



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-A	A. Organization	Provide a proposed organizational chart showing key individuals, including the project manager and their authority and responsibility.

Please refer to the attached information.



## Management Overview



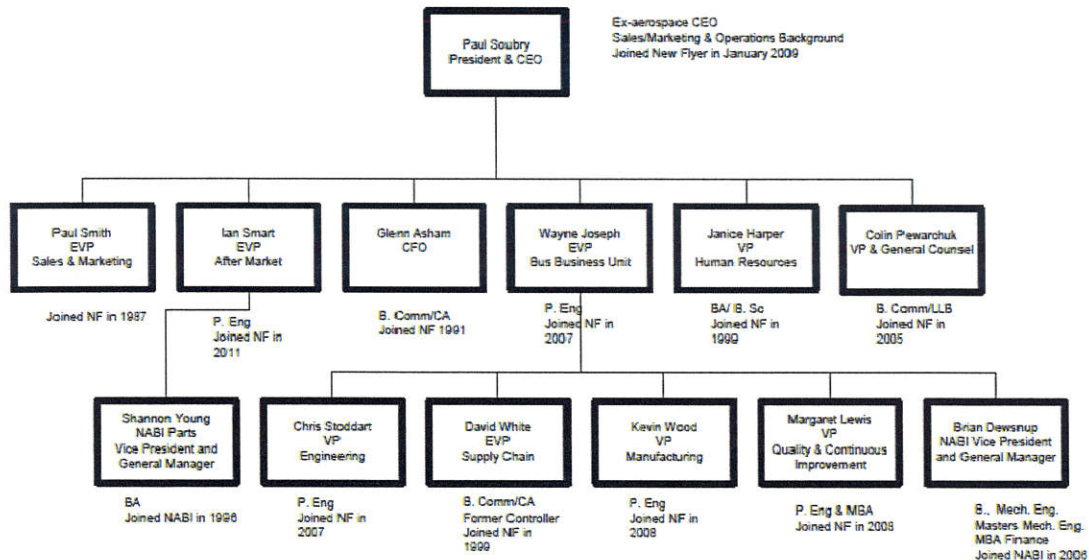
With unwavering dedication and commitment to **Deliver the Best Bus Value and Support for Life** to our customers, New Flyer's leadership team balances the needs of customers, employees and shareholders in every decision we make.

We strive to be good partners to our suppliers and good corporate citizens in our community.

New Flyer is a publicly-traded company, on the Toronto Stock Exchange ("TSX"). A nine person Board of Directors provides governance and oversight to our executive leadership team.

## Executive Leadership Team

Our Executive Leadership Team comprises thirteen members, with a combination of both transit and other heavy manufacturing and service experience.



## Our Core Values:

The New Flyer leadership team has identified 9 core principles, standards and qualities that describe the desired behavior of all New Flyer employees, and:

- Govern personal relationships
- Guide business processes
- Clarify who we are
- Articulate what we stand for
- Help explain why we do business the way we do
- Guide us on how to coach
- Inform us on how to reward
- Guide us in making decisions
- Underpin the whole organization

Integrity *Passionate* DECISIVE  
RESPONSIVE Fair ACCOUNTABILITY  
*Citizenship* Dependability Ethical



**NEW FLYER**

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### Management's Background

#### Your Core New Flyer Team:

Your New Flyer team is comprised of representatives with significant experience with to ensure flawless execution, delivery and support of your new buses.

#### **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 Rytch, Regional Product Support Manager

#### **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.

#### **In addition to the core team, the following individuals will also be involved in this project:**

#### **Paul Soubry, President and CEO**

Paul Soubry joined New Flyer as President and CEO in 2009. Prior to New Flyer, he worked for 24 years with StandardAero starting as a Marketing Assistant in 1984 with his last position being President and CEO. Paul holds a Bachelor of Commerce degree from the University of Manitoba and attended the Executive Development program at Harvard Business School. He has completed the Canadian Securities Course and is a member of the Institute of Corporate Directors having graduated from Director's Education Program at the Rotman School of Business - University of Toronto. Paul sits on the Board of Directors of Economic Development Winnipeg, The Winnipeg Airports Authority, the Associates of the I.H. Asper School of Business and the Manitoba Innovation Council. Paul previously served on the Board of Directors of the Mondetta Clothing Company and St. Paul's High School.

