

ADMINISTRATIVE DETERMINATION REVIEW COMMITTEE MILWAUKEE COUNTY BOARD OF SUPERVISORS	
In re the Bid Protest of MCDOT RFP # 2013-5600	
BRIEF OF PROPOSER MILWAUKEE TRANSPORT SERVICES, INC.	

Despite the worst technical score, MV Transportation, Inc. ("MV") "won" RFP# 2013-5600 based solely upon its non-responsive and arbitrary price proposal.¹ A month after price proposals were submitted to the RFP, MV admitted that it did not follow the, albeit flawed, RFP requirements in submitting its price proposal.² Despite the obvious non-responsive and absurd nature of its price proposal, Milwaukee County Department of Transportation ("MCDOT") accepted MV Transportation's proposal, and deemed it the "winner."³

Unfortunately, this was not the only error in the hurried process for RFP 2013-5600. Independently, and collectively, the process errors resulted in an unreasonable determination by MCDOT to award a contract for transit management services to MV, a for-profit company from Dallas, Texas. The process was flawed because, amongst other faults:

1. MV Transportation, Inc.'s Unreasonable Price Proposal was Non-Responsive, and Should be Thrown Out.
2. MV's and McDonald's Price Proposals Are Unreasonable and Should be Thrown Out.
3. MCDOT Entered into Discussions with MV Transportation Permitting Modifications Without Doing the Same to Other Proposers.
4. Evaluators Were Given Unclear or No Scoring Guidance Resulting in Arbitrary Scores for "Yes/No" Requests.

¹ 001597

² 001662 & Exhibit B.

³ 001597, 001665 & Exhibit B.

5. Evaluators Took Into Account Personal Experience with a Proposer in Violation of Evaluation Instructions.
6. Scoring Guidance Provided was Biased Against an Incumbent Not-For-Profit Entity; and
7. The Record is Devoid of Evidence That References Were Verified.

Because the process was flawed, and resulted in an unreasonable decision by MCDOT to award the contract to MV; and because, after repairing some of the mistakes in the process, Milwaukee Transport Services, Inc. ("MTS") had the highest scoring proposal, this Administrative Determination Review Committee should modify the decision of MCDOT and award the contract to MTS, the 38 year non-profit incumbent.

Background

The stakes could not be much higher. The contract at stake is for \$820 million to service 950,000 residents of Milwaukee County.⁴ For 2011 alone, MTS operated 1,298,645 bus hours serving a total ridership of 44,753,412.⁵

To fulfill this role, MCDOT published RFP #2013-5600 on April 29, 2013 seeking a provider of transit management services.⁶ Of great concern though is not the publication date, but the earliest date in the record.

The record, as released on this Chapter 110 proceeding dates back to April 16, 2013 as the earliest evidence that an RFP process was underway.⁷ The next date recorded is April 19, 2013 when a meeting was held by MCDOT with Corporation Counsel.⁸ That meeting was to discuss the "methodology for the cost proposal section" of the RFP.⁹ Thus, the methodology for the cost proposal section was not finalized until April 19, 2013, at the earliest. That is, how the

⁴ 000040.

⁵ 000040.

⁶ 000040 & 000872.

⁷ 000025.

⁸ 000035.

⁹ 000035.

cost component of the RFP would be structured for this \$820 million contract was not finalized until ten days before the RFP was published.

A few weeks after the RFP was published, a pre-proposal conference was held on May 20, 2013.¹⁰ But, questions for that conference were due no later than May 15, 2013.¹¹

At the pre-proposal conference, MCDOT expressly stated that MCDOT would not provide any further information on how the proposals would be evaluated. Further, in response to questions submitted before and after the pre-proposal conference, MCDOT flatly stated that it would not respond to questions relating to how proposals would be evaluated.¹² MCDOT did provide for follow-up questions to be submitted no later than May 22, 2013.¹³ Interestingly, it appears that Veolia submitted additional questions on June 3, 2013, which were addressed, in part, by Milwaukee County.¹⁴

Indeed, on June 20, 2013, MV submitted additional questions regarding the price proposal to MCDOT.¹⁵ MCDOT responded in defense of its RFP as drafted, but did not do so until July 3, 2013 as MCDOT apparently did not receive MV's questions until June 24, 2013.¹⁶

The proposals were due by June 24, 2013.¹⁷ In response, MCDOT received five separate proposals from one non-profit, and four for-profit providers.¹⁸ Ten days earlier, the Evaluation Panel was selected.¹⁹ Publicly, the County Executive's office claimed that the Evaluation Panel

