08/13/24	\$ 12,512	FS3200

ASSET	DESCRIPTION	TAG #	SERIAL/PARCEL	DATE ACQ	ACQ COST	MODEL
19628	2024 FORD F350	3240	1FD8W3GN0BEC43307	08/15/24	\$ 82,370	F350
19629	2024 FORD F350	3241	1FD8W3GN3BEC43429	08/15/24	\$ 82,370	F350
19630	2024 FORD F350	3243	1FD8W3GN9REC41961	08/15/24	\$ 82,370	
19631	2024 FORD F350	3242	1FD8W3GN6REC41450	08/15/24	\$ 82,370	F350
19614	2024 KUBOTA TRACTOR		KBUB6BHRLP1G86601	08/22/24	\$ 16,346	B2601HSP-1
19626	ZERO TURN MOWER		PENDING	08/22/24	\$ 14,917	
19627	REFRIGERATED SAMPLER			08/28/24	\$ 9,823	5800
19625	WANCO LARGE METRO MESSAGE BOARD		5F12S1014R1006391	09/18/24	\$ 18,366	WV7MM-L
19620	2025 INTERNATIONAL DUMP TRUCK	7476	3HAEVTAR1SL750952	10/15/24	\$ 112,561	MV607
19622	2025 INTERNATIONAL DUMP TRUCK	10433	3HAEUTAR3SL720953	10/15/24	\$ 112,561	MV607
19623	2025 INTERNATIONAL DUMP TRUCK	7472	1HTEUTAR6SS673748	10/15/24	\$ 112,561	
19621	2025 INTERNATIONAL FLATBED DUMP TRUCK	3415	1HTEUTAR8SS673749	10/15/24	\$ 108,018	MV607
19650	EVINRUDE BOAT MOTOR			10/15/24	\$ 6,500	
19651	PORTABLE VOLLEYBALL SYSTEM			10/22/24	\$ 9,448	
19652	PORTABLE VOLLEYBALL SYSTEM			10/22/24	\$ 9,448	
19649	PINEVIEW CEMETARY SIGN			10/22/24	\$ 7,660	
19624	2025 LABRIE STARLIGHT MOUNTED PB CHASSIS	6620	FL242500106301101	10/29/24	\$ 421,586	
19647	2025 FORD F750	3420	1FDWW7DX3SDF06034	11/06/24	\$ 126,607	
19648	2016 OTTAWA 6X4		339805	11/06/24	\$ 65,000	
19646	MOBILE COLLECTION SYSTEM			11/13/24	\$ 38,141	MC4MAX
19644	ZTRAK ZERO TURN MOWER		ITC950MDLRR130674	11/13/24	\$ 12,670	Z950M
19641	7X12 UTILITY TRAILER	3755T	NCX1270346	11/13/24	\$ 3,096	
19642	7X12 UTILITY TRAILER	3756T	NCX1270347	11/13/24	\$ 3,096	
19639	2023 TELESCOPIC DEVICE	4435	1HTEUTAN2SS776050	11/26/24	\$ 261,312	MV607
19640	2023 INTERNATIONAL DIGGER DERRICK	4435 DUP	3HAEJTAR2SL731287	12/04/24	\$ 310,810	MV607
19645	TRANSFORMER METERING CABINET			12/17/24	\$ 35,198	
19664	POWER BREEZE MISTING FAN			12/23/24	\$ 5,995	
19659	USED CATERPILLAR 3512 GENERATOR		SBG005005	12/31/24	\$ 735,000	3512C DG
19611	APPLE MACBOOK PRO		J7XG29DC93	12/31/24	\$ 5,799	
19660	FLAG POLE @ CITY LAKE	19660		01/16/25	\$ -	
19661	2025 FORD F750	3421	1FDWW7DK9SDF06040	01/28/25	\$ 117,740	F750
19662	2024 GATOR UTILITY VEHICLE		1M04X2XDARM194866	01/28/25	\$ 10,541	56A6M
19612	APPLE MACBOOK PRO		LKPMK3GP4N	01/28/25	\$ 5,799	
19636	PROTERO CLAM BAGGER			02/05/25	\$ 5,500	
19665	SFA TANDEM DUMP TRUCK	10405	3HAEGTAT25L523842	02/18/25	\$ 150,888	INTERNATIONALHV5
19657	DITCH WITCH VACUUM EXCAVATER		DWPFX20XER0001176	02/27/25	\$ 35,156	DW FX20B
19658	DITCH WITCH S4S TRAILER		1DSB321W7R1700227	02/27/25	\$ 4,000	DW S4S
19656	UNINTERRUPTED POWER SUPPLY FOR EROCK			03/11/25	\$ 27,550	M90S-6S18K3
19654	WOOD HOG TUB GRINDER		194-1156	03/19/25	\$ 946,650	
19655	WHEEL LOADER & DOZING BUCKET		TN200789;7NW23243	03/19/25	\$ 426,013	950/B950K
19653	16K BUMPER PULL DUMP TRAILER	6717T	7HCBD1620SB069547	03/20/25	\$ 11,279	
19619	HEIL DD5000 YARD REAR LOADER	6526	FP5026658VIN#WIHKASL12DV270412	03/27/25	\$ 327,231	
19617	ZTRAK MOWER		1TC950MCTRS140868	04/08/25	\$ 11,621	
19618	ZTRAK MOWER	19618	1TC950MCTRS140871	04/08/25	\$ 11,621	
19616	BREAKAWAYEMBED LIGHT POLES			04/15/25	\$ 65,093	
19632	JOHN DEERE COMPACT EXCAVATOR		1FF060PACJ001330	05/07/25	\$ 98,294	
19633	JOHN DEERE MULCHING HEAD		1T0ME36XKS0000803	05/07/25	\$ 25,377	
19663	4 PASSENGER GOLF CART			05/13/25	\$ 9,990	
19638	2025 FORD F550 TELESCOPIC AERIAL DEVICE	4419	1FDUF5HTXSDA02938	06/24/25	\$ 242,100	F550
19634	3D SCANNER			06/30/25	\$ 28,410	
FY 2025 Total					\$ 5,465,361.48	
Total FY 2023 - FY 2025					\$ 21,062,469.53	

POLIHIRE®

Overview¹:

Established in 2006, POLIHIRE specializes in identifying and recruiting leadership for public-serving agencies and mission-based organizations. The firm is recognized for its commitment to excellence, accountability, and diversity.

Mission:

POLIHIRE partners with organizations to understand their leadership needs and identify candidates whose skills, experience, and aspirations align with the client's values of service, excellence, and equity.

Vision:

POLIHIRE believes that effective leaders in public-serving organizations must be more than technical experts—they must champion equitable mission delivery, accessible services, and inclusive operations that reflect the diversity of the communities served.

Services Provided:

Executive Recruitment:

POLIHIRE conducts executive searches for a wide range of organizations, including government entities, philanthropic groups, and private-public partnerships. Their approach emphasizes understanding organizational needs and leveraging access to diverse pools of qualified professionals. With experience in over 2,000 searches, POLIHIRE has helped organizations define leadership requirements and identify experienced candidates for key roles.

Coaching and Leadership Development:

POLIHIRE offers leadership assessments and coaching services designed to unlock individual potential. Their experienced coaches provide ongoing support, focusing on excellence, accountability, and diversity to nurture exceptional leadership talent.

¹ Summarized from POLIHIRE's website: <https://polihire.com/>.

