ACQUISITION INTEGRATION TOOLKIT

ACQUISITION GUIDE

Fleet Acquisition Guide

What to Request, Why It Matters, and How to Use It

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A plain-language guide for business owners, fleet leaders, HR, finance, risk and integration teams. Use it for a handful of vehicles or a large, multi-state fleet, and scale the requests to the actual operation.

How to use this guide

Request information through the approved deal process. Compare the seller's records with each other, verify important exceptions, and assign an owner to every unresolved issue. The goal is not to collect files. It is to decide what you are acquiring, what it will cost, and what must be ready before vehicles are used.

Start with a vehicle-by-vehicle list. Without it, titles, leases, insurance, maintenance, costs and driver assignments cannot be reconciled reliably.

SECTION 1

Understand the fleet and what is owned

Ask the seller for	Why it matters	How to use it
1. Vehicle list by VIN Year, make and model, unit number, location, assigned driver, mileage, use, condition, and whether each vehicle is active, stored or out of service.	Establishes exactly which vehicles are in the deal and where they are.	Match the list to registrations, insurance, financial records and a sample of physical vehicles. Investigate missing, duplicate or unidentified units.
2. Ownership records Titles, registrations, liens, financing and rental records for each vehicle.	Shows who legally owns each vehicle and what must be paid or transferred.	Identify title gaps, lender releases, registration renewals, and costs or approvals needed before transfer.
3. Leases and fleet management agreements Agreements with leasing and fleet management companies, including unit schedules and end-of-term terms.	Vehicles may carry continuing payments, mileage penalties or limits on transferring a contract.	Estimate buyouts and fees. Decide whether to assume, replace or exit each agreement, and confirm required consents.

Ask the seller for	Why it matters	How to use it
4. Condition and maintenance Vehicle condition, maintenance history, inspections, recalls and the out-of-service list.	Deferred repairs and unsafe vehicles can create immediate costs and downtime.	Identify vehicles that must not be driven until repaired. Estimate near-term maintenance and replacement spending.

SECTION 2

Understand cost and service continuity

Ask the seller for	Why it matters	How to use it
5. Fleet spending Spending for the last 12 to 24 months: leases, fuel, repairs, tires, tolls, taxes and fees.	Shows the true operating cost, not just the purchase price of the vehicles.	Build a realistic first-year budget and identify unusually costly vehicles or locations.
6. Vendor and service contracts Maintenance, fuel cards, tolls, roadside assistance, registration services and fleet systems.	Important services can stop at closing or carry termination and assignment costs.	Identify which accounts must stay active on Day 1, which can transfer and which need replacing.
7. Replacement outlook Replacement plans, vehicle age and mileage, and outstanding orders or planned disposals.	A low purchase price can hide a large near-term replacement need.	Forecast capital needs and decide which vehicles to retain, replace, sell or reassign.

SECTION 3

Understand drivers, safety and insurance

Ask the seller for	Why it matters	How to use it
8. Authorized drivers Authorized driver list, vehicle assignments, license checks and the motor vehicle record (MVR) review process.	An assigned driver may not meet the buyer's or insurer's eligibility rules.	Confirm who can drive on Day 1. Plan lawful screening, approvals and temporary restrictions.
9. Driver policies and training Driver policies, onboarding, training, violations and disciplinary follow-up.	Written rules alone do not show whether risky behavior is addressed.	Compare standards with the buyer's program. Identify immediate communication, training and coaching needs.
10. Crashes and claims Crash history, insurance loss runs, open claims, major losses and corrective-action records, typically 3 to 5 years if available.	Repeated or severe crashes may point to underlying driver, vehicle or supervision problems.	Look for trends by driver, location and cause. Review significant open claims with insurance and legal specialists.
11. Insurance Policies and vehicle schedules, including liability, physical damage, deductibles and hired and non-owned auto coverage.	Coverage can change at closing, and employees' personal vehicles may create additional exposure.	Have the broker confirm who insures each vehicle and use type at the exact transition time. Resolve gaps before driving.