¹⁰ 000872.
¹¹ 000872.
¹² 000186.
¹³ 000872.
¹⁴ 000019-000020.
¹⁵ 000891-000892.
¹⁶ 000889-000890.
¹⁷ 000872.
¹⁸ 000885.
¹⁹ 000931 & Exhibit D.

was made up of "experts in the industry."²⁰ Yet, it would appear that the Evaluation Panel was made up of only two individuals who worked in the transportation industry, one from MCDOT, and the other from the Wisconsin Department of Transportation.²¹

On June 14, the Evaluation Panel members received, amongst other documents, a document entitled "General Instructions for Eval for RFP."²² The General Instructions included the requirement that:

"Your scoring must be based solely on your interpretation of the materials submitted and your knowledge of the objectives of the program and RFP. Do not allow outside discussions and information, news media, and historical events to influence your score. Score based upon the information that is in front of you."²³

The members were further told of the following schedule:

- June 26, 2013, initial evaluation meeting at which the members would receive copies of the proposals.²⁴
- July 2, 2013, conference call to discuss questions and concerns.²⁵ The members were instructed to complete their initial review of the proposals by this time.²⁶
- July 9, 2013, meeting to discuss final clarifications.²⁷
- July 10, 2013, final evaluations due to Mr. Martin.²⁸
- July 12, 2013, meeting of the Evaluation Panel to review the final recommendation by the Evaluation Panel.²⁹

Not everything went as planned. First, at least one member of the Evaluation Panel was likely only able to review three of the five proposals before the July 2, 2013 conference call.³⁰

²⁰ BizTimes July 30, 2013

[http://www.biztimes.com/article/20130730/ENEWSLETTERS02/130739976/0/SEARCH.](http://www.biztimes.com/article/20130730/ENEWSLETTERS02/130739976/0/SEARCH)

²¹ 000896.

²² 000931, Exhibit D, 000898 & Exhibit C.

²³ 000898 & Exhibit C.

²⁴ 000931 & Exhibit D.

²⁵ 000931 & Exhibit D.

²⁶ 000931 & Exhibit D.

²⁷ 000931 & Exhibit D.

²⁸ 000931 & Exhibit D.

²⁹ 000931 & Exhibit D.

Second, Mr. Martin was provided with incomplete scores by some members forcing him to state, as late as July 11, 2013, that "in the event that I do not here [sic] from you prior to 9AM tomorrow, I will assume for scoring purposes that you've assigned a 0 (zero) for the" requests without a score.³¹

Finally, it appears that at the July 12, 2013, meeting, members asked for the opportunity to provide "additional feedback related to the MV Transportation proposal."³² In response, one of the members provided additional feedback in the form of five "areas where I considered MV's proposal to be deficient..."³³ And, on July 17, 2013, an additional member listed four requests where MV's proposal "was lacking."³⁴ This member suggested that MCDOT seek additional information from MV so MCDOT could "get a better understanding [of MV's] operations, experience, etc."³⁵

Despite the numerous deficiencies and lack of understanding of MV's proposal, the RFP Administrator stated on July 22, 2013, that "It is the consensus recommendation of the evaluation panel, based upon the attached, that an Intent to Award be made and for the Director of Transportation to enter into initial contract negotiations with MV Transportation..."³⁶ The "attached" was an Inter-Office Communication from the RFP Administrator to the Director of Transportation recommending the selection of MV and noting the deficiencies and lack of understanding of MV's proposal.³⁷

³⁰ 000937.

³¹ 000942-000943 & Exhibit E.

³² 000948 & Exhibit F.

³³ 000949 & Exhibit F.

³⁴ 000951 & Exhibit F.

³⁵ 000951 & Exhibit F.

³⁶ 001648 & Exhibit G.

³⁷ 001649-001650, Exhibit G, & 001624.

In the RFP, as with all requests for proposal with Milwaukee County, MCDOT reserved the ability to require oral presentations from proposers.³⁸ Yet, instead of using this tool, MCDOT chose another course.