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
PERMIT TECHNICIAN	DEVELOPMENT SERVICES	\$ 42,393	\$ 42,543	\$ 150	0.4%
PERMIT TECHNICIAN	DEVELOPMENT SERVICES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
ZONING OFFICER	DEVELOPMENT SERVICES	\$ 41,808	\$ 44,670	\$ 2,862	6.8%
ZONING OFFICER	DEVELOPMENT SERVICES	\$ 41,009	\$ 44,670	\$ 3,661	8.9%
	Total Development Services	\$ 516,111	\$ 573,288	\$ 57,177	11.0%
2ND CLASS LINEMAN	ENERGY RESOURCES	\$ 56,992	\$ 58,082	\$ 1,090	1.9%
2ND CLASS LINEMAN	ENERGY RESOURCES	\$ 54,142	\$ 58,082	\$ 3,939	7.3%
ADMINISTRATIVE ASSISTANT	ENERGY RESOURCES	\$ 46,625	\$ 46,903	\$ 279	0.6%
ADMINISTRATIVE SECRETARY	ENERGY RESOURCES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
APPRENTICE LINEMAN	ENERGY RESOURCES	\$ 47,784	\$ 50,173	\$ 2,389	5.0%
APPRENTICE LINEMAN	ENERGY RESOURCES	\$ 49,213	\$ 50,173	\$ 960	2.0%
APPRENTICE LINEMAN	ENERGY RESOURCES	\$ 47,784	\$ 50,173	\$ 2,389	5.0%
APPRENTICE LINEMAN	ENERGY RESOURCES	\$ 47,784	\$ 50,173	\$ 2,389	5.0%
APPRENTICE LINEMAN	ENERGY RESOURCES	\$ 47,779	\$ 50,173	\$ 2,394	5.0%
APPRENTICE LINEMAN	ENERGY RESOURCES	\$ 47,784	\$ 50,173	\$ 2,389	5.0%
ASSOCIATE ELECTRICAL ENGINEER	ENERGY RESOURCES	\$ 59,398	\$ 74,129	\$ 14,731	24.8%
DISPATCH OPR I	ENERGY RESOURCES	\$ 36,118	\$ 45,509	\$ 9,391	26.0%
DISPATCH OPR I	ENERGY RESOURCES	\$ 36,837	\$ 45,509	\$ 8,672	23.5%
DISPATCH OPR II	ENERGY RESOURCES	\$ 50,378	\$ 60,453	\$ 10,076	20.0%
DISPATCH OPR II	ENERGY RESOURCES	\$ 40,518	\$ 48,622	\$ 8,104	20.0%
DISPATCH OPR II	ENERGY RESOURCES	\$ 49,005	\$ 58,806	\$ 9,801	20.0%
ELECTRIC METER SUPV	ENERGY RESOURCES	\$ 74,013	\$ 88,816	\$ 14,803	20.0%
ELECTRIC METER TECHNICIAN I	ENERGY RESOURCES	\$ 40,622	\$ 48,747	\$ 8,124	20.0%
ELECTRIC METER TECHNICIAN I	ENERGY RESOURCES	\$ 39,820	\$ 47,784	\$ 7,964	20.0%
ELECTRIC METER TECHNICIAN I	ENERGY RESOURCES	\$ 43,098	\$ 51,717	\$ 8,620	20.0%
ELECTRICAL ENGINEER	ENERGY RESOURCES	\$ 71,349	\$ 85,619	\$ 14,270	20.0%
ENERGY CONTROL SUPERVISOR	ENERGY RESOURCES	\$ 50,336	\$ 61,611	\$ 11,275	22.4%
ENERGY RES MAINT TECH I	ENERGY RESOURCES	\$ 39,820	\$ 47,784	\$ 7,964	20.0%
ENERGY RESOURCES MAINT SUPV	ENERGY RESOURCES	\$ 72,602	\$ 87,123	\$ 14,520	20.0%
ENERGY RESOURCES MAINT TECH II	ENERGY RESOURCES	\$ 49,878	\$ 59,854	\$ 9,976	20.0%
ER OPR MANAGER - ELECTRIC	ENERGY RESOURCES	\$ 131,502	\$ 138,077	\$ 6,575	5.0%
ER OPR MANAGER - GAS	ENERGY RESOURCES	\$ 132,779	\$ 139,418	\$ 6,639	5.0%
GAS COMPLIANCE COORDINATOR	ENERGY RESOURCES	\$ 71,157	\$ 85,388	\$ 14,231	20.0%
GAS DISTRIBUTION MANAGER	ENERGY RESOURCES	\$ 115,082	\$ 120,836	\$ 5,754	5.0%
GAS LINE SUPERVISOR	ENERGY RESOURCES	\$ 66,331	\$ 79,597	\$ 13,266	20.0%
GAS LINE SUPERVISOR	ENERGY RESOURCES	\$ 49,858	\$ 59,829	\$ 9,972	20.0%
GAS LINE SUPERVISOR	ENERGY RESOURCES	\$ 60,237	\$ 72,284	\$ 12,047	20.0%
GAS LINE SUPERVISOR	ENERGY RESOURCES	\$ 48,401	\$ 58,082	\$ 9,680	20.0%
GAS METER SUPERVISOR	ENERGY RESOURCES	\$ 64,979	\$ 77,975	\$ 12,996	20.0%
GAS METER TECH II	ENERGY RESOURCES	\$ 61,652	\$ 73,982	\$ 12,330	20.0%
GAS METER TECHNICIAN I	ENERGY RESOURCES	\$ 40,622	\$ 52,682	\$ 12,059	29.7%
GAS METER TECHNICIAN I	ENERGY RESOURCES	\$ 39,820	\$ 52,682	\$ 12,862	32.3%
GAS PIPELINE INSPECTOR	ENERGY RESOURCES	\$ 72,602	\$ 87,123	\$ 14,520	20.0%
GAS SERVICE TECH I	ENERGY RESOURCES	\$ 43,902	\$ 52,682	\$ 8,780	20.0%
GAS SERVICE TECH I	ENERGY RESOURCES	\$ 48,292	\$ 57,950	\$ 9,658	20.0%
GAS SERVICE TECH II	ENERGY RESOURCES	\$ 66,643	\$ 79,972	\$ 13,329	20.0%
GAS SERVICE TECH II	ENERGY RESOURCES	\$ 62,858	\$ 75,429	\$ 12,572	20.0%
GAS SERVICES SUPERVISOR	ENERGY RESOURCES	\$ 78,229	\$ 93,875	\$ 15,646	20.0%
GAS WORKER I	ENERGY RESOURCES	\$ 45,864	\$ 55,037	\$ 9,173	20.0%
GAS WORKER I	ENERGY RESOURCES	\$ 36,118	\$ 43,341	\$ 7,224	20.0%
GAS WORKER I	ENERGY RESOURCES	\$ 36,118	\$ 43,341	\$ 7,224	20.0%
GAS WORKER I	ENERGY RESOURCES	\$ 36,118	\$ 43,341	\$ 7,224	20.0%
GAS WORKER I	ENERGY RESOURCES	\$ 39,728	\$ 47,674	\$ 7,946	20.0%
GAS WORKER I	ENERGY RESOURCES	\$ 37,211	\$ 44,653	\$ 7,442	20.0%
GENERATOR TECH I	ENERGY RESOURCES	\$ 45,219	\$ 55,316	\$ 10,097	22.3%
GENERATOR TECH II	ENERGY RESOURCES	\$ 54,475	\$ 65,370	\$ 10,895	20.0%
LOAD MANAGEMENT COORDINATOR	ENERGY RESOURCES	\$ 95,909	\$ 104,628	\$ 8,719	9.1%
LOAD MANAGEMENT TECH II	ENERGY RESOURCES	\$ 51,663	\$ 61,996	\$ 10,333	20.0%
LOAD MANAGEMENT TECHNICAL SUPERVISOR	ENERGY RESOURCES	\$ 58,832	\$ 70,599	\$ 11,766	20.0%
LOAD MANAGEMENT TECHNICIAN I	ENERGY RESOURCES	\$ 43,902	\$ 52,682	\$ 8,780	20.0%

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
REGULATORY COMPLIANCE OFFICER	ENERGY RESOURCES	\$ 79,357	\$ 95,228	\$ 15,871	20.0%
STAKING ENG III	ENERGY RESOURCES	\$ 83,304	\$ 99,965	\$ 16,661	20.0%
STAKING ENGINEER I	ENERGY RESOURCES	\$ 67,600	\$ 81,120	\$ 13,520	20.0%
STAKING ENGINEER I	ENERGY RESOURCES	\$ 52,000	\$ 62,400	\$ 10,400	20.0%
STAKING ENGINEER II	ENERGY RESOURCES	\$ 69,742	\$ 83,691	\$ 13,948	20.0%
STAKING ENGINEER II	ENERGY RESOURCES	\$ 54,850	\$ 65,820	\$ 10,970	20.0%
SUBSTATION SUPERVISOR	ENERGY RESOURCES	\$ 89,960	\$ 107,952	\$ 17,992	20.0%
SUBSTATION TECHNICIAN I	ENERGY RESOURCES	\$ 43,902	\$ 55,316	\$ 11,414	26.0%
SUBSTATION TECHNICIAN II	ENERGY RESOURCES	\$ 51,917	\$ 62,300	\$ 10,383	20.0%
	Total Energy Resources	\$ 3,666,335	\$ 4,278,362	\$ 612,027	17.5%
ACCOUNTANT I	FINANCE	\$ 50,821	\$ 57,011	\$ 6,190	12.2%
ACCOUNTANT I	FINANCE	\$ 50,821	\$ 57,011	\$ 6,190	12.2%
ACCOUNTANT I	FINANCE	\$ 55,341	\$ 57,011	\$ 1,670	3.0%
ACCOUNTANT I	FINANCE	\$ 50,821	\$ 57,011	\$ 6,190	12.2%
ACCOUNTANT II	FINANCE	\$ 61,264	\$ 62,855	\$ 1,591	2.6%
ACCOUNTING SPECIALIST I	FINANCE	\$ 44,129	\$ 44,670	\$ 541	1.2%
ACCOUNTING SPECIALIST I	FINANCE	\$ 43,524	\$ 44,670	\$ 1,146	2.6%
ADMINISTRATIVE ASSISTANT	FINANCE	\$ 41,811	\$ 46,903	\$ 5,092	12.2%
BUILDING MAINT/REPAIR TECH II	FINANCE	\$ 40,622	\$ 42,543	\$ 1,920	4.7%
ELECTRICIAN HELPER	FINANCE	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
HEAVY EQUIPMENT OPERATOR	FINANCE	\$ 40,622	\$ 44,670	\$ 4,047	10.0%
MWBE COORDINATOR	FINANCE	\$ 55,000	\$ 59,862	\$ 4,862	8.8%
PAYROLL COORDINATOR	FINANCE	\$ 48,402	\$ 54,296	\$ 5,895	12.2%
PAYROLL COORDINATOR	FINANCE	\$ 49,374	\$ 54,296	\$ 4,922	10.0%
PURCHASING MANAGER	FINANCE	\$ 68,605	\$ 76,960	\$ 8,356	12.2%
WAREHOUSE ASSOCIATE I	FINANCE	\$ 35,360	\$ 38,588	\$ 3,228	9.1%
WAREHOUSE ASSOCIATE I	FINANCE	\$ 41,080	\$ 42,543	\$ 1,463	3.6%
WAREHOUSE SUPERVISOR	FINANCE	\$ 40,622	\$ 44,670	\$ 4,047	10.0%
	Total Finance	\$ 854,338	\$ 926,088	\$ 71,750	8.4%
BATTALION CHIEF - OPERATIONS	FIRE	\$ 78,791	\$ 84,108	\$ 5,317	6.7%
BATTALION CHIEF - OPERATIONS	FIRE	\$ 81,707	\$ 84,108	\$ 2,401	2.9%
BATTALION CHIEF - OPERATIONS	FIRE	\$ 69,908	\$ 84,108	\$ 14,200	20.3%
BATTALION CHIEF - OPERATIONS	FIRE	\$ 80,344	\$ 84,108	\$ 3,764	4.7%
BATTALION CHIEF-SAFETY & TRAIN	FIRE	\$ 70,478	\$ 84,108	\$ 13,630	19.3%
FIRE CAPT SAFETY/TRNING OFF	FIRE	\$ 69,459	\$ 72,127	\$ 2,668	3.8%
FIRE CAPT SAFETY/TRNING OFF	FIRE	\$ 61,044	\$ 72,127	\$ 11,084	18.2%
FIRE CAPT SAFETY/TRNING OFF	FIRE	\$ 71,751	\$ 72,127	\$ 376	0.5%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 69,456	\$ 72,127	\$ 2,671	3.8%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 70,817	\$ 72,127	\$ 1,310	1.8%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 69,524	\$ 72,127	\$ 2,604	3.7%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 70,109	\$ 72,127	\$ 2,018	2.9%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 64,791	\$ 72,127	\$ 7,337	11.3%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 66,991	\$ 72,127	\$ 5,136	7.7%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 65,031	\$ 72,127	\$ 7,096	10.9%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 71,161	\$ 72,127	\$ 966	1.4%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 71,070	\$ 72,127	\$ 1,058	1.5%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 65,207	\$ 72,127	\$ 6,920	10.6%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 69,338	\$ 72,127	\$ 2,790	4.0%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 65,408	\$ 72,127	\$ 6,719	10.3%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 67,519	\$ 72,127	\$ 4,609	6.8%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 65,839	\$ 72,127	\$ 6,289	9.6%
FIRE CAPTAIN - OPERATIONS	FIRE	\$ 69,630	\$ 72,127	\$ 2,498	3.6%
FIRE ENGINEER	FIRE	\$ 58,901	\$ 65,422	\$ 6,520	11.1%
FIRE ENGINEER	FIRE	\$ 59,081	\$ 65,422	\$ 6,341	10.7%
FIRE ENGINEER	FIRE	\$ 61,777	\$ 65,422	\$ 3,645	5.9%
FIRE ENGINEER	FIRE	\$ 57,941	\$ 65,422	\$ 7,481	12.9%
FIRE ENGINEER	FIRE	\$ 59,738	\$ 65,422	\$ 5,684	9.5%
FIRE ENGINEER	FIRE	\$ 61,191	\$ 65,422	\$ 4,231	6.9%
FIRE ENGINEER	FIRE	\$ 61,404	\$ 65,422	\$ 4,018	6.5%

