

STANDARD OPERATING PROCEDURE

How to know which van is losing money, month by month.

Six steps that keep vans that cannot roll off the day sheet, record every repair with who paid, renew paperwork before it lapses, and show each van's net every month.

PORTALS	Fleet, Dispatch
ROLES	Owner, Manager, Finance, Dispatcher
HOW OFTEN	Every morning, Every repair, Weekly, On warning, Monthly
PAGES USED	Fleet Dashboard, Vehicles, Fleet Financials, Load Out
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READ ONLINE	ultimatedsp.com/knowledge/vehicle-management

What this SOP fixes

- Lease, insurance and repair bills sit in different places.
- Amazon's vehicle payment is never tied to a van.
- Nobody knows which van made money and which lost it.
- Vans sit in the yard and nobody counts the days.

How to use it: read sections 1 to 6 once. Then run section 7 on the rhythm in section 6, and print the checklists in section 11 for the wall.

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1. Purpose and scope

This SOP keeps every van accounted for, from the morning status check to the monthly net. Vans that cannot roll stay off the day sheet, every repair is logged with who paid, idle vans are used or returned, paperwork is renewed before it lapses, and each van's net and repair record decide whether it stays.

It is written for the owner and manager who run the fleet, the dispatcher who checks vans each morning, and finance, who brings in the monthly costs. Amazon's vehicle payment is not tied to a van, so the per-van split in this SOP is yours to make.

This SOP covers

- Daily van status before load-out.
- Service records, and who paid.
- Idle vans.
- Registration, inspection, permit and lease renewals.
- Monthly net per van.
- Keep-or-replace decisions on vans that keep failing.

It does not cover

- Fuel, tolls and driver pay per van. They are not part of net per van.
- Accident claims and their payment. Ultimate DSP records the incident, not the claim.
- Amazon's own vehicle inspections and fleet portal.

2. Why this matters

Amazon's vehicle payment is not tied to a particular van. With lease, insurance and repair bills in different places, nobody can say which van makes money. Four gaps cause it:

THE PROBLEM	WHAT IT COSTS YOU
Lease, insurance and repair bills sit in different places	Nobody adds them up per van, so no van's real cost is known.
Amazon's vehicle payment is never tied to a van	Its statements cannot tell you which van loses money.
Nobody knows which van made money	Losing vans stay on the fleet, month after month.
Vans sit in the yard and nobody counts the days	An idle van costs its lease and insurance and earns nothing.

3. What good looks like

- No grounded or in-shop van is offered for a route.
- Every repair is logged when the bill arrives, with who paid it.
- Every idle van gets a decision each week: back on routes, or returned.
- No registration, inspection or permit lapses.
- Every van's net is reviewed every month.
- Vans that keep failing get a keep-or-replace decision, not another repair by default.
- No route is lost to a van that should never have been on the sheet.
- Every van's net is known every month.
- Vans that keep failing are replaced on the numbers, not on a hunch.

4. Roles and responsibilities

ROLE	WHAT THEY OWN IN THIS SOP
Owner	Decides on idle and failing vans, reviews net per van, and sets vans Off fleet.

ROLE	WHAT THEY OWN IN THIS SOP
Manager	Sets van status, adds service records and renewals, and works Needs Attention.
Dispatcher (Operations)	Checks van status before load-out, sets vans In shop or Grounded, and logs incidents.
Finance	Brings in insurance, lease and Amazon payment figures on Fleet Financials, and reads the spend card.
Sub Admin	Has the same rights as the Owner, except where only the Owner can act.
Driver	Does the pre-trip inspection and reports defects, so they go to repair, not onto the road.

5. Before you start

Set these up once. Every step below assumes they are in place.

TASK
☐ Add every van in Vehicles, or import them, with VIN, type, plate and ownership. Mark rented vans as Rented.
☐ Enter each van's starting odometer, so mileage reminders can fire.
☐ Set the suitable service types for each vehicle type, so Load Out can offer the van.
☐ Add each van's renewals with their notice dates, and its maintenance reminders.
☐ Set each van's Priority list for Load Out.
☐ Run the On Road import every day, so idle and utilization figures are right.

6. The rhythm

When each part of the procedure happens, who does it and on which page.

WHEN	WHAT	WHO	WHERE
Every morning, before load-out	Read status tiles and Needs Attention, set vans In shop or Grounded	Manager or Dispatcher	Fleet Dashboard, Vehicles
Every repair	Add a service record with who paid and the invoice	Owner or Manager	Vehicles

WHEN	WHAT	WHO	WHERE
Every week	Decide on every idle van	Owner or Manager	Fleet Dashboard
On warning	Renew, and record the new expiration	Owner or Manager	Vehicles
Every month	Bring in costs and review net per van	Owner or Finance	Fleet Financials
Every month	Decide on the vans on Lemon Watch	Owner or Manager	Fleet Dashboard

7. The procedure, step by step

Six steps: one every morning, one on every repair, one weekly, one on warning and two monthly. The Fleet pages share one record per van, so a repair logged once counts everywhere it should.

