



CITY AND COUNTY OF SAN FRANCISCO
San Francisco Municipal Transportation Agency
Request for Proposals
THE PROCUREMENT OF
30-Foot, 40-FOOT AND 60-FOOT LOW FLOOR
DIESEL HYBRID COACHES

Proposal Section	Title	Bid Submission Requirements
6-C	C. Approach to Work	Provide a description of where and how the work will be carried out. Provide a description that will describe the manner in which the three types of coaches will be coordinated from design review through final coach delivery.

Attached is a sample project plan that serves as a guide to meet the contractual requirements once an order is confirmed. Should New Flyer be the successful contractor for all three types of coaches New Flyer will individually assign a Sales release (SR) for each coach; however, it will coordinate the entire project as one contract with the goal of matching the configuration on all models as required. We have also included information on our manufacturing organization.



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1 Project Plan

1.1 Project Scope

1.2 Roles and Responsibilities

New Flyer Team

Paula Lemay, Customer Program Manager

Paula has been with New Flyer since 2005. She concluded the contracts as the Program Manager for the largest Consortium contract consisting of 150 gasoline hybrid-electric buses delivered in North America. Previously, Paula served as a District Quality Assurance Manager at the Cargill Animal Nutrition plant in Winnipeg.

Mark Fisher, Regional Sales Manager

Mark Fisher has been with New Flyer since 2008 and represents New Flyer in the Western United States. Prior to joining New Flyer, Mark spent nine years with Ricon Corporation in various Sales and Engineering management positions. Mark holds a degree in Mechanical Engineering from California State University, Los Angeles and has experience in strategic planning, new product development, marketing strategy and aftermarket product support.

Frank Rytych, Regional Product Support Manager

Frank started at New Flyer in July 2013 as a Regional Product Support Manager. Prior to New Flyer Frank was a Product Support Representative for Daimler Buses North America(Orion Bus Industries) for 11 years. Prior to Daimler he spent 3 years as a field service technician working on bus Diesel and Natural Gas engines and 1 year as a shop foreman at Valley Power Systems. Frank is a graduate from Universal Technical Institute in Automotive and Diesel and has a ASE certification in diesel and electrical repair.



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Adrian Graca, Manager Technical Sales

Adrian joined New Flyer in 2005 in Engineering and moved into his current capacity in 2011. Prior to this, Adrian spent ten years with Orion Bus Industries in Production, Engineering and Sales. He has taken a variety of business and technical university courses at the University of Brandon and Sheridan College.

Kelley Nail, Regional Parts Sales Manager

Kelley began at New Flyer in 1999 as the Regional Parts Sales Manager. Prior to this, Kelley worked for four years for Apache Future as Manager of Fleet Services. Kelley also served as a Sergeant in the United States Army and graduated from the Wyoming Technical Institute in Automotive and Diesel and is a Master Technician in Automotive.

Roles:

Project Data Management (PDM) Project Coordinator, Alec Matyus

All inquiries for PDM can be directed through the CPM.

Reports to the PDM Manager. Accountable for reviewing all technical aspects of the specification/requirements. Creates and maintains the Bill of Material (BOM) and the Technical Summary. The PDM project coordinator will determine and task all the required internal designs for the program.

Mark Fisher, Regional Sales Manager

Reports to the Executive Vice-President, Sales & Marketing. Responsible for the establishment, growth and continued relationship between New Flyer and customers in their region.

Frank Rytych, Regional Service Support Manager

Reports to the Manager, Field Operations. Coordinates post – delivery activity including inspection, acceptance, and the service and warranty processes.



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Technical Services Manager, Kevin Turner

204-224-6712, Kevin_Turner@NewFlyer.com

Reports to the Director, Service Organization. Responsible for supporting the RPSM with technical information, repair documents and engineering design updates and changes. The point of contact with all OE suppliers to New Flyer and assist with warranty failure investigations and fleet defect administration.