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
FIRE ENGINEER	FIRE	\$ 59,752	\$ 65,422	\$ 5,669	9.5%
FIRE ENGINEER	FIRE	\$ 60,780	\$ 65,422	\$ 4,642	7.6%
FIRE ENGINEER	FIRE	\$ 58,895	\$ 65,422	\$ 6,527	11.1%
FIRE ENGINEER	FIRE	\$ 65,048	\$ 65,422	\$ 373	0.6%
FIRE ENGINEER	FIRE	\$ 55,768	\$ 65,422	\$ 9,653	17.3%
FIRE ENGINEER	FIRE	\$ 63,860	\$ 65,422	\$ 1,562	2.4%
FIRE ENGINEER	FIRE	\$ 60,068	\$ 65,422	\$ 5,354	8.9%
FIRE ENGINEER	FIRE	\$ 64,514	\$ 65,422	\$ 908	1.4%
FIRE ENGINEER	FIRE	\$ 53,939	\$ 65,422	\$ 11,483	21.3%
FIRE ENGINEER	FIRE	\$ 56,784	\$ 65,422	\$ 8,637	15.2%
FIRE ENGINEER	FIRE	\$ 62,653	\$ 65,422	\$ 2,769	4.4%
FIRE ENGINEER	FIRE	\$ 59,175	\$ 65,422	\$ 6,247	10.6%
FIRE ENGINEER	FIRE	\$ 57,784	\$ 65,422	\$ 7,638	13.2%
FIRE ENGINEER	FIRE	\$ 59,620	\$ 65,422	\$ 5,802	9.7%
FIRE ENGINEER	FIRE	\$ 64,832	\$ 65,422	\$ 590	0.9%
FIRE ENGINEER	FIRE	\$ 63,921	\$ 65,422	\$ 1,501	2.3%
FIRE ENGINEER	FIRE	\$ 60,891	\$ 65,422	\$ 4,531	7.4%
FIRE ENGINEER	FIRE	\$ 58,064	\$ 65,422	\$ 7,358	12.7%
FIRE ENGINEER	FIRE	\$ 62,654	\$ 65,422	\$ 2,768	4.4%
FIRE/LIFE SAFETY EDUCATOR	FIRE	\$ 54,954	\$ 65,422	\$ 10,468	19.0%
FIREFIGHTER CADET	FIRE	\$ 39,820	\$ 52,328	\$ 12,508	31.4%
FIREFIGHTER CADET	FIRE	\$ 39,820	\$ 52,328	\$ 12,508	31.4%
FIREFIGHTER CADET	FIRE	\$ 39,820	\$ 52,328	\$ 12,508	31.4%
FIREFIGHTER CADET	FIRE	\$ 39,820	\$ 52,328	\$ 12,508	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,483	\$ 54,944	\$ 11,461	26.4%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 49,911	\$ 54,944	\$ 5,033	10.1%
FIREFIGHTER/EMT	FIRE	\$ 45,992	\$ 54,944	\$ 8,952	19.5%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 42,647	\$ 54,944	\$ 12,297	28.8%
FIREFIGHTER/EMT	FIRE	\$ 45,992	\$ 54,944	\$ 8,952	19.5%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 48,721	\$ 54,944	\$ 6,223	12.8%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 44,289	\$ 54,944	\$ 10,655	24.1%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,483	\$ 54,944	\$ 11,461	26.4%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 43,483	\$ 54,944	\$ 11,461	26.4%
FIREFIGHTER/EMT	FIRE	\$ 43,878	\$ 54,944	\$ 11,066	25.2%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 46,454	\$ 54,944	\$ 8,490	18.3%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,941	\$ 54,944	\$ 11,003	25.0%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 42,647	\$ 54,944	\$ 12,297	28.8%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 42,647	\$ 54,944	\$ 12,297	28.8%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 50,859	\$ 54,944	\$ 4,085	8.0%

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 41,811	\$ 54,944	\$ 13,133	31.4%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 43,065	\$ 54,944	\$ 11,879	27.6%
FIREFIGHTER/EMT	FIRE	\$ 43,802	\$ 54,944	\$ 11,142	25.4%
FIREFIGHTER/EMT	FIRE	\$ 43,483	\$ 54,944	\$ 11,461	26.4%
FIRETRAINING/RECRUITMENT OFF	FIRE	\$ 54,954	\$ 65,422	\$ 10,468	19.0%
SENIOR FIREFIGHTER/EMT	FIRE	\$ 52,337	\$ 62,306	\$ 9,969	19.0%
SENIOR FIREFIGHTER/EMT	FIRE	\$ 51,840	\$ 62,306	\$ 10,467	20.2%
SENIOR FIREFIGHTER/EMT	FIRE	\$ 47,480	\$ 62,306	\$ 14,827	31.2%
SENIOR FIREFIGHTER/EMT	FIRE	\$ 49,035	\$ 62,306	\$ 13,271	27.1%
Total Fire		\$ 5,566,111	\$ 6,426,712	\$ 860,601	17.5%
EMPLOYEE DEVELOPMENT COORD	HUMAN RELATIONS	\$ 60,586	\$ 69,298	\$ 8,712	14.4%
HUMAN RELATIONS SPECIALIST	HUMAN RELATIONS	\$ 53,750	\$ 57,011	\$ 3,261	6.1%
HUMAN RELATIONS SPECIALIST	HUMAN RELATIONS	\$ 60,082	\$ 63,086	\$ 3,004	5.0%
ADMINISTRATIVE ASSISTANT	HUMAN RESOURCES	\$ 41,811	\$ 46,903	\$ 5,092	12.2%
ADMINISTRATIVE SECRETARY	HUMAN RESOURCES	\$ 41,711	\$ 42,543	\$ 832	2.0%
BENEFITS COORDINATOR	HUMAN RESOURCES	\$ 62,000	\$ 69,298	\$ 7,298	11.8%
RECRUITMENT & SELECTION COORD	HUMAN RESOURCES	\$ 64,738	\$ 69,298	\$ 4,560	7.0%
SENIOR HUMAN RESOURCES TECH	HUMAN RESOURCES	\$ 53,489	\$ 54,296	\$ 808	1.5%
SENIOR HUMAN RESOURCES TECH	HUMAN RESOURCES	\$ 47,444	\$ 54,296	\$ 6,853	14.4%
SENIOR HUMAN RESOURCES TECH	HUMAN RESOURCES	\$ 43,902	\$ 54,296	\$ 10,395	23.7%
TRAINING DEVELOPMENT SPEC	HUMAN RESOURCES	\$ 54,896	\$ 59,862	\$ 4,966	9.0%
WELLNESS COORDINATOR	HUMAN RESOURCES	\$ 61,180	\$ 69,298	\$ 8,118	13.3%
Total Human Resources		\$ 645,586	\$ 709,485	\$ 63,899	10.0%
ADMIN SECRETARY	PARKS & RECREATION	\$ 40,268	\$ 42,543	\$ 2,275	5.7%
ADMINISTRATIVE ASSISTANT	PARKS & RECREATION	\$ 45,357	\$ 46,903	\$ 1,546	3.4%
ADMINISTRATIVE CLERK	PARKS & RECREATION	\$ 36,130	\$ 40,517	\$ 4,387	12.1%
ADMINISTRATIVE SECRETARY	PARKS & RECREATION	\$ 39,059	\$ 42,543	\$ 3,484	8.9%
ARTS EDUCATION COORDINATOR	PARKS & RECREATION	\$ 58,723	\$ 59,862	\$ 1,139	1.9%
ARTS PROGRAM COORDINATOR	PARKS & RECREATION	\$ 55,000	\$ 59,862	\$ 4,862	8.8%
ATHLETICS PROGRAM SPECIALIST	PARKS & RECREATION	\$ 48,401	\$ 54,296	\$ 5,895	12.2%
ATHLETICS PROGRAM SPECIALIST	PARKS & RECREATION	\$ 50,325	\$ 54,296	\$ 3,971	7.9%
BUILDING SERVICE TECHNICIAN	PARKS & RECREATION	\$ 34,424	\$ 35,006	\$ 582	1.7%
CONSTRUCTION WORKER I	PARKS & RECREATION	\$ 37,856	\$ 38,588	\$ 732	1.9%
CONSTRUCTION WORKER I	PARKS & RECREATION	\$ 37,440	\$ 38,588	\$ 1,148	3.1%
CREW SUPERVISOR	PARKS & RECREATION	\$ 53,373	\$ 56,041	\$ 2,669	5.0%
CREW SUPERVISOR	PARKS & RECREATION	\$ 51,854	\$ 54,447	\$ 2,593	5.0%
CREW SUPERVISOR	PARKS & RECREATION	\$ 61,110	\$ 64,166	\$ 3,056	5.0%
LIGHT EQUIPMENT OPERATOR I	PARKS & RECREATION	\$ 34,398	\$ 38,588	\$ 4,190	12.2%
LIGHT EQUIPMENT OPERATOR I	PARKS & RECREATION	\$ 35,818	\$ 38,588	\$ 2,770	7.7%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 33,134	\$ 35,006	\$ 1,872	5.6%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 32,136	\$ 35,006	\$ 2,870	8.9%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 33,886	\$ 35,006	\$ 1,121	3.3%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 32,136	\$ 35,006	\$ 2,870	8.9%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 32,136	\$ 35,006	\$ 2,870	8.9%
MAINTENANCE WORKER I	PARKS & RECREATION	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
PARKS CONSTRUCTION SUPERVISOR	PARKS & RECREATION	\$ 49,920	\$ 52,416	\$ 2,496	5.0%
PARKS MAINTENANCE SUPERVISOR	PARKS & RECREATION	\$ 52,166	\$ 54,775	\$ 2,608	5.0%
RECREATION PROGRAM SUPERVISOR	PARKS & RECREATION	\$ 52,428	\$ 54,296	\$ 1,869	3.6%
RECREATION SUPERINTENDENT	PARKS & RECREATION	\$ 76,890	\$ 76,960	\$ 71	0.1%
SPECIAL REC EVENTS COORDINATOR	PARKS & RECREATION	\$ 55,282	\$ 59,862	\$ 4,580	8.3%
THEATRE MANAGER	PARKS & RECREATION	\$ 59,000	\$ 59,862	\$ 862	1.5%
Total Parks & Recreation		\$ 1,291,049	\$ 1,368,049	\$ 77,000	6.4%