1

Keep grounded and in-shop vans off the day sheet

Every morning

Where Fleet · Fleet Dashboard **Who** Manager or Dispatcher

WHY THIS STEP MATTERS

A van that fails an inspection is grounded until it is repaired, and you supply another van or lose the route. Catching it before load-out turns a lost route into a van swap.

HOW TO DO IT

1. Open Fleet. The Fleet Dashboard opens with the status tiles: **On fleet total**, **In service**, **In shop**, **Grounded** and **Off fleet**.
2. In **Needs Attention**, work the red rows first, and click each row's **Open** link to go to the van.
3. Walk the parked vans before drivers arrive, and check driver-recorded damage in Amazon's fleet portal.
4. For a van that cannot roll, open it in Vehicles and click **Change status**. Pick **In shop** or **Grounded** and type the reason.
5. For **In shop**, add **Expected back** and the **Vendor**, then save.

WHAT TO CHECK

- Every van that cannot roll shows In shop or Grounded.
- Every red row has been opened and dealt with.
- No van on today's Load Out sheet shows a Fleet status warning.

Done when: Every van that cannot roll reads In shop or Grounded, and every red row in Needs Attention has been dealt with.

IF SOMETHING IS WRONG

- A red row shows a lapsed registration, inspection or permit: that van legally cannot roll. Keep it off the road and renew it.
- A red row says a van has been grounded for days with no service activity: book the repair, or decide on the van.
- An orange row says a shop return is overdue: call the vendor and update Expected back.
- A van on the sheet shows In shop in Fleet: Load Out warns but does not block. Swap the van.

KEEP A RECORD

Every status change adds a permanent Status History row: from, to, the reason and who made it.

2

Log every repair with who paid for it

Every repair

Where Fleet · Vehicles **Who** Owner or Manager

WHY THIS STEP MATTERS

A repair bill that sits in email never reaches the van's numbers, and a bill with the wrong payer makes a reimbursed repair look like a loss. Who paid decides whether a repair counts against the van.

HOW TO DO IT

1. Open Fleet, then **Vehicles**, open the van and the **Service Records** tab, and click **+ Add service record**.
2. Pick the **Category**, and enter the **Vendor**, a **Description** and the **Odometer at service**.
3. Enter the **Cost** and pick **Paid by: Out of pocket, Amazon, FIF, Insurance** or **Warranty**.
4. Drop the invoice into **Invoice / documents**, then save.
5. For damage, log the incident first with **+ Log incident**, then add the service record for the repair.

WHAT TO CHECK

- The cost matches the invoice.
- Paid by is right: Out of pocket only when you paid it yourself.
- The invoice is attached, and you checked whether the maintenance program or warranty covers the work.

Done when: The repair shows on the van's Service Records with its cost, its payer and the invoice.

IF SOMETHING IS WRONG

- Save is blocked by the odometer: a reading can never be lower than an earlier-dated reading. Check the reading and the date.
- You deleted a record from a month that has ended: that month's service spend and net on Fleet Financials change.
- An incident shows no cost: incidents hold no money. Only the service records linked to them count.

KEEP A RECORD

Every save is audited, and the odometer reading also becomes one of the van's readings.

3

Put idle vans back on routes or return them

Weekly

Where Fleet · Fleet Dashboard **Who** Owner or Manager

WHY THIS STEP MATTERS

An idle van still costs its lease and insurance. Amazon pays for a count of vehicles, not named vans, so a van your routes do not need costs you money and earns nothing.

HOW TO DO IT

1. Open Fleet. On the Fleet Dashboard, pick the period at the top right, for example **This Week**.
2. Read **Idle Vans**: each van, its status, when it last ran and how many days it has sat.
3. Click a van to open its Overview, and check which service types it can run.
4. To use it, check its **Priority** list and assign it on Load Out.
5. To return it, click **Change status**, pick **Off fleet** and type the reason. Then update Amazon's fleet portal, the station's fleet contacts and your insurer.

WHAT TO CHECK

- Every idle van has a decision.
- Returned vans read Off fleet with a reason.
- Amazon's fleet portal and your insurer's vehicle list match the change.

Done when: Every van on Idle Vans has a decision: back on routes, or Off fleet with a reason.