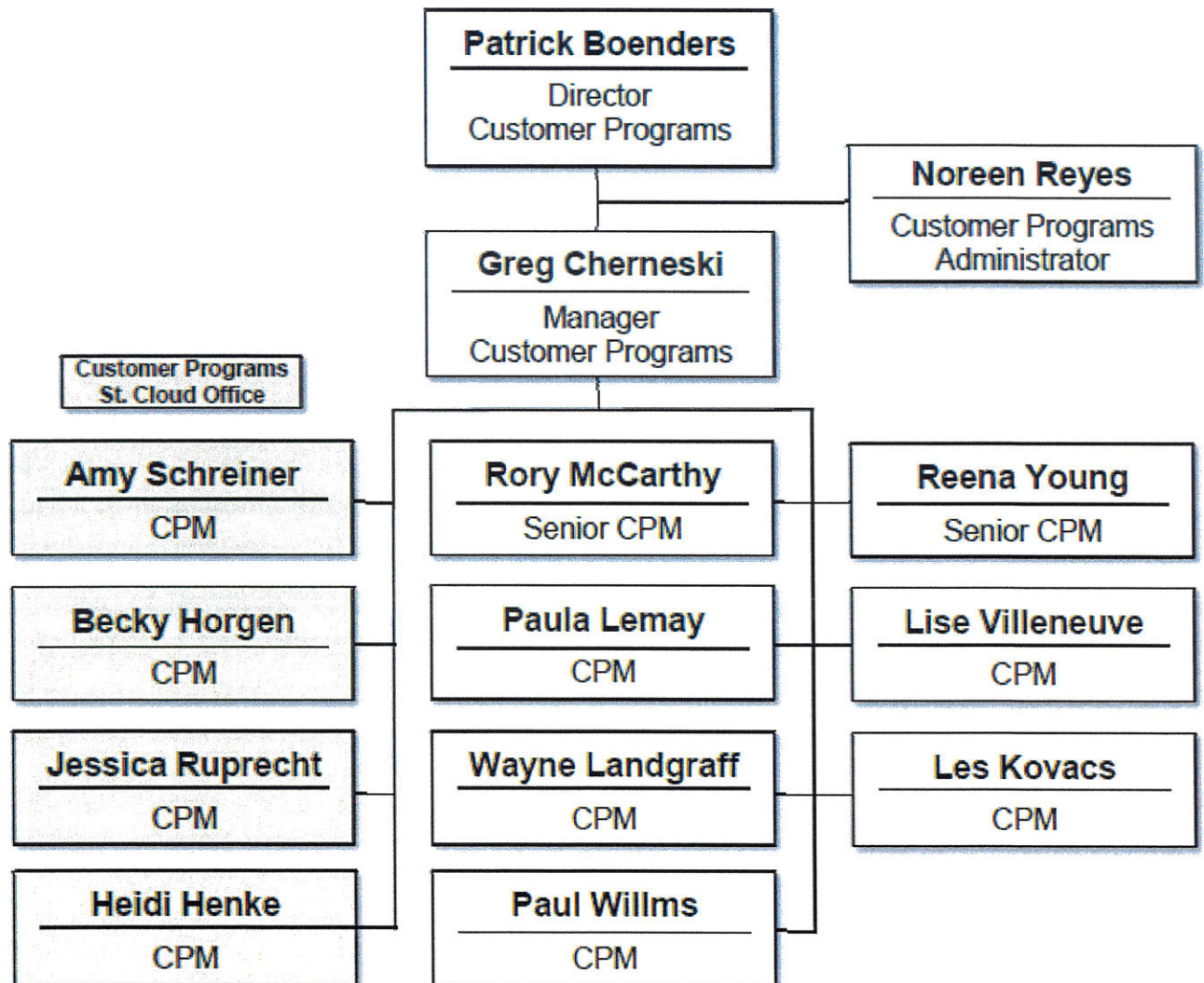
Kelly Nail, Regional Parts Sales Manager

Reports to the Customer Services Group Lead of the Parts Organization. Customer Service provides responses to customer inquiries, parts requests and technical support questions. Initiate and manage the Coach Down process. Responsible for managing the customer's parts orders and offers support while building strong and lasting customer relationships.



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New Flyer Customer Programs Management Department Organizational Chart





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1.3 Communication Plan

Items for consideration

- Primary and backup points of contact
- Call in numbers
- Weekly/monthly meetings
- Ground rules for meetings, dates and agendas
- Review the specification for formal meeting requirements.
- Email protocol: who will be included in all email correspondence at both NF and Property



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1.4 Cost and Change Management

Change Management. Post Contract Award, any technical changes to the product baseline established at bid, is handled by the SRCR Process (Sales Release Change Request). Depending on the complexity of the requested changes, they could result in changes to the schedule, commercial terms, and overall cost of the project.