Ask the seller for	Why it matters	How to use it
12. Telematics and cameras Telematics, GPS, cameras and driver scorecards: contracts, device inventory, alerts, data access and privacy practices.	The buyer may lose visibility or inherit systems that are not used consistently.	Decide what data and devices can transfer lawfully, who responds to alerts, and how to keep monitoring without a gap.

SECTION 4

Check special operating requirements

Ask the seller for	Why it matters	How to use it
13. Commercial-vehicle profile Vehicle weight ratings, passenger or hazardous-material operations, and the states and routes involved.	Some vehicles and operations trigger additional federal or state rules.	Have a qualified reviewer determine which DOT and FMCSA, licensing, inspection, registration and tax rules apply. Do not assume every company vehicle is regulated.
14. Regulated operations If regulated: USDOT and operating authority records, driver qualification files, hours of service, the drug and alcohol program and required inspections, as applicable.	Certain records, registrations and programs may need to be in place under the correct legal entity.	Verify the operating entity and the Day 1 compliance plan with qualified specialists. Do not assume numbers or programs transfer automatically.
15. Personal vehicles used for work Roster of employees who use personal vehicles for work, mileage or allowance rules, insurance requirements and the approval process.	These drivers may be missing from the company-vehicle list but still create business risk.	Decide eligibility, reimbursement, required coverage and how personal-vehicle use will be managed.

SECTION 5

Make the closing and Day 1 decisions

Ask the seller for	Why it matters	How to use it
16. Final vehicle and driver lists Updated lists shortly before closing, plus vehicles added, sold, totaled or moved.	The fleet can change between the initial review and closing.	Reconcile the final population. Update coverage, assignments, titles and the transition plan.
17. Transition contacts Closing contacts and transition instructions for insurers, fleet providers, lenders, fuel cards and drivers.	A vehicle may be legally acquired but unable to operate or obtain service.	Confirm who does what, when accounts switch, and how drivers get help on Day 1.
18. Open issues Open issues, costs, required consents and planned fixes.	Unresolved items can affect the price, deal terms, timing and safe operation.	Sort each issue into a decision category: restrict vehicle use, refer for a business decision, or assign a dated action after closing.

WHAT TO WATCH FOR

Warning signs worth escalating

These findings do not automatically stop a deal, but each deserves a closer look and a named owner before you decide how to proceed.

ESCALATE WHEN YOU SEE

- **Missing or conflicting VIN records.** You cannot confirm what you are buying, insuring or transferring.
- **Vehicles with unresolved safety defects.** They may need to stay out of service until repaired.
- **Large deferred repair or replacement costs.** A low price can hide significant near-term spending.
- **Repeated serious crashes.** The driver, vehicle or supervision problems behind them may continue.
- **Drivers with unverified eligibility.** They may not meet the buyer's or insurer's rules on Day 1.
- **Open major claims.** Costs and disputes can continue after the sale; the deal terms should say who pays.
- **Insurance uncertainty at closing.** A gap in coverage leaves the business exposed from the first mile.
- **Vendor access ending at closing.** Fuel, maintenance or roadside services can stop on Day 1.
- **Unclear commercial-vehicle compliance obligations.** Required registrations and programs may need to be in place under the correct legal entity first.

MAKING THE CALL

Three decisions every acquisition team should make

Sort every material finding into one of three categories. Each needs a named owner.

Before vehicles are used	Business or deal decision	After closing
Are drivers eligible, vehicles roadworthy, coverage confirmed, and required operating permissions and services in place?	Are there major repair bills, lease buyouts, claims, vendor fees or other exposures that need a budget, a purchase-agreement provision or specialist review?	Which lower-risk changes can be assigned to a named owner with a deadline and any needed temporary controls?
Typical response Restrict any affected vehicle, driver or activity until the answer is yes.	**Typical response** Refer to leadership and advisors; reflect in price, terms, insurance or the integration budget.	**Typical response** Record it with an owner, due date and any interim control; confirm the fix worked.

IMPORTANT DISTINCTION

Closing approval and permission to operate are different decisions. A transaction may close while particular vehicles, drivers or activities remain restricted. Confirm legal, insurance and regulatory requirements with qualified advisors for the actual transaction and jurisdictions.