On July 23, 2013, MCDOT sent MV a list of twenty-two "follow up questions."³⁹ The questions ranged from how MV's paratransit experience will translate to fixed-route,⁴⁰ and the comparable systems provided by MV,⁴¹ to MV's price proposal.⁴² With respect to comparable systems to Milwaukee County, MV admitted that it "included operations where the total fleet size was comparable to direct services provided by Milwaukee County..."⁴³ That is, MV did not tell MCDOT what systems MV actually operates that are of a similar size to Milwaukee County. Instead, MV included numbers for an entire system of which MV only operates a portion.⁴⁴

However, the most interesting response deals with the price proposal. MCDOT stated, as its 18th item, the following:

Amount provided for in Management fees and Administrative fees will be the amount of the fixed fee portion of the contract. Operations expenses associated with provided transit service will be the variable or operations expense portion. Any amounts for Management and Administration not provided for by the proposed amount in the RFP will be the responsibility of MV Transportation.⁴⁵

At 8:42 am on July 26, 2013, MV responded:

The County did not provide a breakdown of the costs within these three components, and therefore the company allocated the costs into the three categories based on experience with similar services. If selected, the company respectfully requests to sit down with the County to decide on a final allocation between the three cost components, based on the County's

³⁸ 000055.

³⁹ 001651-001653 & Exhibit A.

⁴⁰ 001652 items 6 and 11 & Exhibit A.

⁴¹ 001652 item 17 & Exhibit A.

⁴² 001652 item 18 & Exhibit A.

⁴³ 001661 & Exhibit B.

⁴⁴ 001661 & Exhibit B.

⁴⁵ 001652 & Exhibit A.

interpretation of the individual cost elements. Then the final amounts written into the contract would be binding to MV for the contract term.⁴⁶

Ten hours later MCDOT issued its Notice of Intent to Award to MV.⁴⁷

Argument

1. MV Transportation, Inc.'s Unreasonable Price Proposal was Non-Responsive, and Should be Thrown Out.

MCDOT received five proposals in response to RFP 2013-5600.⁴⁸ MV received the lowest score for its technical ability to perform the job.⁴⁹ The lowest score.

Yet, MV was chosen by MCDOT for award of the contract. Why? Because MV purportedly proposed the lowest price which averaged \$8.6 million per year.⁵⁰

On July 23, 2013, a month after proposals were due, MCDOT sent a list of "follow up questions...related to the proposal submitted by MV Transportation..."⁵¹ The twenty-two questions ranged in scope, but all provided MV the ability to elaborate further on items that should have been in their proposal in the first place.⁵² Yet, one pivotal question effectively went unanswered. MCDOT stated:

Amount provided for in Management fees and Administrative fees will be the amount of the fixed fee portion of the contract. Operations expenses associated with provided transit service will be the variable or operations expense portion. Any amounts for Management and Administration not provided for by the proposed amount in the RFP will be the responsibility of MV Transportation.⁵³

MCDOT apparently thought \$8.6 million per year was unreasonable. MCDOT's declaratory statement appears to be a reminder to MV that, based upon their price proposal, MV

⁴⁶ 001662 & Exhibit B.

⁴⁷ 001664-001665.

⁴⁸ 001597.

⁴⁹ 001597.

⁵⁰ 001607.

⁵¹ 001651 & Exhibit A.

⁵² The propriety of entering into discussions with only one vendor will be discussed below.

⁵³ 001652 & Exhibit A.

can get no more than \$8.6 million per year in any contract for management and administration costs. In other words, MV may be losing as much as \$20 million per year in this agreement.⁵⁴

MV's response was a confused admission that its price proposal was not based upon MCDOT's criteria, and would be fully renegotiated:

The County did not provide a breakdown of the costs within these three components, and therefore the company allocated the costs into the three categories based on experience with similar services. If selected, the company respectfully requests to sit down with the County to decide on a final allocation between the three cost components, based on the County's interpretation of the individual cost elements. Then the final amounts written into the contract would be binding to MV for the contract term.⁵⁵

In other words, MV would not stand by its price proposal, and, after award of the contract, "sit down with the County to decide on a final allocation between the three cost components..."⁵⁶ As a result, MV's price proposal was simply non-responsive as failing to adhere to RFP# 2013-5600.⁵⁷

FTA guidance on this subject is clear.

When evaluating bids or proposals submitted, FTA expects the recipient to consider all evaluation factors specified in its solicitation documents, and evaluate the bids or offers only on the evaluation factors included in those solicitation documents. The recipient may not modify its evaluation factors after bids or proposals have been submitted without re-opening the solicitation.⁵⁸

Despite these facts and FTA requirements, MCDOT apparently did not have the time, was not able to, or did not further evaluate the price proposal submitted, and now disavowed, by MV. Further, letting MV change their proposal after award effectively modifies the evaluation

⁵⁴ MV has since publicly stated that its proposal was at a zero profit. However, zero profit and losing \$20 million per year are not analogous.

