
PROPOSAL EVALUATION WORKSHEET (INDIVIDUAL)

EVALUATION FACTOR: MOBILIZATION PLAN (RATED)

Selection Committee

PROPOSER: Keolis

DATE: 9/11/2013

OVERALL RATING: Acceptable

NARRATIVE SUMMARY: The Proposer has presented a step by step Mobilization plan to be operationally ready on the commencement of service, July 1, 2014. The Price Proposal for mobilization services is \$12,451,487 which seems high but perhaps not unreasonable. The Proposer's assessment of the IT environment indicates that critical infrastructure needs to be replaced. A price for IT readiness of \$676,990 is included in the Mobilization costs. A question remains as to the adequacy of this funding to implement an aggressive IT plan. Also included in the Mobilization Price is a Fixed Fee of \$922,332 (8%). To track the success of the Mobilization Plan a management steering committee led by senior Keolis America management personnel will be formed and meet at least monthly. Weekly meetings/reports will be held with the MBTA to discuss progress on mobilization implementation and the status of the hiring process.

Objective:

The following are the objectives for the Mobilization Plan evaluation factor:

- 1) To identify Proposers that will ensure a seamless transition for customers and employees;
- 2) To identify Proposers with the demonstrated capacity to establish all operational support and administrative functions and to prepare all necessary documents in a timely and professional manner;
- 3) To identify Proposers with a commitment to ensure consistent and complete communication with the MBTA; and
- 4) To identify Proposers that will minimize overall mobilization and contract cost to the MBTA.

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Evaluation Criteria:

The Proposer has submitted a plan that will ensure a seamless transition for customers and employees. The Proposer has demonstrated the capacity to establish all operational support and administrative functions and to prepare all necessary documents in a timely and professional manner and is committed to ensuring consistent and complete communication with the MBTA. The Proposer will minimize overall cost to the MBTA.

Instructions:

Evaluators must rate each requirement outlined in the table below as one of the following: (i) Exceptional; (ii) Good; (iii) Acceptable; (iv) Potential to Become Acceptable; or (v) Unacceptable. Please note the following explanations when rating each requirement:

- 1) A rating of Exceptional is appropriate when the Proposer has demonstrated an approach that is considered to significantly exceed stated criteria in a way that is beneficial to the MBTA. This rating indicates a consistently outstanding level of quality, with very little or no risk that this Proposer would fail to meet the requirements of the solicitation. There are no weaknesses.
- 2) A rating of Good is appropriate when the Proposer has demonstrated an approach that is considered to exceed stated criteria. This rating indicates a generally better than acceptable quality, with little risk that this Proposer would fail to meet the requirements of the solicitation. Weaknesses, if any, are very minor. Correction of the weaknesses would not be necessary before the Proposal would be considered further.
- 3) A rating of Acceptable is appropriate if the Proposer has demonstrated an approach that is considered to meet the stated criteria. This rating indicates an acceptable level of quality. The Proposal demonstrates a reasonable probability of success. Weaknesses exist but can be readily corrected through requests for Clarification or Communications.
- 4) A rating of Potential to Become Acceptable is appropriate if the Proposer has demonstrated an approach that fails to meet stated criteria as there are weaknesses, but they are susceptible to correction through Discussions. The response is considered marginal in terms of the basic content and/or amount of information provided for evaluation, but overall the Proposer is capable of providing an acceptable or better Proposal.

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- 5) A rating of Unacceptable is appropriate if the Proposer has demonstrated an approach that indicates significant weaknesses and/or unacceptable quality. The Proposal fails to meet the stated criteria and/or lacks essential information and is conflicting and/or unproductive. There is no reasonable likelihood of success; weaknesses are so major and/or extensive that a major revision to the Proposal would be necessary.

Ratings for each requirement must be recorded in the associated Rating column, and a detailed explanation of why a particular rating was given to a requirement must be recorded in the associated Comments/Justification for Rating column. The Appendix B Section column identifies relevant sections of Appendix B (Operations and Management Proposal Instructions) to the Instructions to Proposers.

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Requirements No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
1.	B13.2(A)	<p>The Proposer shall submit a Mobilization Plan describing in detail the steps it will take to prepare to initiate its performance under the Contract. The Mobilization Plan shall include a step-by-step schedule for performing the mobilization services, including all responsibilities detailed in the mobilization services Schedule 3.12 (Mobilization) of the Commuter Rail Operating Agreement as well as efforts related to information technology as set out in Schedule 3.16 (Information Technology Requirements) of the Commuter Rail Operating Agreement, and, if applicable, a detailed description of the steps that will be taken to ensure a seamless transfer of responsibility for performing the Contract from the current contractor. The Mobilization Plan shall also include arrangements for periodic written progress reports to the MBTA and weekly meetings with MBTA personnel. The Mobilization Plan shall include the following minimum elements:</p> <ol style="list-style-type: none"> 1. Staffing and organization plans, including designation of key management personnel; 2. Employee hiring plans; 	Acceptable	<p><u>Step By Step Schedule</u></p> <p>Proposer has presented an approach to Mobilization that meets the MBTA objectives. On page 12-3 and 12-4 is a summary action plan. This action plan considers the need to have a seamless transition, complete communications with the MBTA and minimizes cost.</p> <p>Pages 12-13 to 12-15 provides a summary of the Mobilization activities and initiatives that will be undertaken by functional area.</p> <p>The Charts on pages 12-37 through 12-48 are the Mobilization Milestone Schedules providing the critical path timeline for tasks to be completed prior to Commencement of service.</p> <p><u>Information Technology</u></p> <p>The Proposer's assessment of the IT function indicates the need to replace critical infrastructure and to upgrade the IT environment during Mobilization. \$676,990 is included in the Mobilization Price for Information Technology Readiness. Although, the question remains as to the adequacy of the funding to implement an aggressive plan. Resources will be</p>