PUT IT TO WORK

Working checklist

Mark one status for each item. Received and reviewed means the information was evaluated and a decision or action recorded, not simply received. Record every open item in the table that follows.

Review item	Requests	Received / reviewed	Missing / follow up	Not applicable
Vehicle inventory reconciled to other records	1	☐	☐	☐
Ownership, titles, liens and registrations checked	2	☐	☐	☐
Leases, buyouts and transfer requirements assessed	3	☐	☐	☐
Condition, overdue maintenance and recalls reviewed	4	☐	☐	☐
Operating costs and replacement needs estimated	5, 7	☐	☐	☐
Vendors, fuel cards and service continuity confirmed	6	☐	☐	☐
Driver eligibility, policies and training reviewed	8, 9	☐	☐	☐
Crashes, open claims and corrective actions assessed	10	☐	☐	☐
Insurance and coverage transition confirmed	11	☐	☐	☐
Telematics, data access and privacy reviewed	12	☐	☐	☐
Regulated operations screened and specialist review arranged	13, 14	☐	☐	☐
Personal-vehicle business use addressed	15	☐	☐	☐
Final pre-close vehicle and driver lists reconciled	16	☐	☐	☐
Day 1 contacts, restrictions and transition owners confirmed	17, 18	☐	☐	☐

Open issues and next actions

One line for each material issue. Keep supporting evidence in the transaction file.

Issue or missing item	Category*	Decision or restriction	Responsible	Next action and due date

*Before vehicles are used (B), Business or deal decision (D) or After closing (A).

Closing and operating readiness

Readiness for affected vehicles and drivers	Sign-off
☐ Ready	Decision owner: _____
☐ Ready with restrictions (list them above)	Review date: _____
☐ Not ready for affected driving	Open “before vehicles are used” issues: _____
☐ More information needed	Restrictions communicated to drivers: Yes / No

READY TO SEND

Sample seller information request

Copy and adapt the request below. Remove items that do not fit the business, and send it through the approved deal channel.

Subject: Fleet information request

As part of our acquisition planning, we are requesting the fleet information listed below. We will use it to assess transfer requirements, Day 1 readiness, operating risks and expected integration costs.

Please provide what is available through [secure data room or channel] by [date]. If an item does not apply, or is not available, please say so with a brief explanation. Please share driver records and claims information only through the approved secure process; summaries are welcome where they are enough, and all information will be handled under our confidentiality agreement.

1. A vehicle list by VIN, with year, make and model, unit number, location, assigned driver, mileage, use, condition and status
2. Titles, registrations, liens, financing and rental records for each vehicle
3. Lease and fleet management agreements, including unit schedules and end-of-term terms
4. Maintenance history, inspections, open recalls and the out-of-service list
5. Fleet spending for the last 12 to 24 months, and vendor and service contracts (maintenance, fuel cards, tolls, roadside, registration, fleet systems)
6. Replacement plans, outstanding vehicle orders and planned disposals
7. The authorized driver list, assignments, license and MVR review process, and driver policies and training
8. Crash history, loss runs, open claims and corrective actions for the last 3 to 5 years, if available
9. Insurance policies and vehicle schedules, including hired and non-owned auto coverage
10. Telematics, GPS and camera contracts, device inventory, data access and privacy practices
11. Where applicable: commercial-vehicle details, USDOT and operating authority records, and regulated driver and inspection programs
12. Where applicable: employees who use personal vehicles for work, with reimbursement and insurance requirements
13. Before closing: updated vehicle and driver lists, changes since the last list, transition contacts and open issues

Please contact [name, title, email, phone] with any questions. Thank you for your help.

ABOUT THIS GUIDE

This guide is for general educational purposes and is an acquisition planning aid. It is not legal, insurance, tax or regulatory advice, or a certification of compliance. Requirements vary by transaction structure, vehicle, use and jurisdiction. Confirm applicability, coverage and obligations with qualified professionals, and handle driver, location and claims information lawfully and securely.