⁵⁵ 001662 & Exhibit B.

⁵⁶ 001662 & Exhibit B.

⁵⁷ It is especially telling that MCDOT, apparently, considered MV's price proposal to be responsive, and counted it, yet did not give the same credibility to MTS's Option A price proposal which was based off of the NTD Uniform System of Accounts.

⁵⁸ FTA C 4220.1F, Rev. 4, VI(7)(a)

factors after the proposals were already submitted. Thus, giving MV the full 200 points allotted for the price proposal section was not only unreasonable, it was absurd.

The fact that MV received 200 points for its price proposal brings up another way in which MCDOT modified its evaluation criteria after the proposals were submitted. In RFP # 2013-5600 MCDOT clearly states that the technical portion of the proposal will be worth 80%, while the price proposal will be worth 20%.⁵⁹ Yet, the evaluations yield remarkably different percentages. For example, MV's actual totals amounted to 54% for the technical portion, and the full 20% for the price proposal. Thus, while price should only have amounted to 20% of MV's total score, it in fact accounted for 27% of MV's total score.⁶⁰

2. MV's and McDonald's Price Proposals Are Unreasonable and Should be Thrown Out.

Despite MV's admittedly non-responsive price proposal, both it and McDonald's price proposals cannot be taken as legitimate and are unreasonable. MV submitted a price proposal averaging \$8.6 million per year,⁶¹ while McDonald submitted a price proposal averaging \$16.5 million per year.⁶² That is, MV's and McDonald's Management and Administrative price proposals constitute 5.22% and 10.07% of the total budgeted amount respectively.⁶³

Yet, percentages stated above are meaningless unless you have something to compare them to. Fortunately, the FTA collects just such data each year through its National Transit Database ("NTD"). This data is collected annually on each and every mass transit system in the country and provides a comparison point for the management and administrative costs of each system.⁶⁴ Further, every five years the Wisconsin Department of Transportation conducts an

⁵⁹ 000055.

⁶⁰ MV's price proposal score (200), divided by the sum of MV's uncorrected technical score (540.4) and its price proposal score (200).

⁶¹ 001607.

⁶² 001608.

⁶³ 001607 & \$8,626,759 divided by \$164,000,000 and \$16,475,160 divided by \$164,000,000.

⁶⁴ The most recent data available is from 2012. See <http://www.ntdprogram.gov/ntdprogram/data.htm>.

audit of all urban transit systems in Wisconsin.⁶⁵ In conducting this audit, WisDOT determines the peer systems for Milwaukee County, and rates Milwaukee County based upon several factors, including the Management and Administrative costs.

The average administration and management cost for the peer systems in 2012 was 17.74%. Either MV and McDonald have found a magical solution they are only willing to share with Milwaukee, or MCDOT is being duped.

It gets worse. The NTD data above is based upon a Uniform System of Accounts arranged by FTA. In other words, the FTA asks each transit entity to report what it spends on specific categories, thus creating a uniform system. In seeking price proposals, MCDOT came up with a pricing scheme that deviated from the NTD Uniform System of Accounts. As a result, the NTD data above is really an apples to oranges comparison with the percentages for MV and McDonald. An apples to apples comparison shows MV's and McDonald's numbers to be even more unrealistic than noted above.

MTS submitted two cost proposals in response to RFP 2013-5600, Option A and Option B. Option A was based off of the NTD Uniform System of Accounts. Option B was created using MCDOT's instructions within RFP 2013-5600. MTS's Option A proposal was for an average of \$18,313,659 per year in management and administrative expense. MTS's Option B proposal was for an average of \$23,887,476 per year in management and administration expense. Based upon the scoring, it is clear that MCDOT choose to accept Option B, and ignore Option A. Why they made that decision remains unknown. Nonetheless, MTS's two proposals provides our key to making an apples to apples comparison of the peer system NTD data, and MV's and McDonald's proposals.

⁶⁵ Wisconsin Department of Transportation Transit System management Performance Audit of the Milwaukee County Transit System, February 2008, pg. 1.

The percentage difference between MTS' Option A and Option B proposals is 24%. In other words, the proposal based off of NTD Uniform System of Accounts was 24% less than the proposal based off of MCDOT's rules. Applying that same percentage difference to MV's and McDonald's proposals yields a five year average for management and administrative expense of \$6,613,822 and \$12,628,606 respectively. As a result, using the NTD Uniform System of Accounts, MV's and McDonald's Management and Administrative price proposals constitute 4.03% and 7.70% of the total budget for MCTS respectively.