IF SOMETHING IS WRONG

- The card says every in-service van ran: nothing is idle in this period.
- The van's Overview says it runs nothing: its vehicle type has no suitable service types, so auto-assign never offers it.
- A van that ran today still shows idle: route data comes from the On Road import, so it is only as fresh as the last import.

- You want to delete a van: there is no delete. Set it Off fleet, and its record is kept.

KEEP A RECORD

An Off fleet van keeps its record and service history, its recorded costs stay counted, its renewals pause and Load Out never offers it.

4

Renew registration, inspection and permits before they lapse

On warning

Where Fleet · Vehicles **Who** Owner or Manager

WHY THIS STEP MATTERS

A lapsed registration, inspection or permit means the van legally cannot roll, and a missed lease notice date can renew a van you meant to hand back. A warning 30 days out gives you time to act.

HOW TO DO IT

1. Open the van in Vehicles, then the **Maintenance & Renewals** tab, and click **+ Add renewal**.
2. Pick the **Type**: Registration, Inspection, Permit or Lease. Enter the **Name / ID**, **Expiration date**, **Notice by**, **Cost** and **Issuing authority**, then save.
3. To add the same renewal to many vans, tick them on the Vehicles list and click **Add renewal**.
4. When a renewal warns, do the renewal with the authority or the lessor.
5. Then click **Renew** on its row, enter the **New expiration date**, **Notice by** and **Cost**, and click **Renew**.

WHAT TO CHECK

- Every van has its registration, inspection and permits added as renewals.
- Every rented van has a Lease renewal with its notice date.
- No renewal reads LAPSED.

Done when: The renewal's status chip is green again, with the new expiration and Last renewed updated.

IF SOMETHING IS WRONG

- A renewal reads LAPSED on registration, inspection or a permit: the van legally cannot roll. Set it Grounded until the paperwork is done.
- A van shows no warnings at all: warnings only come from renewals you added. Add them.
- A rented van was saved without a Lease renewal: it will not warn before its term ends.
- Renew refuses the date: the new expiration must be after the current one.

KEEP A RECORD

The old term goes to history with its own cost, and a renewal cost is also written to the van's service records as a fee.

5

Review net per van and the losing vans

Monthly

Where Fleet · Fleet Financials **Who** Owner or Finance

WHY THIS STEP MATTERS

Amazon's vehicle payment is not tied to a van, so its statements cannot tell you which van loses money. Splitting it per van yourself, next to each van's own costs, is how you see it.

HOW TO DO IT

1. Open Fleet, then **Fleet Financials**.
2. On the **Insurance**, **Lease** and **Amazon Payments** tabs, import the month's files or type the figures.
3. Split Amazon's vehicle payment across the vans yourself. Anything you do not give to a van sits on Fleet (unallocated).
4. On **Dashboard**, pick the month and read **Amazon in**, **Lease out**, **Insurance out**, **Service out-of-pocket** and **NET**.
5. Read **Vans Losing Money**, and click a van to jump to its row in Unit Economics.
6. Find the column that drives the loss. Few days in service points to downtime. A full month in service with thin Amazon money points to dispatch.
7. Use **Filters** with **Incomplete Rows Only** to find vans missing a cost.

WHAT TO CHECK

- No van is flagged incomplete.
- Fleet total matches the tiles.
- Every losing van has a cause: downtime, repairs, or too little Amazon money for its costs.

Done when: The month's figures are in, no van is flagged incomplete, and every van on Vans Losing Money has a cause you understand.

IF SOMETHING IS WRONG

- A van is flagged incomplete: its insurance is blank, or its lease is blank on a rented van. Its net is overstated until you fill it in.
- A blank cell is not zero: blank means no charge recorded. Type 0 only when there was no charge.
- You changed a figure for a month that has ended: it asks for a reason, and the van gets a Restated tag.
- Net looks better than your bank account: net leaves out driver pay, fuel, tolls, depreciation, interest and taxes.

KEEP A RECORD

Every figure is kept by van and by month, and a changed past figure keeps its reason and a Restated tag.

6

Decide on vans at twice the median repair cost

Monthly

Where Fleet · Fleet Dashboard **Who** Owner or Manager

WHY THIS STEP MATTERS

A van that keeps failing costs the repairs and the routes it misses while it is grounded. Comparing each van with the median van shows the vans that keep failing, not just whichever bill was biggest this month.

HOW TO DO IT

1. Open Fleet. On the Fleet Dashboard, find **Lemon Watch · Last 90 Days** in the spend card.
2. Read each van's **Out of pocket**, **Vs median**, **Total** and **Top category**, and the **Median cost per serviced van** tile.
3. Click a van to open its service records for the last 90 days.
4. Read the ledger: one big repair usually means keep the van. The same kind of failure again and again means replace it or escalate.
5. Before paying for more work, check what the maintenance program or warranty covers.
6. To replace it, click **Change status**, pick **Off fleet** and type the reason.