#### **Paul Smith, Executive Vice President, Sales and Marketing**

Paul joined New Flyer in 1988 in Engineering and moved into the Sales Department in 1995. He has served in his current capacity since 2001. He is responsible for Sales and Marketing, which includes revenue generation, brand management, advertising and promotion, strategic intelligence and customer relationship management. Prior to New Flyer, he worked in the agriculture industry.





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### **Jennifer McNeill, Director, Sales & Business Development**

Jennifer McNeill joined New Flyer in 2012 and is responsible for the Contract and Bids Management team, plus the design and delivery of strategic sales support, marketing and related business development programs. She also provides direction for strategic business intelligence activities. Prior to joining New Flyer, Jennifer held senior management and executive positions in engineering, quality, sales and business strategy and most recently was the Vice President Sales, Marketing and Business Development at Standard Aero. Jennifer is a graduate from the University of Manitoba where she obtained both her Mechanical Engineering degree and an MBA. Jennifer is a Professional Engineer.

### **Adrian Graca, Technical Sales Manager**

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.

### **Wayne Joseph, Executive Vice President, Bus Business Unit**

Wayne joined New Flyer in 2008 and is responsible for the development and execution of operational strategy and performance of New Flyer. He provides overall leadership and direction for the operations, and is responsible for the company's operational footprint, which includes manufacturing, facilities and process engineering, product engineering, strategic sourcing and materials management, quality and continuous improvement and program management. Safety, quality, delivery, working capital management, cost performance and resource management are all also key areas of responsibility. Prior to New Flyer, Wayne held various positions with NABI, Blue Bird Body Company and Flxible, and also worked with BAE Systems. Wayne holds a Bachelor of Science in Business Administration and an Accounting Degree from Ashland University in Ohio. He also has a Certified in Production and Inventory Management (CPIM) designation.

### **Patrick Boenders, Director, Customer Programs**

Patrick joined New Flyer in 2004 as Director, Supply Management at New Flyer's Winnipeg facility and moved to his current role in 2012. Prior to joining New Flyer, Patrick spent over twenty-five years in the Automotive, Agriculture, Bus and Heavy Truck business sectors. His working and management experience in Engineering, Sales, Quality and Supply Management qualify him well for this role. Patrick brings a unique combination of industry and manufacturer experience, which brings a wealth of knowledge and insight to the Customer Program Management process.

### **Margaret Lewis, Vice President, Quality Assurance and Continuous Improvement**

Margaret joined New Flyer in October, 2009. She is responsible for the Quality Assurance and Continuous Improvement functions. Prior to joining New Flyer, Margaret spent 15 years with Lear Corporation in Southfield, MI holding various positions in Quality, Plant Management and Operations. She began her career with the Motor Wheel Corporation in Akron, OH. Margaret holds a Bachelor of Science degree in Mechanical Engineering from the University of Akron, in Akron, OH and an MBA from Michigan State University.



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### **Kevin Wood, Vice President, Manufacturing**

Kevin joined New Flyer in 2009. He is responsible for all manufacturing activities in each of New Flyer's four plants. Prior to this role, Kevin served for five years as the General Manager of Blue Bird Body Company. He also spent eight years in railcar manufacturing and twenty-two years with the Flixible Corporation. Kevin holds a Bachelor of Science in Business Administration from Ashland University in Ohio. He also has a CPIM designation from APICS, the Association of Operations Management.

### **David White, Executive Vice President, Supply Management**

David began his New Flyer career in 1998 as Corporate Controller, and in 2002 moved from Finance into Supply Management as the Vice President. He is responsible for Strategic Sourcing, Supply and Logistics and Materials Management, and his team contributes to the bids and pricing process. Prior to New Flyer, David worked for eight years with Deloitte as a Chartered Accountant. David holds a Bachelor of Commerce (Honors) in Finance from the University of Manitoba, and obtained his Chartered Accountant (CA) designation in 1993.

### **Chris Stoddart, Vice President, Engineering Services**

Chris joined New Flyer in 2007. He is responsible for Engineering Services, which includes Production Engineering, New Product Development, Service, Product Data Management, Manufacturing Engineering, Facilities, Maintenance, and Tool & Die. Prior to New Flyer, he was with National Steel Car for nine years and with General Motors for nine years. Chris holds a Bachelor of Science in Mechanical Engineering, specializing in Automotive, from Kettering University in Flint, MI.