The changes are managed in the following manner:

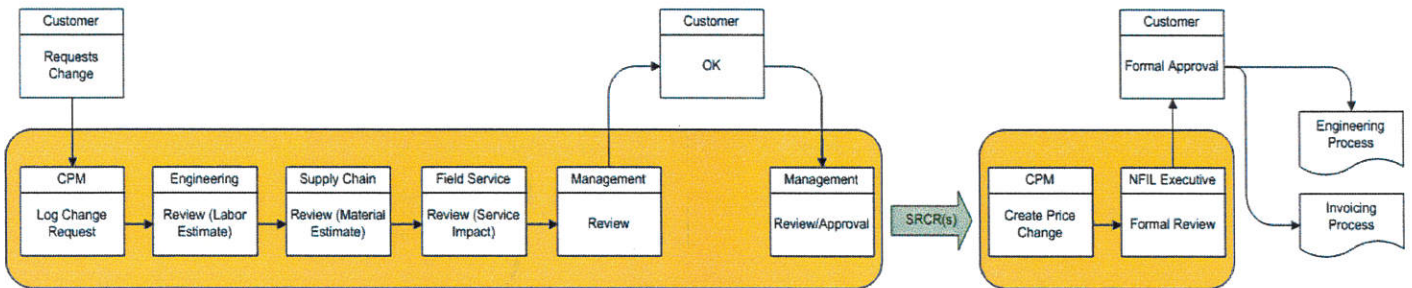
- Change requests are submitted and entered by the CPM
- PDM assesses and provides engineering resource estimates
- Supply Chain provides material price information
- Price for the change is reviewed with the customer
 - Who is authorized at property to approve price changes?
 - What is the estimated time required to review and approve?
- Once permission is given to proceed, approved SRCR's are applied to a Price Change Summary document
- Price Change Summaries are approved by New Flyer Executive and Customer Authority
 - Who should the Price Change for signature be addressed to?
 - How long will routing for signature take (estimated)?
 - Are any other change documents required for signature/contract modification?

Reference the Change Request Overview Sheet.



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SRCR Process



SRCR Flow:

- Change Request is received and logged into Oracle
- Labor and Material estimates are compiled
- Net Change to existing design is analyzed
- Impact to Service (if any) is assessed
- Management review
- Change OK'd by Customer
- SRCR accepted

Price Change Flow:

- SRCR(s) summarized on a Price Change
- NFIL Exec review and signature approval
- Customer authorization
- Engineering and Invoicing processes initiated



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1.5 Schedule Management

The following are key milestones during the design phase of the project. Dates indicated are deadlines required to facilitate successful execution of the project.

Should New Flyer be the successful contractor, the table below would be populated with dates that are linked to the NTP date and the proposed delivery schedule in Section B-8 of our proposal.

Event	Milestone Date for SR-XXX	Weeks to Line Entry
Contract Award	Insert date awarded	Insert weeks to LE based on prod schedule
SR Release (Internal Milestone)		
Post Award (Internal Meeting)		
Strategy Meeting (Internal Meeting)		
Customer Package		
Pre-Production Meeting		
MRL Revision A Release (Internal Milestone)		
Final MRL Release (Internal Milestone)		
Line Entry		0



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Contract Award: Receipt of formal documentation from the customer, to direct New Flyer to proceed with the work as required.

Sales Release (SR): Creation of the bus order released within New Flyer's Enterprise Resource Planning system. Once the SR is created, Sales Orders may be placed against the item, creating demand for procurement of parts and assemblies.

Post Award Meeting: Internal New Flyer review of contract information, project scope and delivery requirements. The primary focus of the meeting is to enable the bid team to communicate the parameters of customer requirements and the details of the New Flyer proposal. This is the project kickoff or launch meeting.

Customer Package: Project Plan and the primary communication tool for the project. A preliminary version of the document is sent to the customer for review prior to the PPM.

Pre-Production Meeting: Formal meeting with the customer, New Flyer, and others (as required) to communicate and review the scope, schedule and other elements of the project.

Master Resolution List (MRL) Revision A Release: After reviewing the requirements with the customer, the formal release of the MRL captures any changes and/or clarifications to the contract.

Final MRL Release: This documents the closure of all items affecting the Engineering Bill of Material (BOM). Any changes after this point in time may add risk to the program's success.

Line Entry: The date the bus enters its first build station. Welding of the bus frame begins approximately two weeks prior.



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1.6 Payment

Payment Terms

Review the contract documentation and bid specification for payment details, as well as applicable Approved Equals and Deviations.