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 32,760	\$ 36,750	\$ 3,990	12.2%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 33,738	\$ 36,750	\$ 3,012	8.9%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 35,006	\$ 36,750	\$ 1,744	5.0%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 34,320	\$ 36,750	\$ 2,430	7.1%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 34,070	\$ 36,750	\$ 2,680	7.9%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 33,426	\$ 36,750	\$ 3,324	9.9%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 32,760	\$ 36,750	\$ 3,990	12.2%
ENVIRONMENTAL SERVICES TECH I	PUBLIC WORKS	\$ 33,426	\$ 36,750	\$ 3,324	9.9%
EQUIPMENT MECHANIC I	PUBLIC WORKS	\$ 36,837	\$ 40,517	\$ 3,680	10.0%
EQUIPMENT MECHANIC I	PUBLIC WORKS	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
EQUIPMENT REPAIR SUPERVISOR	PUBLIC WORKS	\$ 60,320	\$ 62,855	\$ 2,535	4.2%
EQUIPMENT REPAIR SUPERVISOR	PUBLIC WORKS	\$ 56,031	\$ 62,855	\$ 6,824	12.2%
HEAVY EQUIPMENT OPERATOR	PUBLIC WORKS	\$ 42,328	\$ 44,670	\$ 2,342	5.5%
HEAVY EQUIPMENT OPERATOR	PUBLIC WORKS	\$ 41,850	\$ 44,670	\$ 2,820	6.7%
KAB COORDINATOR	PUBLIC WORKS	\$ 55,195	\$ 59,862	\$ 4,667	8.5%
LEAD EQUIPMENT MECHANIC	PUBLIC WORKS	\$ 51,517	\$ 54,093	\$ 2,576	5.0%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 32,136	\$ 35,006	\$ 2,870	8.9%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 32,760	\$ 35,006	\$ 2,246	6.9%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
MAINTENANCE WORKER I	PUBLIC WORKS	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
MAINTENANCE WORKER II	PUBLIC WORKS	\$ 32,760	\$ 36,750	\$ 3,990	12.2%
MAINTENANCE WORKER II	PUBLIC WORKS	\$ 33,738	\$ 36,750	\$ 3,012	8.9%
MAINTENANCE WORKER II	PUBLIC WORKS	\$ 33,738	\$ 36,750	\$ 3,012	8.9%
OPERATIONS MANAGER - PW	PUBLIC WORKS	\$ 114,028	\$ 125,000	\$ 10,972	9.6%
PRINCIPAL TRANSPORTATION PLANN	PUBLIC WORKS	\$ 61,774	\$ 69,298	\$ 7,524	12.2%
REFUSE EQUIPMENT MAINT COORD	PUBLIC WORKS	\$ 55,536	\$ 58,313	\$ 2,777	5.0%
REFUSE SVCS SUPERVISOR	PUBLIC WORKS	\$ 64,386	\$ 67,605	\$ 3,219	5.0%
ROADWAY & DRAINAGE SUPERVISOR	PUBLIC WORKS	\$ 65,978	\$ 69,276	\$ 3,299	5.0%
ROADWAY MAINTENANCE SUPV	PUBLIC WORKS	\$ 68,661	\$ 72,094	\$ 3,433	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 37,440	\$ 40,517	\$ 3,077	8.2%
SAN EQ OPR I	PUBLIC WORKS	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
SAN EQ OPR I	PUBLIC WORKS	\$ 40,874	\$ 42,918	\$ 2,044	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 38,210	\$ 40,517	\$ 2,307	6.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 45,802	\$ 48,092	\$ 2,290	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 39,728	\$ 41,714	\$ 1,986	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 44,325	\$ 46,541	\$ 2,216	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 43,160	\$ 45,318	\$ 2,158	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 41,392	\$ 43,462	\$ 2,070	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 45,802	\$ 48,092	\$ 2,290	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 46,862	\$ 49,206	\$ 2,343	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 38,979	\$ 40,928	\$ 1,949	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 42,643	\$ 44,775	\$ 2,132	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 39,090	\$ 41,044	\$ 1,954	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 40,864	\$ 42,907	\$ 2,043	5.0%
SAN EQ OPR I	PUBLIC WORKS	\$ 39,749	\$ 41,736	\$ 1,987	5.0%
SAN EQ OPR II	PUBLIC WORKS	\$ 55,494	\$ 58,269	\$ 2,775	5.0%
SAN EQ OPR II	PUBLIC WORKS	\$ 45,219	\$ 47,480	\$ 2,261	5.0%
SAN EQ OPR II	PUBLIC WORKS	\$ 45,864	\$ 48,157	\$ 2,293	5.0%
SAN EQ OPR II	PUBLIC WORKS	\$ 39,811	\$ 42,543	\$ 2,732	6.9%
SAN EQ OPR II	PUBLIC WORKS	\$ 46,634	\$ 48,965	\$ 2,332	5.0%
SAN EQ OPR II	PUBLIC WORKS	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
SAN EQ OPR III	PUBLIC WORKS	\$ 51,418	\$ 53,988	\$ 2,571	5.0%
SAN EQ OPR III	PUBLIC WORKS	\$ 48,443	\$ 50,865	\$ 2,422	5.0%
SAN EQ OPR III	PUBLIC WORKS	\$ 52,707	\$ 55,343	\$ 2,635	5.0%
SAN EQ OPR III	PUBLIC WORKS	\$ 55,744	\$ 58,531	\$ 2,787	5.0%
SAN EQ OPR III	PUBLIC WORKS	\$ 54,808	\$ 57,548	\$ 2,740	5.0%
SAN EQ OPR III	PUBLIC WORKS	\$ 50,627	\$ 53,159	\$ 2,531	5.0%

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
SANITATION ROUTE COORDINATOR	PUBLIC WORKS	\$ 48,401	\$ 60,000	\$ 11,599	24.0%
SANITATION ROUTE COORDINATOR	PUBLIC WORKS	\$ 55,099	\$ 60,000	\$ 4,901	8.9%
SIGN/PAINT TECHNICIAN II	PUBLIC WORKS	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
SURVEY PARTY TECHNICIAN I	PUBLIC WORKS	\$ 43,902	\$ 49,249	\$ 5,347	12.2%
TRAFFIC ENGINEER I	PUBLIC WORKS	\$ 65,784	\$ 72,762	\$ 6,979	10.6%
TRAFFIC SERVICES SUPERVISOR	PUBLIC WORKS	\$ 52,853	\$ 55,495	\$ 2,643	5.0%
TRANSIT SPECIALIST	PUBLIC WORKS	\$ 50,822	\$ 57,011	\$ 6,190	12.2%
TRANSPORTATION PLANNER	PUBLIC WORKS	\$ 54,000	\$ 57,011	\$ 3,011	5.6%
TRUCK DRIVER	PUBLIC WORKS	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
	Total Public Works	\$ 3,777,258	\$ 4,066,974	\$ 289,716	7.9%
ADMINISTRATIVE ASSISTANT	TECHNOLOGY SERVICES	\$ 43,444	\$ 46,903	\$ 3,459	8.0%
APPLICATIONS ANALYST I	TECHNOLOGY SERVICES	\$ 58,832	\$ 65,998	\$ 7,165	12.2%
APPLICATIONS ANALYST II	TECHNOLOGY SERVICES	\$ 61,657	\$ 69,298	\$ 7,640	12.4%
BUSINESS SYSTEMS ANALYST I	TECHNOLOGY SERVICES	\$ 68,000	\$ 69,298	\$ 1,298	1.9%
E911 CAD COORDINATOR	TECHNOLOGY SERVICES	\$ 56,743	\$ 57,011	\$ 268	0.5%
HELP DESK COORDINATOR	TECHNOLOGY SERVICES	\$ 66,000	\$ 69,298	\$ 3,298	5.0%
IT TECHNICIAN I	TECHNOLOGY SERVICES	\$ 42,900	\$ 44,670	\$ 1,770	4.1%
IT TECHNICIAN II	TECHNOLOGY SERVICES	\$ 48,770	\$ 49,249	\$ 479	1.0%
IT TECHNICIAN II	TECHNOLOGY SERVICES	\$ 43,902	\$ 49,249	\$ 5,347	12.2%
NETWORK COMM TECH II	TECHNOLOGY SERVICES	\$ 53,500	\$ 54,296	\$ 796	1.5%
NETWORK COMM TECH II	TECHNOLOGY SERVICES	\$ 53,500	\$ 54,296	\$ 796	1.5%
WEB SERVICES COORDINATOR	TECHNOLOGY SERVICES	\$ 59,615	\$ 59,862	\$ 247	0.4%
	Total Technology Services	\$ 656,864	\$ 689,427	\$ 32,563	5.0%
ADMINISTRATIVE ASSISTANT	WATER RESOURCES	\$ 43,485	\$ 46,903	\$ 3,418	7.9%
ADMINISTRATIVE SECRETARY	WATER RESOURCES	\$ 41,912	\$ 42,543	\$ 631	1.5%
CONSTRUCTION WORKER II	WATER RESOURCES	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
CONSTRUCTION WORKER II	WATER RESOURCES	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
CONSTRUCTION WORKER II	WATER RESOURCES	\$ 36,109	\$ 40,517	\$ 4,408	12.2%
CONSTRUCTION WORKER II	WATER RESOURCES	\$ 36,118	\$ 40,517	\$ 4,399	12.2%
CREW SUPERVISOR	WATER RESOURCES	\$ 51,376	\$ 51,711	\$ 335	0.7%
CREW SUPERVISOR	WATER RESOURCES	\$ 42,747	\$ 51,711	\$ 8,964	21.0%
GEN SUPERVISOR/W&SEWER OPS	WATER RESOURCES	\$ 63,166	\$ 69,298	\$ 6,131	9.7%
HEAVY EQUIPMENT OPERATOR	WATER RESOURCES	\$ 39,820	\$ 44,670	\$ 4,850	12.2%
HEAVY EQUIPMENT OPERATOR	WATER RESOURCES	\$ 40,622	\$ 44,670	\$ 4,047	10.0%
HEAVY EQUIPMENT OPERATOR	WATER RESOURCES	\$ 40,560	\$ 44,670	\$ 4,110	10.1%
HEAVY EQUIPMENT OPERATOR	WATER RESOURCES	\$ 39,820	\$ 44,670	\$ 4,850	12.2%
HEAVY EQUIPMENT OPERATOR	WATER RESOURCES	\$ 40,520	\$ 44,670	\$ 4,149	10.2%
LABORATORY TECHNICIAN II	WATER RESOURCES	\$ 41,018	\$ 44,670	\$ 3,652	8.9%
LEAD WWTP MECHANIC	WATER RESOURCES	\$ 50,461	\$ 54,296	\$ 3,836	7.6%
MAINTENANCE WORKER I	WATER RESOURCES	\$ 31,200	\$ 35,006	\$ 3,806	12.2%
METER TECHNICIAN I	WATER RESOURCES	\$ 44,450	\$ 44,670	\$ 220	0.5%
METER TECHNICIAN I	WATER RESOURCES	\$ 41,101	\$ 44,670	\$ 3,569	8.7%
METER TECHNICIAN I	WATER RESOURCES	\$ 43,701	\$ 44,670	\$ 969	2.2%
PUMP STATION MAINT LEAD	WATER RESOURCES	\$ 51,418	\$ 54,296	\$ 2,879	5.6%
PUMP STATION MECHANIC	WATER RESOURCES	\$ 39,811	\$ 44,670	\$ 4,859	12.2%
W&S SERVICES TECHNICIAN	WATER RESOURCES	\$ 43,056	\$ 49,249	\$ 6,193	14.4%
WASTEWATER TREAT PLANT OPR I	WATER RESOURCES	\$ 43,952	\$ 44,670	\$ 717	1.6%
WASTEWATER TREAT PLANT OPR I	WATER RESOURCES	\$ 42,973	\$ 44,670	\$ 1,697	3.9%
WASTEWATER TREAT PLANT OPR I	WATER RESOURCES	\$ 39,820	\$ 44,670	\$ 4,850	12.2%
WASTEWATER TREAT PLANT OPR II	WATER RESOURCES	\$ 44,616	\$ 46,903	\$ 2,287	5.1%
WATER DISTRIBUTION SUPERVISOR	WATER RESOURCES	\$ 53,310	\$ 54,296	\$ 986	1.8%
WATER METER SUPERVISOR	WATER RESOURCES	\$ 49,046	\$ 54,296	\$ 5,250	10.7%