### **Ian Smart, Executive Vice President, Aftermarket**

Ian joined New Flyer in 2011. He is responsible for Aftermarket, which includes Aftermarket Sales and Business Development, Business Systems, Publications, Training, Warranty, Smart Bus Technology and Aftermarket Supply Chain and Distribution. Ian was the Senior Vice President for Airlines and Fleets at Standard Aero with responsibility for revenue of nearly \$600M and over 900 people having customers and facilities all over the world. Prior to his most recent role, Ian held various executive level positions such as Vice President Corporate Strategy, Vice President Marketing & Business Development and Vice President of the StandardAero's largest Business Unit. Ian was also the project leader of the privatization and implementation of LEAN at a United States Air Force Base in San Antonio, TX. Ian holds a Bachelor of Science in Industrial Engineering.

### **Kevin Turner, Service and Warranty Manager**

Kevin joined New Flyer in 1993 as a production worker. He quickly progressed through a variety of positions including Quality Assurance (QA) Inspector, QA Inspector Lead Hand, QA Supervisor, QA General Supervisor and Product Improvement and Reliability Specialist in Customer Service. He is responsible for providing technical support to customers and the Regional Product Support Managers within Canada and the U.S., applying warranty coverage for the bus, and ensuring the Service team understands and ensures compliance to customer bids.

### **Scott Halbesma, Director, Service Organization**

Scott began at New Flyer in 2000 as a Technical Services Specialist. He moved onto become the Safety and Compliance Manager and the Technical Services Manager before moving into his current position as the Director of the Service Organization. He holds a BS in Mechanical Engineering.





## Engineering Capability

With over 190 personnel, New Flyer has the largest engineering department in the industry. This allows us to meet the varied needs of all of our customers. Since 2003, we have successfully built buses in four lengths, five models and nine propulsion systems, all the while remaining compliant with the evolving EPA requirements.

We employ specialists in mechanical, electrical and manufacturing engineering. Our engineering team is trained in the use of state-of-the-art tools, such as Unigraphics for CAD purposes, and Teamcenter for Product Lifecycle Management. We have in-house expertise in Finite Element Analysis which helps us optimize our designs. All of our Manufacturing Engineers are trained in Lean Manufacturing and we have dedicated in-house Lean Manufacturing Facilitators at each of our manufacturing facilities.

## Engineering Organization

Our engineering department is comprised of production engineering (128 employees), manufacturing engineering (31 employees) and new product development (29 people). Many of our engineering staff have achieved their professional engineering designations and have Bachelors and Masters Degrees in Engineering.

A copy of the New Flyer Engineering Organization Chart is attached.

New Flyer's Engineering Department is led by **Chris Stoddart, Vice President, Engineering.**

## Design Process Highlights

<b>New Product Development</b>	Our New Product Development team is responsible for all research and development activity at New Flyer, including design, prototype manufacture, system and vehicle testing.
<b>Engineering Change Control</b>	<p>New Flyer maintains a standard bus configuration called a "reference bus", along with a portfolio of available options. When a unique customer requirement arises, or an opportunity for product improvement is identified, our Production Engineering team designs the required installations, coordinates with suppliers and performs the associated testing.</p> <p>Our Product Data Management team is responsible for technical configuration control, tasking of new designs and completion of the Bill of Material for each Bus. Configuration management is performed with the use of Teamcenter configuration management system.</p>
<b>Virtual Product Design</b>	<p>For each project, we create a Virtual Bus, which allows us to perform a cross-functional internal design review. This process helps us create better solutions to challenges and allows us to improve the quality of meetings with customers.</p> <p>In 2005 New Flyer formerly introduced the "virtual product design (VPD)</p>

process” into its standard engineering practices. This process incorporates the use of the NX CAD system (supplied by Siemens Corp.) as the sole three-dimensional design software used by all New Flyer designers. As part of the VPD process, a complete virtual prototype of each contract is produced within the design system prior to production and is used as the “as built” master 3D layout (i.e., virtual bus). The assembly structure of the components contained within the virtual bus also matches the released production Bill of Materials.

The benefits of the VPD process provide enhancements to all pre-production, production, and after market processes where reference to the “as built” product definition is required. The engineering group performs regularly scheduled virtual design reviews at key milestones within the pre-production processes to ensure customer requirements are achieved and to ensure manufacturability. Virtual design reviews play a vital role in achieving first-time quality.

The effectiveness of our VPD process is unmatched by our competitors, valued by our customers, and continues to enhance New Flyer’s abilities to be first time accurate as well as agile in meeting engineering requirement



Virtual Bus



Photo-Rendering from Virtual Bus



Final Product