Special Requests for Invoicing

Summarize the aspects of pricing so that the invoicing process is established.

1.7 Bus Delivery and Acceptance

Buses are to be delivered to the following locations:

<Delivery Address and Contact Information>

1.8 Procurement Management

This section is used to describe the status and management of any special or unique items that requires particular attention, either due to risk, or specifically called out in the contract documentation. This is a good place to use a Risk Matrix

This may include vendor items such as:

- Prototype designs
- Items with particularly long lead times or specialized requirements
- Supplier Application Approvals
- Testing (
- First Article Inspection requirements and tentative dates
- Customer Supplied Parts
- Specialized Contract Spare/Deliverable Requirements



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Risk Table

Insert items identified above and complete table.

Item	Description	Likelihood (H/M/L)	Impact (H/M/L)	Mitigation
1				-
2				-
3				-



Manufacturing

Manufacturing Capability

Since 1930, New Flyer has designed and manufactured over **34,000 heavy-duty transit buses** to customers throughout the United States and Canada, including more than 4,000 CNG-powered buses.

We maintain **five bus and component manufacturing facilities** throughout North America spanning a total of 1,363,000 square feet of space and employing more than **3,000 employees**.



New Flyer remains the **only bus OEM to have acquired all three areas of certification**, including:

- ISO 9001 (quality),
- ISO 14001 (environment), and
- OHSAS 18001 (safety).

These standards have been integrated into the New Flyer Management System, which means that any activity in the company must meet all three sets of criteria, ensuring we never compromise.

These standards are measurable and considered the **industry's best practices**, and are the foundation for our **Sustainability initiatives**, which allows us to create "A Better Product. A Better Workplace. A Better World."

A better **product**.
A better **workplace**.
A better **world**.

A Better Product

Over the last several years, New Flyer has invested significantly in our facilities, upgrading safety systems, paint, lighting, manufacturing processes and implementing in-sourcing initiatives.

By bringing the manufacture of components in-house, we feel that we can create value for our customers. Our investments in small parts paint and electrical harness fabrication have improved quality and reduced cost. In 2010, New Flyer purchased TCB Enterprises, a parts fabrication business. Today, TCB provides stanchions, modesty panels, lighting and various other components to all New Flyer facilities.



Manufacturing

Manufacturing Organization:

New Flyer employs a team of approximately **1267 manufacturing leaders, specialists and technicians** throughout our manufacturing and service locations.

Reporting directly to the Executive Vice President, Bus Business Unit, the Vice President of Manufacturing is responsible for operational functions at New Flyer's bus manufacturing plants in the United States and Canada.

A copy of the resume for Kevin Wood, Vice President of Manufacturing is attached.

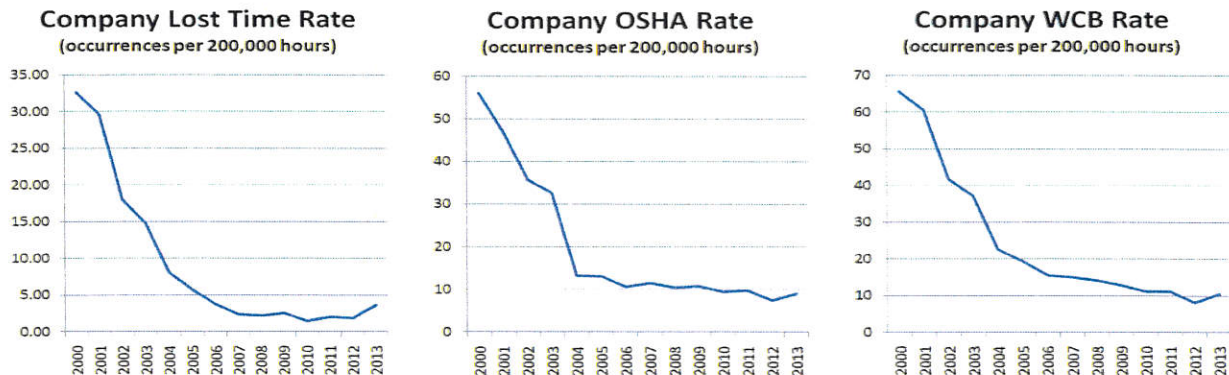
Each New Flyer manufacturing facility employs a team of trained personnel responsible for manufacturing high quality buses and components, which meet customer and regulatory requirements.

A copy of the organization chart for the New Flyer Manufacturing function is attached.