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Requirements No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
		3. Description of training programs; 4. Transition and service continuity plans; 5. Temporary physical plant requirements; 6. Access arrangements required from the MBTA; 7. Support required from the MBTA; 8. Communications and information management system implementation plans; 9. Schedule for delivery of all plans and fulfillment of all activities required during the mobilization period; and 10. Plans and procedures for ensuring full implementation of the Commuter Rail IT Environment by the Agreement Services Commencement Date.		<p>assigned to document the existing system and procurement will begin to replace infrastructure that has reached the end of its useful life. Proposer provides a plan to develop a strategic vision for the Commuter Rail IT Environment during Mobilization while also maintaining continuity. This includes:</p> <ol style="list-style-type: none"> 1. IT Planning Team under the direction of the CIO 2. IT Diagnostic & Inventory Team 3. Systems Integrators 4. Network Engineers 5. Senior Application Programmers <p><u>Seamless Transfer of Responsibility</u></p> <p>The Proposer expects to successfully use a customer-centered approach to Mobilization that has been applied at other Railroads, including one in the US. Corporate resources would be provided, if needed, at no cost to the MBTA. This would include Peer Technical Committees and Recruiting & Training resources. Proven track record of mobilizing a contract of similar size and complexity as the MBTA. A Case Study was presented where Keolis was able to mobilize a contract under difficult circumstances and be operationally ready on-time.</p>

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				<p>Communications strategy includes;</p> <ol style="list-style-type: none"> 1. Conduct community information and outreach programs to inform passengers about the transition. Hold Focus Groups, meet with Community Leaders and introduce the Operation Lifesaver Program. 2. Open up channels of communications with the employees through Information Bulletins, Telephone Helpline, Q&A Sessions and a Welcoming Packet. 3. Hold meetings with Union Representatives to begin negotiating new labor agreements. 4. Offer a two-part orientation program. Part one will discuss who we are, what we expect and what the corporate culture will emphasize. Part two will discuss the operating agreement, and stress the importance of the two customers, the riders and the MBTA. <p>At NTP the General Manager and other Key Managers will be available to ensure timely completion of all Mobilization activities. Mobilization activities will be monitored by a Management Steering Committee of senior Keolis management and subject matter experts. Monthly meetings will be held and the committee will be chaired by Steve Townsend President & CEO of Keolis America.</p>

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				<p><u>Written Periodic Progress Reports</u></p> <p>The Proposer will communicate their progress to the MBTA weekly via a series of written reports and meetings.</p> <p>Weekly written reports will be provided to the MBTA on the status and progress of the hiring process.</p>
2.	13.2(B)	The Proposer shall include all costs associated with the Mobilization Plan using the mobilization price form included as Attachment 7 to Appendix B (the " Mobilization Price Form "). The Proposer may expand the level of detail provided within the Mobilization Price Form by (i) adding rows to the Mobilization Price Form, and (ii) including, as an appendix to the Mobilization Price Form, narrative text to back up the pricing included in the Mobilization Price Form. The Proposer shall not use the narrative text in the Mobilization Price Form for any purpose other than to back up the	Acceptable	<p>Attachment 7 to Appendix B was included in the Forms and Supplemental Appendices in conformance with the Requirements of this Section. The total Mobilization Costs proposed is \$12,451,487 with a fixed fee of \$922,332 (8%). Mobilization Cost Proposal – Detail and Assumptions is included as an Appendix.</p> <p>Mobilization Costs are high but do not seem to be unreasonable.</p>

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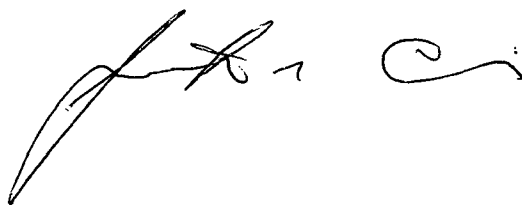
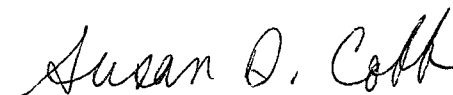
Requirements No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
		included pricing. Any change to the Mobilization Price Form must be carried out in a manner that is consistent with the Mobilization Price Form's current Excel format (less the narrative backup). Any costs deemed unable to fit into allocated cost headings may be distributed into the rows labeled "Spare," but deleting or inserting rows in the Mobilization Price Form is not permitted other than for purposes of including additional "Spare" rows. Costs provided with the Mobilization Plan and in the Mobilization Price Form shall not be taken into consideration when evaluating the Proposers' Financial/Price Proposal.		
3.	13.2(C)	The Proposer shall: (i) identify those portions of the information that it provided in response to Section B13.2(A) through B13.3(B) of Appendix B that it considers to be innovative, best practice, beneficial to MBTA Customers and/or cost efficient, and (ii) submit information supporting or otherwise validating its position that said portions are innovative, best practice, beneficial to MBTA Customers and/or cost efficient.	Acceptable	<p>With safety being the highest priority of the Proposer, Arthur D. Little will be hired to prepare a comprehensive safety management program.</p> <p>A Joint Audit will be performed of the physical assets to be used in the service to obtain a clear understanding of the condition of the existing system and to guide in the development of a program to bring the assets in to a state of good repair.</p> <p>Formation of a Steering Committee of senior Keolis management and subject matter experts to oversee mobilization.</p>

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Evaluator #25

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A stylized, handwritten signature in black ink, consisting of a large, sweeping 'f' followed by a series of loops and a final 'i'.A handwritten signature in black ink that reads "Susan D. Cobb" in a cursive script.