Job Title	Department	Original Salary	New Salary	Change in Salary	% Change
WATER TREAT PLANT OPRA	WATER RESOURCES	\$ 46,758	\$ 49,249	\$ 2,490	5.3%
WATER TREAT PLANT OPR C	WATER RESOURCES	\$ 42,952	\$ 44,670	\$ 1,718	4.0%
WATER TREAT PLANT OPR C	WATER RESOURCES	\$ 43,118	\$ 44,670	\$ 1,551	3.6%
WATER TREATMENT PLANT MECHANIC	WATER RESOURCES	\$ 39,820	\$ 44,670	\$ 4,850	12.2%
WTOP TRAINEE	WATER RESOURCES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
WTOP TRAINEE	WATER RESOURCES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
WTOP TRAINEE	WATER RESOURCES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
WWTP OPERATOR TRAINEE	WATER RESOURCES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
WWTP OPERATOR TRAINEE	WATER RESOURCES	\$ 37,924	\$ 42,543	\$ 4,619	12.2%
	Total Water Resources	\$ 1,610,692	\$ 1,749,257	\$ 138,565	8.9%
	Total	\$ 22,656,311	\$ 25,389,414	\$ 2,733,103	12.6%

Appendix H: Finance Director Position Email from POLIHIRE

[Redacted]

From: Kenyatta Uzzell <kenyatta@polihire.com>
Sent: Thursday, November 6, 2025 7:46 AM
To: [Redacted]
Subject: Fwd: Finance Director Position
Attachments: image001.png; Untitled attachment 00091.htm; image002.png; Untitled attachment 00094.htm; image003.png; Untitled attachment 00097.htm; Cover Letter [Redacted].pdf; Untitled attachment 00100.htm; References [Redacted].pdf; Untitled attachment 00103.htm; [Redacted].pdf; Untitled attachment 00106.htm

Here is what we received on [Redacted] application. We did not receive directly from [Redacted].

Kenyatta L. Uzzell (he/him)
Founder & CEO
POLIHIRE
Washington, DC
202-681-9343 desk
202-821-2073 mobile

Begin forwarded message:

From: [Redacted]@rockymountnc.gov>
Subject: Finance Director Position
Date: August 23, 2023 at 9:12:12 AM EDT
To: Kenyatta Uzzell <kenyatta@polihire.com>

Kenyatta,

Please see the attachments for [Redacted] We would like to offer [Redacted] the Finance Director position starting 9/18/2023.

I will reach out to [Redacted] today to make the offer and to let [Redacted] know that you will contact [Redacted] Let me know if you need any further information.

Thank you,

[Redacted]
Director of Human Resources
City of Rocky Mount | 331 S. Franklin St.
Rocky Mount, NC 27802-1180
o: 252.972.1186



ROCKY MOUNT, NC
THE CENTER OF IT ALL

June 23, 2025

Kendra Boyle, Director, Fiscal Management Section
State and Local Government Finance Division and
North Carolina Local Government Commission

Re: Financial Performance Indicator of Concerns

Listed below please find the City of Rocky Mount's plan to rectify the financial performance indicators of concern from the City's 2024 financial audit:

1. (Line 1) Fund Balance available as a percentage of expenditure at 18.38%.

Response: As of June 30, 2024, the City's Available Fund Balance declined significantly to 18.38% of General Fund expenditures, compared to 38.46% at the end of Fiscal Year 2023. This marks a notable decrease that places the fund balance below the 25% minimum threshold that jurisdictions of similar size maintain for fiscal stability and operational resilience. The decline is primarily attributable to unforeseen increases in personnel-related expenditures, including salary adjustments and benefit costs.

Recovery Plan: To meet the City's policy of restoring its fund balance to at least 10% within 36 months, the Fiscal Year 2026 (FY 26) proposed budget outlines several key strategies, that include, but are not limited to, the following:

- No use of fund balance for General Fund operations
- \$1.5 million allocation to unassigned fund balance in FY 2026
- 4-cent Ad Valorem tax increase, projected to generate \$2.4 million of additional revenue.
- Cost-saving measures and revenue enhancements totaling \$1.035 million.

The aforementioned actions are *expected* to rebuild the fund balance to 8% by FY 2026, with the 10% target anticipated by Fiscal Year 2027 or Fiscal Year 2028 through ongoing financial discipline.

2. (Line 2) There was an appropriated fund balance for the General Fund in the 2023 budget, AND your change was negative. Please state if the fund balance was used for operations or capital purposes in the account.

Response: This reduction results primarily from unplanned increases in personnel costs and strategic use of fund balance for capital and operational needs.

Key contributing factors include, but were not limited to the following:

- Unilateral pay increases in April 2023 --- raising Sworn Police Officer starting salaries by nearly 40%, with corresponding increases for higher ranks.
- Adoption of a new Pay Plan in July 2023, which raised General Government minimum salaries by over 13%, despite the proposed FY 2024 budget funding only a 3% increase.

- Personnel expenditures exceeded budget by over \$10.1 million, including wages and benefits.
- Increased use of Fund Balance from \$3.7 million to \$14 million during FY 24, partly supported by \$10 million in American Rescue Plan funds for Police and Parks & Recreation initiatives.

As a result of all of the above, available Fund Balance declined by \$13 million in FY 24.

Recovery Plan: To comply with the City’s Fund Balance Policy requiring restoration to 10% within 36 months, the proposed FY 26 budget includes:

- No appropriation of fund balance in the General Fund.
- A \$1.5 million contribution to unassigned fund balance in FY 2026.
- A 4-cent Ad Valorem tax increase, projected to generate \$2.4 million of additional revenue.
- Expenditure reductions and revenue enhancements totaling \$1.035 million.

These measures position the City to restore an 8% fund balance by the end of FY 2026, with the 10% goal achievable by FY 27 or FY 28 through continued fiscal discipline.

3. (line 5) Operating Net Income (Loss), excluding depreciation, including debt service principal and interest.

Response: A review of financial statements indicates that operating expenditures in the Water Fund increased at a faster pace than operating revenues during FY 24, resulting in a notable operating loss. In contrast, the Sewer Fund experienced growth in operating revenues that outpaced expenditure increases, leading to a reduction in the operating deficit compared to FY 23.

Recovery Plan: To address these imbalances, the Adopted Fiscal Year 2025 Budget and the Proposed Fiscal Year 2026 Budget include retail and wholesale rate increases for both Water and Sewer services. These adjustments are intended to ensure that operating revenues fully cover operating expenditures and capital outlay funded through current revenues (i.e., not supported by debt).

- The FY 25 Adopted Budget implemented rate increases of approximately 7.5% for water and 8% for sewer.
- The FY 26 Proposed Budget includes further rate increases of approximately 7.5% for water and 10% for sewer.

These incremental rate adjustments are designed to move the Water and Sewer Funds toward long-term financial sustainability and reduce reliance on fund balance or external financing for routine capital needs.