A Better Workplace

At New Flyer, we recognize that our employees are our most valuable asset. We believe that fostering a culture of teamwork and engagement results in better employee satisfaction and better quality products.

Our world class Health and Safety Management System is certified to OHSAS 18001 standards, and ensures that our products are manufactured under the safest conditions. By focusing on employee training and awareness, as well as investing in safety improvements, we have dramatically reduced the number of accidents and incidents in our facility over the past ten years..



A Better World

New Flyer's ISO 18001 certified Environmental Management System ensures dependable products are manufactured using the most environmentally responsible techniques available. By identifying and managing environmental aspects, we are able to continually reduce our impact on the environment and our communities.

OpEx

Operational Excellence was initiated at New Flyer in 2008. Our vision is to maintain a safe, clean and efficient working environment for all employees while ensuring we are the most efficient producer through first-time quality. In 2013, the company was selected as the winner of the **2013 Manufacturing Leadership 100 Award**.



5S Implementation

5S is defined as “A place for everything, and everything in its place.” All New Flyer facilities have implemented 5S, including a general clean-up, reorganizing of work area, audits, training, standard color coding throughout the facility, and development of standardized visibility boards for communication purposes.



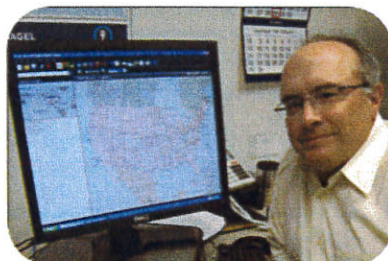
Work Cells

Work cells are cross-functional teams that are centrally located to facilitate rapid issue resolution and instill a proactive team approach to problem solving. Teams are able to quickly identify and understand the root causes of issues, discuss risk, quality and safety concerns, and immediately take action to resolve issues.



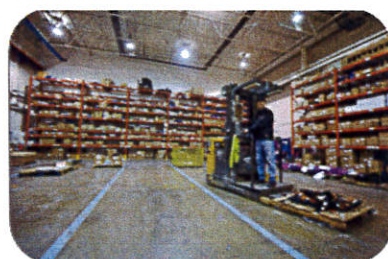
Training

The New Flyer Training Institute was developed to meet the growing needs of the organization by developing programs to enhance the skills of our employees. Lean Training 101 is a great example of one of the courses that is being offered to the entire organization. This course provides an interactive, simplicity-driven workshop that makes lean thinking and lean manufacturing principles easy to understand.



Freight & Traffic Optimization

After reviewing our traffic patterns and utilization of our inbound trailers, we increased the utilization of our trailers and are now moving materials between our plants and from our suppliers each week using fewer trucks.



Materials Point-of-Use

Point-of-use is a method for delivering material directly to its point-of-use interim warehouse storage. It has reduced the amount that the material is handled prior to use thus reducing the risk of physical damage. It also has increased inventory accuracy, ensured materials are available when needed, and resulted in a better work environment and tidier work spaces with less material congestion.



Consumable Vending Machines

Vending machine solutions are now used in all manufacturing facilities to access Replenex-supplied consumables (except bulk and flammable inventory) resulting in improved product availability, improved visibility of usage, enhanced reporting and information management tools, and a significant reduction in cost.



Live Bus

Live Bus is an interactive system that employees use to capture, track, measure, and communicate installation status. It enables decision makers to effectively manage and prioritize work. Employees simply swipe in with their employee ID card and use the interactive touch-screen to record their work. All related inventory transactions are completed automatically, eliminating the need for data entry.



iBus and People TV

iBus, our “Internal Business User Site”, provides employees with access to essential business links and important Company information. Information kiosks have been installed at all of New Flyer’s facilities. People TV was introduced to further align employees with the Company’s operating principles, core values and culture through the use of creative video presentations.

Success Measurements

Metrics have been used to bring into focus where we excel or need improvement to achieve goals. Work cells are trained to document root causes, define corrective action plans and report improvement activities.