WHAT TO CHECK

- Every van on the list has a decision.
- You read the service records, not just the total.
- Replaced vans read Off fleet, and Amazon's fleet portal and your insurer are updated.

Done when: Every van on Lemon Watch has a keep-or-replace decision, and replaced vans read Off fleet with a reason.

IF SOMETHING IS WRONG

- The median tile shows a dash: no van was serviced in the window, so there is nothing to compare.
- A van with big bills is not on the list: Lemon Watch counts out-of-pocket money only, so reimbursed repairs do not count.
- Registration and permit fees are missing from the spend: fees are left out of Lemon Watch on purpose.
- The list did not change after you picked another period: Lemon Watch always looks at the last 90 days.

KEEP A RECORD

A replaced van keeps an Off fleet row in Status History with its reason, and the list moves only when the service records do.

8. The three numbers to watch

Read these numbers on the cadence in the rhythm table. Each one tells you whether the procedure is working.

NUMBER	WHAT IT TELLS YOU	ACT WHEN
Needs Attention	Every van problem on one list: renewals, overdue service, status, odometer and photo issues. Red rows first.	Any red row: deal with it before load-out.
NET per van	The Amazon money given to a van, minus its lease, insurance and out-of-pocket service, each month.	It is below zero: find the column that drives it, and decide on the van.
Vs median	A van's out-of-pocket service spend over 90 days, against the median serviced van.	It is above 2x: read the van's service records and decide keep or replace.

9. Common mistakes

MISTAKE	WHY IT HURTS	DO THIS INSTEAD
Letting a van with a known defect roll.	A failed inspection grounds it, and the route can be lost.	Set it In shop or Grounded before load-out.
Paying repair bills without logging them.	The van's costs never reach its net.	Add a service record with who paid.
Marking a reimbursed repair as out of pocket.	The van looks worse than it is.	Pick the payer that actually paid.
Leaving idle vans in the yard.	They cost lease and insurance and earn nothing.	Use them or return them, every week.
Tracking renewals in a spreadsheet.	A date slips, and the van cannot roll.	Add every renewal on the van, with its notice date.
Judging vans by Amazon's statements.	Amazon's vehicle payment is not tied to a van.	Review net per van on Fleet Financials.

10. When to escalate

- A van reads LAPSED on registration, inspection or a permit: the manager keeps it off the road and tells the owner the same day.
- A lease notice date is close and nobody has decided on the van: the owner decides before the date passes.
- The same van is on Vans Losing Money for several months: the owner decides to keep, fix or return it.
- A van has been grounded for over a week with no repair booked: the manager takes it to the owner.

11. Printable checklists

Print this page and pin it where the work happens. Tick each line and initial it. Keep the sheet with the day's records.

Every morning

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Status tiles read	
☐ Red Needs Attention rows dealt with	
☐ Vans that cannot roll set In shop or Grounded	
☐ No Fleet warning on the Load Out sheet	

Every month

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Insurance, lease and Amazon payment figures in	
☐ No van flagged incomplete	
☐ Vans Losing Money reviewed	
☐ Lemon Watch vans decided	

12. Terms used in this SOP

TERM	MEANING
In service, In shop, Grounded, Off fleet	On the road, at the shop, not driveable, and returned or sold with the record kept.
Service record	One repair or fee, with its cost and who paid.
Out of pocket	Money you paid yourself. Amazon, FIF, Insurance and Warranty count as reimbursed.
FIF	Amazon's Fleet Incident Fund.
Renewal	Dated paperwork on a van, such as registration, inspection, a permit or a lease.
Notice by	The last day to act on a renewal, such as giving lease notice.
Idle van	An in-service van with no route in the last 7 days.
NET	A van's monthly result after its own lease, insurance and out-of-pocket service. Not company profit.
Fleet (unallocated)	The row for money or charges not tied to a van.
Lemon Watch	Vans whose out-of-pocket service spend over 90 days is more than twice the median serviced van's.
Restated	A figure changed after its month ended, with a reason.

13. Related SOPs

- Increase profitability: ultimatedsp.com/knowledge/increase-profitability
- Daily dispatch: ultimatedsp.com/knowledge/daily-dispatch
- Validate Amazon invoices: ultimatedsp.com/knowledge/validate-amazon-invoices

About this SOP

Written by an Amazon DSP that runs these procedures every day, using the pages of Ultimate DSP. Amazon's program policies, your DSP agreement and the law come first: where they differ from this SOP, follow them. Page names and on-screen labels match Ultimate DSP as of September 2026. The latest version is online at ultimatedsp.com/knowledge/vehicle-management.