4. (Line 8) Water and Sewer Asset Ratio at 0.43

Response and Plan: City staff acknowledge the slight decrease in the Water and Sewer Capital Assets Condition Ratio, which declined from 0.44 in Fiscal Year 2023 to 0.43 in Fiscal Year 2024. In response, staff are actively pursuing substantial improvements to both water and sewer treatment and distribution systems to maintain safe, efficient, and reliable utility operations. In early spring 2025, the City began construction on a new sewer pump station. Additional ongoing initiatives include the replacement of galvanized water mains, rehabilitation, replacement, and expansion of sewer outfalls, and modernization of equipment and facilities at both the water treatment and wastewater treatment plants. These infrastructure projects are being financed through a combination of current Water and Sewer Fund revenues, debt issuance, and, where available, state and federal grants and appropriations.

5. (Line 10) Operating Net Income (Loss), excluding depreciation, including debt service principal and interest.

Response and Plan: The Fiscal Year 2025 Adopted Budget allocated funding within the Electric Fund to conduct a Cost-of-Service Study, aimed at evaluating the adequacy of current electric rates in covering operating costs, as the last rate adjustment occurred in 2017. In FY 24, the city also began making the first of several “true-up” payments to Duke Energy, our wholesale electric provider, in coordination with fellow members of the North Carolina Eastern Municipal Power Agency (NCEMPA). These payments, scheduled through FY 26, are being covered by the Electric Fund’s rate stabilization reserves, preventing the need to pass these costs on to our customers. The Cost-of-Service Study findings were presented to the City Council in May of 2025. Based on the results, the Council directed staff to prepare for a series of incremental electric rate increases, effective July 1, 2025, as part of the FY 26 Operating Budget. These adjustments will help ensure that electric service revenues fully support the ongoing operations and capital needs of the Electric Fund.

6. Line (12) What date was the audit reported to the LGC?

Response: The audit was presented to the Local Government Commission (LGC) on May 6, 2025. This issue mainly happened due to the following:

- Formal resignation of the former Chief Administrative Officer i.e. City Manager, September of 2024
- The attrition of experienced finance and accounting staff (retirements and career advancements outside of the organization)
- Insufficient knowledge and understanding of North Carolina’s budget and finance rules and procedures by the City’s former Chief Administrative Officer and former Finance Director.

As a result, it has taken longer to set up a consistent process for converting our financial records to meet annual reporting requirements.

Plan of Action: The Mayor/City Council has hired a new Chief Administrative Officer (CAO), who is familiar with the rules and procedures related to North Carolina local government budget, finance and applicable LGC deadlines etc. Said CAO is credentialed by the International City/County Management Association and has over a decade of North Carolina Local Government Budget Management experience. Additionally, said CAO has hired a Certified Public Accountant (CPA) to serve as the City’s Finance Director, who will begin working for the City on July 7, 2025. The new Finance Director has over 30 years of North Carolina budget and finance experience, she even served as Assistant Director of the Local Government Commission at one point in her career. With the addition of these two qualified staff members (and others) we are confident that the City will meet the required deadlines, strengthen internal controls and enhance policies and procedures.

7. Line (15) Did your audit disclose any budget violations at the adopted ordinance level?

Response and Plan: The overages noted in Note 18 resulted from expenditure journal entries made at the direction of the auditors, following the completion of account "true-ups" by Budget Office staff. These adjustments were not communicated to the Budget Office in advance, leading to discrepancies. Although the Electric Fund did not exceed its budget at the fund level, the City’s Accounting and Budget Office staff will coordinate more closely moving forward to ensure alignment and prevent similar miscommunications in the future.

8. Line (16) The unit had material weaknesses, significant deficiencies, and statutory violations.

Response: The City agrees with the finding and acknowledges that the inconsistent application of accounting principles in the enterprise funds—specifically the use of both accrual and modified accrual methods—has resulted in reporting errors, time-consuming reconciliations, and unnecessary adjustments. This issue primarily arises from the loss of institutional knowledge due to the retirement or resignation of key financial personnel, compounded by a shortage of adequately trained staff in governmental accounting. These staffing challenges have delayed the implementation of a consistent process to convert modified accrual records to the accrual basis required for annual reporting. To address this, the City will provide focused training and professional development for finance and budget staff to build internal capacity and ensure compliance with GAAP and GASB standards, while also evaluating and improving internal systems and processes to support accurate and efficient financial reporting. The City remains committed to resolving the root causes of this issue and strengthening its overall financial management framework.

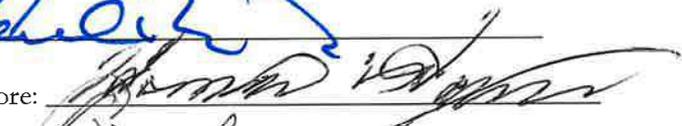
Plan of Action: The City will address the issue immediately by providing targeted training on GAAP and GASB standards, standardizing procedures for converting modified accrual to full accrual, and hiring or contracting experienced accounting professionals to restore lost expertise. Additionally, it will evaluate and improve financial systems to reduce manual reconciliations and implement regular internal reviews to ensure consistency and accuracy in financial reporting.

Closing Remarks

The City acknowledges that it has not met certain mandated deadlines and financial reporting requirements and recognizes the importance of addressing these shortcomings. In response, the City has developed a comprehensive and structured plan to correct the issues, with a strong focus on accountability, transparency, and timely implementation. This plan is already underway and is designed to ensure full compliance moving forward, while restoring public confidence in the City's financial management processes.

Respectfully Submitted:

Mayor: 

Mayor Pro Tempore: 

Councilmember: 

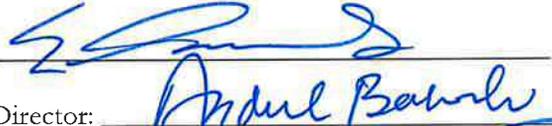
Councilmember: 

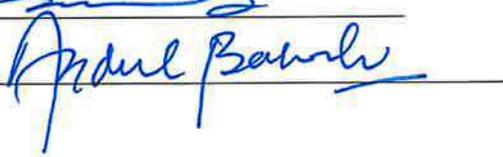
Councilmember: 

Councilmember: 

Councilmember: 

Councilmember: 

City Manager: 

Interim Finance Director: 

COPY



CITY OF ROCKY MOUNT
OFFICE OF THE MAYOR

Mr. [REDACTED]
[REDACTED]

Re: City Manager Position

Dear [REDACTED]

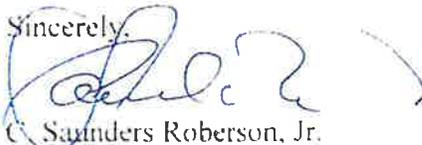
This is to acknowledge that you served the City as Interim City Manager for the period January 24 through July 22, 2022, and that the City compensated you for this period as agreed in a letter dated January 24, 2022.

For your service for the period July 23, 2022, through January 6, 2023, the City agrees to compensate you under the same terms with payment deferred to calendar year 2024.

For your service for the period January 7, 2023 through March 4, 2023, the City agrees to compensate you as provided in the letter January 24, 2022. Due to payment for your time in service in 2023 not resuming until January 21, 2023, the City agrees to compensate you for the pay period January 7-20, 2023 by extending the terms of the agreement through March 18, 2023.

For service to the City that you may provide after March 18, 2023, we entrust the arrangement regarding hours and compensation to be worked out between Keith Rogers and you.

We appreciate your assistance during the past year.

Sincerely,

C. Saunders Roberson, Jr.
Mayor



CITY OF ROCKY MOUNT
OFFICE OF THE MAYOR

September 9, 2024

Mr. [REDACTED]
[REDACTED]

Re: Interim City Manager Position

Dear [REDACTED]

The City Council has authorized me to offer the position of City Manager to you effective August 16, 2024. This is an interim position that will terminate upon the appointment of a City Manager on a permanent basis. You will be working 75 hours bi-weekly, and your bi-weekly salary will be \$8,400. We will grant 10 days of leave compensable only if used during the period of engagement. We will grant holiday pay for the City's regular holidays. This offer includes a city-issued cellphone and laptop computer.

We acknowledge that we have compensated you during the first half of 2024 for your service to the City in 2023. To protect your retirement benefits from the NC Local Government Employee Retirement System, we agree to defer compensation for your service in 2024 to 2025. If you should reach your NCLGERS compensation limit in 2025, we agree to defer whatever you earn beyond that limit in 2025 to 2026.

We appreciate your willingness to return in service to the city and we look forward to working with you again.

Sincerely,

C. Saunders "Sandy" Roberson, Jr.
Mayor

CITY OF ROCKY MOUNT, NORTH CAROLINA

GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2022

	Budgeted Amounts		Actual Amounts	Variance Positive/ (Negative)
	Original	Final		
Revenues:				
Taxes	\$ 28,610,000	\$ 28,610,000	\$ 28,395,797	\$ (214,203)
Intergovernmental	25,957,200	27,390,111	27,001,006	(389,105)
Licenses and permits	1,668,790	1,668,790	1,896,908	228,118
Sales and service	11,217,090	11,817,090	11,340,654	(476,436)
Investment earnings	289,520	349,520	408,064	58,544
Miscellaneous	817,750	888,728	1,089,024	200,296
Total revenues	<u>68,560,350</u>	<u>70,724,239</u>	<u>70,131,453</u>	<u>(592,786)</u>
Expenditures:				
Current:				
General Government:				
Mayor and council	477,090	634,810	344,333	290,477
City clerk	175,490	196,900	195,403	1,497
Internal audit	141,870	206,060	204,573	1,487
Community services	640,470	2,007,960	901,318	1,106,642
City manager	704,120	778,095	726,331	51,764
Communications and marketing	323,280	337,496	242,387	95,109
Downtown development	529,000	1,230,968	155,744	1,075,224
Business and collections services	270,780	234,281	66,618	167,663
Technology services	629,800	1,809,593	656,757	1,152,836
Community and business development	1,314,110	2,454,367	1,089,505	1,364,862
Finance	489,340	343,544	327,896	15,648
Central services	1,964,240	4,050,074	417,399	3,632,675
Development services	2,555,800	3,058,066	2,811,824	246,242
Human resources	1,390,470	2,009,627	1,794,947	214,680
Human relations	447,730	481,320	394,336	86,984
Total general government	<u>12,053,590</u>	<u>19,833,161</u>	<u>10,329,371</u>	<u>9,503,790</u>
Public Safety:				
Police	18,263,860	18,618,019	17,890,971	727,048
Fire	16,377,840	14,983,630	13,091,772	1,891,858
Total public safety	<u>34,641,700</u>	<u>33,601,649</u>	<u>30,982,743</u>	<u>2,618,906</u>
Public Works:				
Administration	382,250	410,106	409,716	390
Street and ROW maintenance	1,850,570	2,098,405	1,952,256	146,149
Environmental service	8,152,080	9,818,795	8,750,600	1,068,195
Fleet maintenance	944,930	1,107,170	243,701	863,469
Engineering - administration	352,310	228,841	215,619	13,222
Engineering - traffic	570,580	510,843	398,945	111,898
Street resurfacing	1,300,000	1,300,000	132,483	1,167,517
Total public works	<u>13,552,720</u>	<u>15,474,160</u>	<u>12,103,320</u>	<u>3,370,840</u>
Parks and Recreation:				
Administration	508,800	580,230	514,043	66,187
Athletics	526,430	519,607	519,367	240
Cultural arts	461,440	399,940	379,225	20,715
Amusements and special events	379,780	385,340	377,552	7,788

The accompanying notes are an integral part of the financial statements.