Supplier Portal

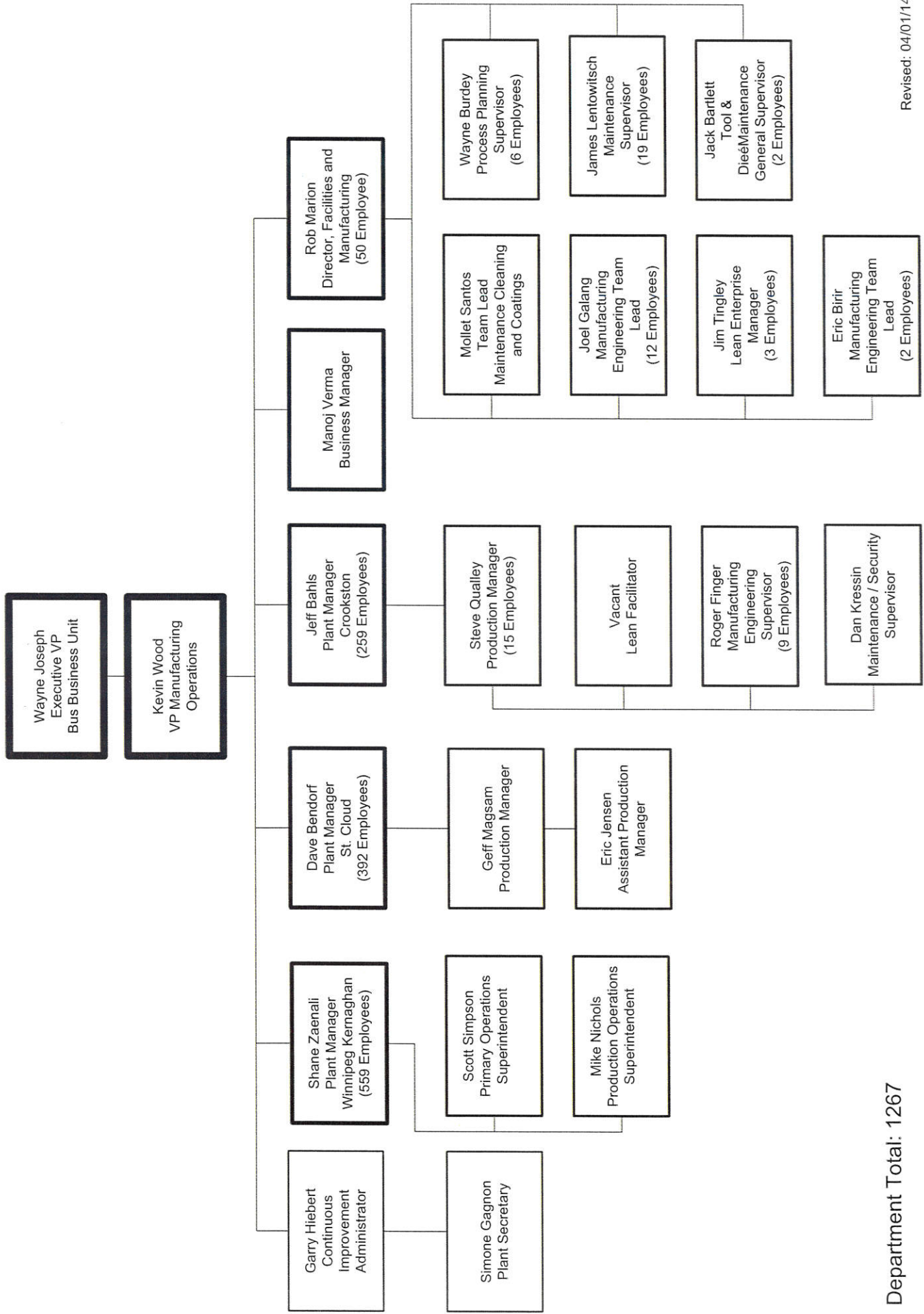
The New Flyer supplier portal is a communication tool that allows direct access for external suppliers to manage their purchase orders, receipts, invoices, and delivery schedules in a real-time 24/7 system. We have increased efficiency and responsiveness by reducing the amount of calls, receiving invoices faster with online entry and reducing the time it takes for payment to be received by suppliers.

Sales Release Change Request Automation and Price Change Process

The Sales Release Change Request (SRCR) process captures resource and material estimates and provides the customer with the price of the proposed contract change. The Price Change process summarizes the approved contract changes and creates a formal contract price adjustment document. These processes have increased accuracy, improved resource planning, and enabled data analysis.

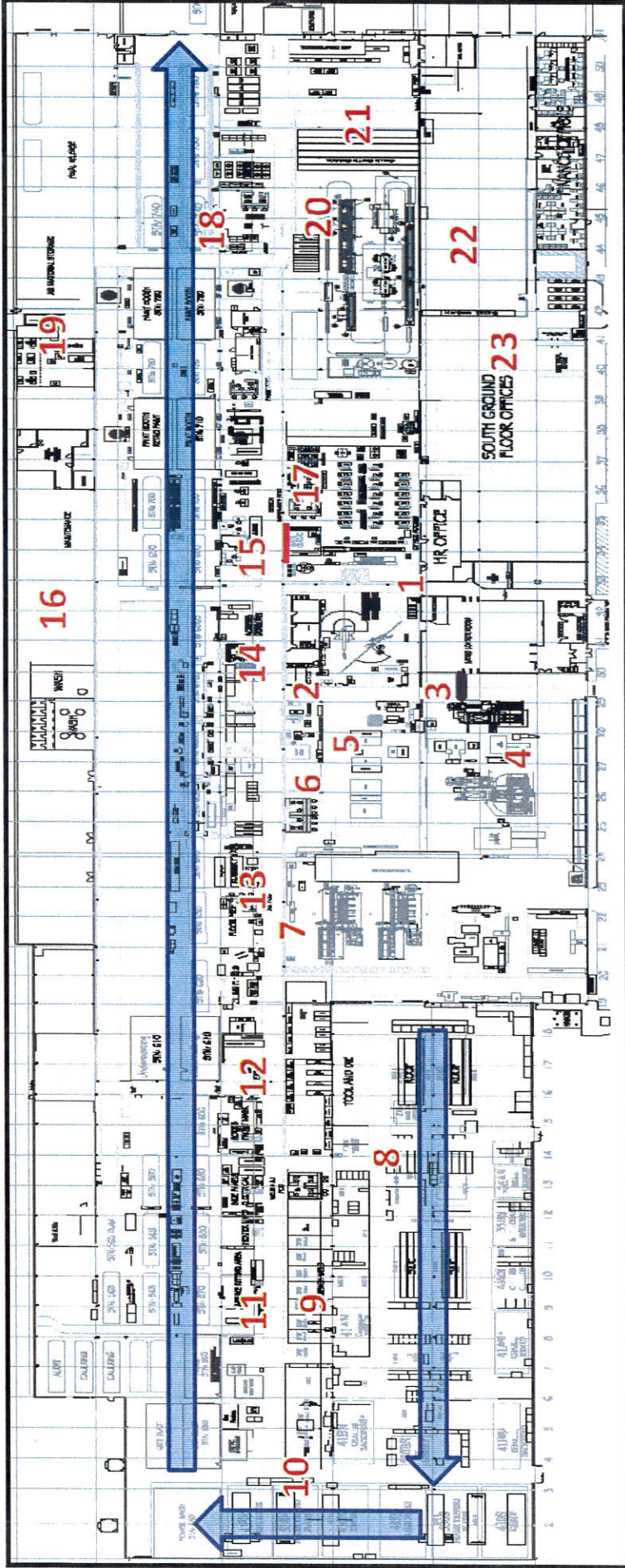
Value Stream Mapping

Value stream mapping is a collaborative process where employees map the current state of a problematic process from beginning to completion. Waste (defined as an activity that does not create value for the customer) is identified, the team brainstorms for solutions to reduce or eliminate the waste and a plan is developed to put the solutions into action.



New Flyer Canada: Winnipeg Plant

364,000 sq ft, 8 Acres, 1,260 Employees

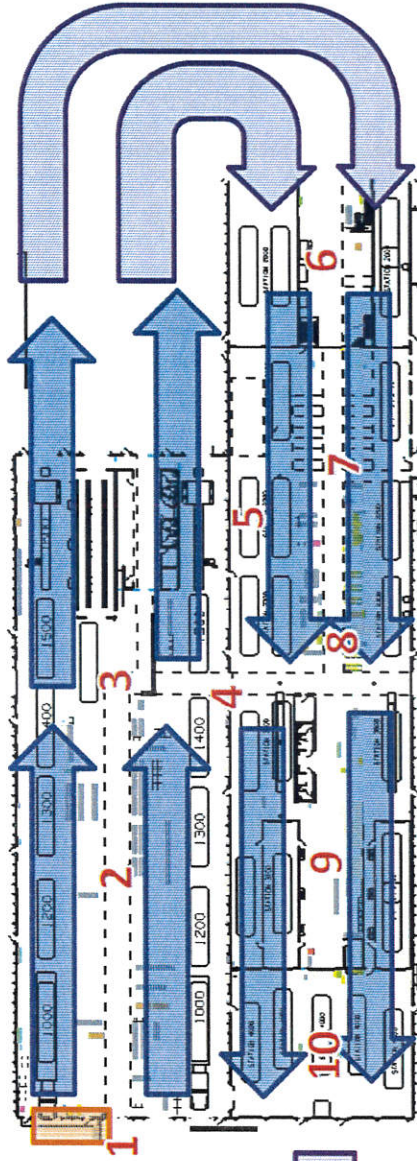
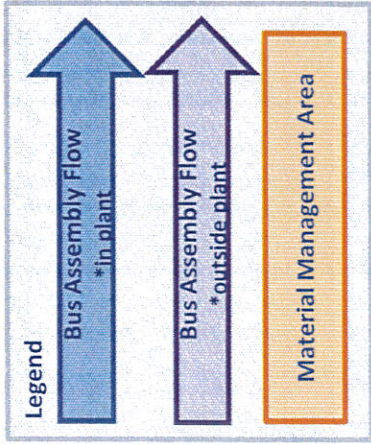