CITY OF ROCKY MOUNT, NORTH CAROLINA

GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2022

	Budgeted Amounts		Actual Amounts	Variance Positive/ (Negative)
	Original	Final		
Museum	400,420	408,720	407,236	1,484
Parks maintenance	2,221,430	3,175,313	3,127,171	48,142
Cemetery operations	1,397,820	1,350,690	728,582	622,108
Outdoor programs	200,720	265,220	254,060	11,160
Neighborhood programs	1,672,720	1,298,234	1,285,822	12,412
Senior programs	1,084,760	552,627	524,533	28,094
Sports complex	1,087,050	1,124,628	1,048,645	75,983
Imperial Centre	729,810	731,760	727,663	4,097
Event Center	3,075,810	2,395,810	2,180,153	215,657
Total parks and recreation	<u>13,746,990</u>	<u>13,188,119</u>	<u>12,074,052</u>	<u>1,114,067</u>
Public service	<u>3,013,000</u>	<u>3,141,244</u>	<u>662,981</u>	<u>2,478,263</u>
Debt Service:				
Principal	-	4,313,748	4,313,748	-
Interest	<u>5,171,080</u>	<u>1,687,995</u>	<u>1,686,304</u>	<u>1,691</u>
Total debt service	<u>5,171,080</u>	<u>6,001,743</u>	<u>6,000,052</u>	<u>1,691</u>
Total expenditures	<u>82,179,080</u>	<u>91,240,076</u>	<u>72,152,519</u>	<u>19,087,557</u>
Revenues over (under) expenditures	<u>(13,618,730)</u>	<u>(20,515,837)</u>	<u>(2,021,066)</u>	<u>18,494,771</u>
Other Financing Sources (Uses):				
Transfers to other funds	(393,270)	(794,270)	(649,820)	144,450
Transfers from other funds	3,100,000	5,005,757	5,005,757	-
Lease obligations issued	-	248,864	248,864	-
Installment purchase financing issued	<u>7,498,000</u>	<u>7,498,000</u>	<u>1,608,000</u>	<u>(5,890,000)</u>
Total other financing sources (uses)	<u>10,204,730</u>	<u>11,958,351</u>	<u>6,212,801</u>	<u>(5,745,550)</u>
Fund balance appropriated	<u>3,414,000</u>	<u>8,557,486</u>	<u>-</u>	<u>(8,557,486)</u>
Net change in fund balance	<u>\$ -</u>	<u>\$ -</u>	<u>4,191,735</u>	<u>\$ 4,191,735</u>
Reconciliation from Budgetary Basis to Modified Accrual Basis:				
Initial implementation of lease standard:				
Lease liabilities issued			7,381,968	
Capital outlay			(7,381,968)	
Fund Balance:				
Beginning of year, July 1			<u>53,330,851</u>	
End of year, June 30			<u>\$ 57,522,586</u>	

The accompanying notes are an integral part of the financial statements.

CITY OF ROCKY MOUNT, NORTH CAROLINA

GENERAL FUND

STATEMENT OF REVENUES, EXPENDITURES, AND

CHANGES IN FUND BALANCE - BUDGET AND ACTUAL

FOR THE YEAR ENDED JUNE 30, 2023

	Budgeted Amounts		Actual Amounts	Variance Positive (Negative)
	Original	Final		
Revenues:				
Taxes	\$ 29,275,000	\$ 29,275,000	\$ 30,921,202	\$ 1,646,202
Intergovernmental	28,425,640	28,527,779	27,218,105	(1,309,674)
Licenses and permits	1,801,800	1,801,800	1,913,320	111,520
Sales and service	12,261,690	12,261,690	11,877,809	(383,881)
Investment earnings	624,870	1,029,870	1,737,328	707,458
Miscellaneous	1,345,050	1,430,649	1,347,053	(83,596)
Total revenues	<u>73,734,050</u>	<u>74,326,788</u>	<u>75,014,817</u>	<u>688,029</u>
Expenditures:				
Current:				
General Government:				
Mayor and council	612,490	656,320	394,018	262,302
City clerk	220,600	178,801	161,773	17,028
Internal audit	164,300	152,047	142,757	9,290
Community services	1,300,430	12,323,024	2,814,884	9,508,140
City manager	692,550	538,089	431,731	106,358
Communications and marketing	308,330	390,057	338,021	52,036
Downtown development	689,710	1,384,138	564,717	819,421
Business and collections services	148,970	124,507	42,750	81,757
Technology services	863,330	1,013,664	172,139	841,525
Community and business development	754,130	1,590,254	333,442	1,256,812
Finance	428,240	216,871	165,458	51,413
Central services	1,638,150	2,146,941	1,043,503	1,103,438
Development services	3,054,480	2,986,999	2,786,418	200,581
Human resources	1,738,120	2,602,816	2,150,424	452,392
Human relations	578,970	595,310	512,771	82,539
Total general government	<u>13,192,800</u>	<u>26,899,838</u>	<u>12,054,806</u>	<u>14,845,032</u>
Public Safety:				
Police	20,069,840	21,190,599	20,724,904	465,695
Fire	15,803,520	15,730,713	15,131,903	598,810
Total public safety	<u>35,873,360</u>	<u>36,921,312</u>	<u>35,856,807</u>	<u>1,064,505</u>
Public Works:				
Administration	447,180	419,180	413,677	5,503
Street and ROW maintenance	1,866,550	1,967,329	1,905,462	61,867
Environmental service	8,270,980	9,132,755	8,934,395	198,360
Fleet maintenance	3,341,310	2,594,522	2,430,046	164,476
Engineering - administration	409,620	880,540	565,915	314,625
Engineering - traffic	586,000	737,438	585,705	151,733
Street resurfacing	800,000	5,490,896	2,565,967	2,924,929
Total public works	<u>15,721,640</u>	<u>21,222,660</u>	<u>17,401,167</u>	<u>3,821,493</u>

The accompanying notes are an integral part of the financial statements.

CITY OF ROCKY MOUNT, NORTH CAROLINA

**GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2023**

	Budgeted Amounts		Actual Amounts	Variance Positive (Negative)
	Original	Final		
Expenditures (Continued):				
Current (Continued):				
Parks and Recreation:				
Administration	\$ 626,240	\$ 670,524	\$ 654,956	\$ 15,568
Athletics	559,120	639,589	638,786	803
Cultural arts	541,020	589,250	563,052	26,198
Amusements and special events	469,590	529,090	510,346	18,744
Museum	423,990	491,335	475,505	15,830
Parks maintenance	2,579,960	3,636,324	3,598,992	37,332
Cemetery operations	1,132,460	1,384,408	923,809	460,599
Outdoor programs	211,120	308,220	305,184	3,036
Neighborhood programs	1,262,340	1,522,144	1,494,056	28,088
Senior programs	591,550	2,290,577	2,188,929	101,648
Sports complex	1,163,040	1,179,711	1,160,310	19,401
Imperial Centre	752,740	773,286	758,718	14,568
Event Center	3,361,180	2,951,352	2,852,430	98,922
Total parks and recreation	<u>13,674,350</u>	<u>16,965,810</u>	<u>16,125,073</u>	<u>840,737</u>
Public service	<u>3,372,000</u>	<u>4,234,295</u>	<u>765,003</u>	<u>3,469,292</u>
Debt Service:				
Principal	3,655,992	5,050,000	5,426,134	(376,134)
Interest	1,585,908	1,717,450	1,329,994	387,456
Total debt service	<u>5,241,900</u>	<u>6,767,450</u>	<u>6,756,128</u>	<u>11,322</u>
Total expenditures	<u>87,076,050</u>	<u>113,011,365</u>	<u>88,958,984</u>	<u>24,052,381</u>
Deficiency of revenues under expenditures	<u>(13,342,000)</u>	<u>(38,684,577)</u>	<u>(13,944,167)</u>	<u>24,740,410</u>
Other Financing Sources (Uses):				
Transfers to other funds	(375,000)	(1,305,819)	(1,205,810)	100,009
Transfers from other funds	3,250,000	13,250,000	13,250,000	-
SBITA obligations issued	-	-	234,577	234,577
Lease obligations issued	-	448,617	449,047	430
Installment purchase financing issued	5,967,000	7,095,323	5,708,000	(1,387,323)
Total other financing sources	<u>8,842,000</u>	<u>19,488,121</u>	<u>18,435,814</u>	<u>(1,052,307)</u>
Fund balance appropriated	<u>4,500,000</u>	<u>19,196,456</u>	<u>-</u>	<u>(19,196,456)</u>
Net change in fund balance	<u>\$ -</u>	<u>\$ -</u>	<u>4,491,647</u>	<u>\$ 4,491,647</u>
Fund Balance:				
Beginning of year - July 1, restated			<u>59,146,800</u>	
End of year - June 30			<u>\$ 63,638,447</u>	