- 1 Open Office
- 2 Cell Team - Pod Concept
- 3 Laser - Lights out - Andon - min/max material ordering
- 4 Material Flow - New Equipment - Weld Kitting Support
- 5 Brakes - Andon / SMED - programs - tooling / Vis Boards-TPM-Huddle-Top 5
- 6 VMI / Consumables / Machine Shop Cell pod - Programmers - Planners
- 7 Tube Laser - Andon - Capabilities - Kanban - Material flow - TPM
- 8 Weld shop - Fixture Colour - Bench Weld Flow - Kitting
- 9 Bench Mech - Shadow board - POU Stations - Component Bin colour codes
- 10 Weld Kitting
- 11 Line Entry / Corrosion Protection
- 12 Side panel kitting / Frt mask - Roofs reusable containers - JIT
- 13 Ceiling panels - 5 day supply - Protect the Bus - HVAC cover Bench Mech
- 14 CAD model Cell team Support
- 15 Livebus Demo between 680/690
- 16 New Flyer Training Institute
- 17 Bench Assy - Material flow - Kitting - iBus
- 18 CNG Mezzanine
- 19 CNG Build-up - Testing - 4,000th Coach - SWAG Loc Certification - Area Flow
- 20 Component Paint - Flow - Application - Curing - Waste Treatment - Recycling
- 21 Bowling Alley
- 22 Warehouse Reduction - 5,000-6,000 parts / coach
- 23 Saved Space - Open Office concept

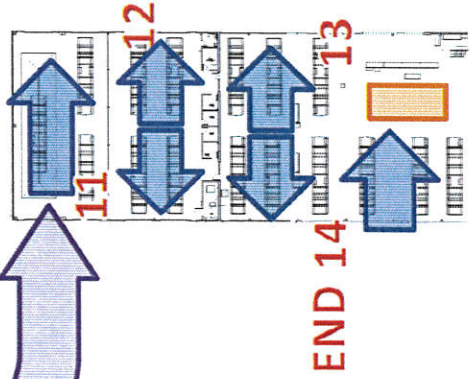


New Flyer Industries: Crookston

Need CRK Info



To CAD



1. Bus Shell enters/Materials delivery/Stanchions
2. Engine prep/ exit doors/axles/tires
3. Accessories – Mirrors/Speakers/Destination signs, light build-up, modesty panels, side console
4. Engine/Rad Stuff/Alignment/Driver's Seat
5. Bench Build-up: Sub-Assembly components
6. Roof work/hybrid build-up
7. Engine Completion/Start/Seat Install
8. Electrical Checkout/Bumpers/Belt-guards
9. Paint Prep/Paint Booths
10. Finish/Function tests/door glass/fenders
11. Water test
12. Customer Acceptance
13. QA Row
14. Decals/Striping

Kevin G. Wood

VP Manufacturing

Education

Ashland University, Bachelor of Science, Business Administration

Experience

New Flyer Industries

2009 – Present

VP Manufacturing

- Executive responsibility for operational functions at four manufacturing plants in Canada and the United States.

Blue Bird Body Company

2003 – 2008

General Manager

- Responsible for all operational and P&L activities in a plant of over 450 employees

Thrall Car/Trinity Rail Industries

1995 – 2003

- Responsible for all operational and P&L activities in a plant of over 1200 employees

Certifications

- CPIM - Certified in Production and Inventory Management