CITY OF ROCKY MOUNT, NORTH CAROLINA

GENERAL FUND

STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2024

	Budgeted Amounts		Actual Amounts	Variance Positive (Negative)
	Original	Final		
Revenues:				
Taxes	\$ 30,312,000	\$ 30,658,225	\$ 31,280,954	\$ 622,729
Intergovernmental	30,663,490	31,245,733	30,003,000	(1,242,733)
Licenses and permits	2,040,200	2,040,200	1,828,407	(211,793)
Sales and service	13,198,200	12,963,200	11,965,934	(997,266)
Investment earnings	1,310,520	1,310,520	1,814,179	503,659
Miscellaneous	1,697,590	1,578,990	1,183,768	(395,222)
Total revenues	<u>79,222,000</u>	<u>79,796,868</u>	<u>78,076,242</u>	<u>(1,720,626)</u>
Expenditures:				
Current:				
General Government:				
Mayor and council	609,060	587,250	386,806	200,444
City clerk	208,850	280,560	279,814	746
Internal audit	154,710	66,610	66,100	510
Community services	605,680	1,067,197	1,067,000	197
City manager	804,320	1,104,897	1,103,602	1,295
Communications and marketing	353,280	407,255	406,122	1,133
Downtown development	712,340	442,923	442,743	180
Business and collections services	150,850	216,568	209,787	6,781
Technology services	2,011,360	1,007,251	993,818	13,433
Community and business development	1,443,520	5,551	(73,103)	78,654
Finance	615,970	242,122	216,686	25,436
Central services	4,165,850	797,260	787,229	10,031
Development services	2,948,040	3,502,104	3,501,489	615
Human resources	1,589,600	1,691,905	1,671,078	20,827
Human relations	596,310	604,240	603,219	1,021
Total general government	<u>16,969,740</u>	<u>12,023,693</u>	<u>11,662,390</u>	<u>361,303</u>
Public Safety:				
Police	21,478,670	27,367,077	27,363,968	3,109
Fire	15,694,000	17,249,510	17,244,737	4,773
Total public safety	<u>37,172,670</u>	<u>44,616,587</u>	<u>44,608,705</u>	<u>7,882</u>
Public Works:				
Administration	274,380	444,385	444,316	69
Street and ROW maintenance	1,280,720	1,351,830	1,351,705	125
Environmental service	9,030,990	10,191,496	10,723,318	(531,822)
Fleet maintenance	5,427,330	3,074,923	3,941,272	(866,349)
Engineering - administration	668,590	613,351	613,257	94
Engineering - traffic	407,560	830,971	830,812	159
Street resurfacing	825,000	2,646,501	2,493,515	152,986
Total public works	<u>17,914,570</u>	<u>19,153,457</u>	<u>20,398,195</u>	<u>(1,244,738)</u>

CITY OF ROCKY MOUNT, NORTH CAROLINA

**GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
FOR THE YEAR ENDED JUNE 30, 2024**

	Budgeted Amounts		Actual Amounts	Variance Positive (Negative)
	Original	Final		
Expenditures (Continued):				
Current (Continued):				
Parks and Recreation:				
Administration	\$ 916,730	\$ 964,540	\$ 964,308	\$ 232
Athletics	592,690	704,510	704,162	348
Cultural arts	577,600	643,770	643,661	109
Amusements and special events	466,020	524,089	523,876	213
Museum	420,100	453,410	453,300	110
Parks maintenance	3,531,820	3,963,803	3,963,368	435
Cemetery operations	909,870	786,958	786,592	366
Outdoor programs	199,020	241,214	240,786	428
Neighborhood programs	1,395,390	1,516,197	1,515,232	965
Senior programs	630,130	784,939	707,885	77,054
Sports complex	1,133,310	1,102,922	1,102,719	203
Imperial Centre	774,410	937,099	936,923	176
Event Center	3,481,050	3,926,973	3,926,964	9
Total parks and recreation	<u>15,028,140</u>	<u>16,550,424</u>	<u>16,469,776</u>	<u>80,648</u>
Public service	<u>2,752,000</u>	<u>5,212,871</u>	<u>3,510,238</u>	<u>1,702,633</u>
Debt Service:				
Principal	4,267,330	6,651,809	6,651,484	325
Interest	1,332,550	1,573,918	1,573,759	159
Total debt service	<u>5,599,880</u>	<u>8,225,727</u>	<u>8,225,243</u>	<u>484</u>
Total expenditures	<u>95,437,000</u>	<u>105,782,759</u>	<u>104,874,547</u>	<u>908,212</u>
Deficiency of revenues under expenditures	<u>(16,215,000)</u>	<u>(25,985,891)</u>	<u>(26,798,305)</u>	<u>(812,414)</u>
Other Financing Sources (Uses):				
Sale of capital assets	-	-	210,736	210,736
Transfers to other funds	(375,000)	(2,673,196)	(1,673,196)	1,000,000
Transfers from other funds	6,530,000	3,867,066	3,867,066	-
Lease obligations issued	-	-	3,998,145	3,998,145
Installment purchase financing issued	6,130,000	6,130,000	5,209,000	(921,000)
Total other financing sources	<u>12,285,000</u>	<u>7,323,870</u>	<u>11,611,751</u>	<u>4,287,881</u>
Fund balance appropriated	<u>3,930,000</u>	<u>18,662,021</u>	<u>-</u>	<u>(18,662,021)</u>
Net change in fund balance	<u>\$ -</u>	<u>\$ -</u>	<u>(15,186,554)</u>	<u>\$ (15,186,554)</u>
Fund balance, beginning of the year			<u>63,638,447</u>	
Ending balance			<u>\$ 48,451,893</u>	

Rocky Mount Event Center

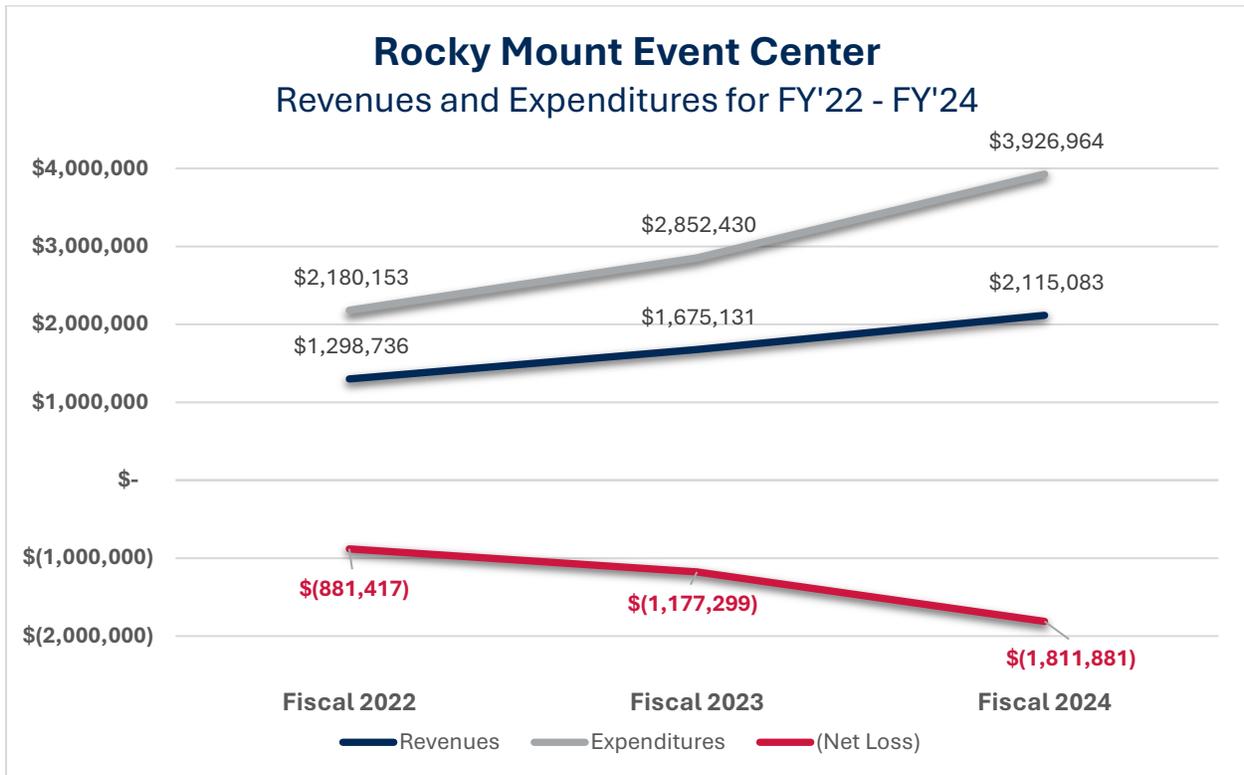


The Rocky Mount Event Center (RMEC) is a 165,000-square-foot, state-of-the-art multipurpose facility located in downtown Rocky Mount, North Carolina. Opened in 2018, RMEC serves as a hub for sports tournaments, concerts, trade shows, corporate meetings, and community events. The RMEC offers eight basketball courts, sixteen volleyball courts, and a championship court built to professional standards. Guests can enjoy entertainment features such as climbing walls, an aerial ropes course, and the Game Day Adventure Arcade. The facility also includes flexible meeting rooms, banquet halls, and full-service catering options, with a capacity to host up to 5,000 attendees for large-scale events.

The City issued \$36,815,000 Special Obligation Bonds on December 28, 2016, which were used to finance construction of the Rocky Mount Event Center. Principal is due annually, in installments ranging from \$300,000 to \$2,965,000, beginning fiscal year 2019 through May 2036; interest is due semi-annually at rates ranging from 3.5% to 5.0%. Outstanding balance at June 30, 2024, is **\$28,590,000**. Annual debt service requirements to maturity for the City's special obligation bonds without regard to accrued interest are as follows:

Year Ending June 30	Principal	Interest
2025	\$ 1,820,000	\$ 1,245,800
2026	1,910,000	1,154,800
2027	2,005,000	1,059,300
2028	2,110,000	959,050
2029	2,215,000	853,550
2030-2034	12,700,000	2,632,200
2035-2036	5,830,000	307,825
Total	<u>\$ 28,590,000</u>	<u>\$ 8,212,525</u>

The graph below shows how revenues, expenditures, and net losses for the Rocky Mount Event Center changed from FY2022 to FY2024. Revenues increased steadily from about \$1.3 million in FY2022 to \$1.68 million in FY2023 and \$2.12 million in FY2024. Expenditures rose more sharply, starting at \$2.18 million in FY2022, climbing to \$2.85 million in FY2023, and reaching \$3.93 million in FY2024. As a result, net losses widened each year, moving from \$881,417 in FY2022 to \$1,177,299 in FY2023 and **\$1,811,881** in FY2024, highlighting that while revenue growth is positive, rising costs continue to outpace income.



Ordering Information

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