"The Common Grant Rules requires the recipient to perform a cost analysis or price analysis in connection with every procurement action, including contract modifications."⁶⁶ The FTA's best practice guidance provides that a "[p]rice analysis is based essentially on data that is verifiable independently from the offeror's data."⁶⁷ One of the reasons an entity is required to conduct a price analysis is because "[P]rices which are unreasonably low can also be detrimental to your agency's program if they prove to be an indication that the offeror has made a mistake or doesn't understand the work to be performed."⁶⁸

The work, administration and management costs, as currently being performed, are 13.86% percent of the budget.⁶⁹ And, the average peer group administration and management cost was 17.74% percent of the budget.⁷⁰ Again, MV and McDonald have proposed 4.03% and 7.70% respectively.⁷¹ Thus, an apples to apples comparison breaks down as follows:

⁶⁶ FTA C 4220.1F, Rev. 4, VI(6).

⁶⁷ BPPM § 5.2.

⁶⁸ BPPM § 5.2.

⁶⁹ 2012 NTD Data.

⁷⁰ 2012 NTD Data.

⁷¹ Using the NTD Uniform System Analysis levels.

Management and Administrative Costs as a Percentage of Total Budget (NTD 2012)	
Metro Transit - Minneapolis	13.56%
MCTS	13.86%
Pittsburgh	13.92%
Kansas City	15.89%
Cincinnati	16.31%
TARC-Louisville	16.38%
St. Louis	17.06%
Columbus	17.30%
Cleveland	19.14%
Indianapolis	19.36%
Detroit	19.71%
AC Transit - Alameda	20.97%
Rhode Island	22.43%
Denver	22.44%
Average	17.74%
MV Transportation, Inc.	4.03%
McDonald	7.70%

While both MV and McDonald likely promised efficiencies and savings, it is clear that they either made a mistake or do not understand the work to be performed for a system the size of MCTS. This fact is further emphasized when reviewing notations from the evaluation committee. Notably, the evaluation committee rated MV's proposal for revenue enhancement as "**clearly the weakest of all the proposals**" (emphasis added).⁷²

As a result of these unreasonably low price proposals, MCDOT should have conducted a price analysis to in fact determine if the prices were legitimate. Since they did not, and since the prices obviously are not legitimate, both price proposals should be thrown out.

⁷² 001138- Request 33 & Exhibits I & J.

3. MCDOT Entered into Discussions with MV Transportation Permitting Modifications Without Doing the Same to Other Proposers.

As stated above, MCDOT contacted MV on July 23, 2013, asking a list of 22 questions concerning MV's proposal. The BPPM defines "discussion" as: "Any oral or written communication between a procurement official and a potential offeror (other than communication conducted for the purpose of minor clarification) whether or not initiated by the procurement official, that (1) involves information essential for determining the acceptability of a proposal, or (2) provides the offeror an opportunity to revise or modify its proposal."⁷³ "Clarification" is defined as "[a] communication with an offeror for the sole purpose of eliminating minor irregularities, informalities, or apparent clerical mistakes in a proposal."⁷⁴

On July 23, 2013, MCDOT asked, for example:

1. What business functions will be handled in Milwaukee and what are handled by corporate?
3. How does MV plan on administering the pension system for MCTS?
10. There is no mention of on board security. Does MV intent [sic] to provide on-board or on-call security?
11. Service planning section seems to be a model for demand response. How does MV propose to make service changes? What analysis is done, who is involved and from what locations?
16. More discussion is needed regarding purchasing of fuel. Current vendor purchases fuel, RFP states Milwaukee County will buy fuel. Our expectation is that the vendor will buy fuel for the system. If this cannot be done we need to know why? [sic]⁷⁵

Each one of the questions noted above seeks far more than simply "eliminating minor irregularities, informalities, or apparent clerical mistakes." The FTA states that "[i]f the questions, and the concurrent opportunity to respond, are sufficient to lead an offeror into areas

⁷³ BPPM § 4.5.4.

⁷⁴ BPPM § 4.5.4.

⁷⁵ 001652-001653 & Exhibit A.

of perceived deficiency in its proposal, discussions have been held." ⁷⁶ Here, each question noted a deficiency in MV's proposal, and gave MV a chance to revise or modify its proposal as written.

The FTA provides that if discussions are opened with any offeror, then they should be opened with all offerors that have a reasonable chance of being selected for award. ⁷⁷ Yet, the record is devoid of any other examples where MCDOT conducted discussions with any other proposer after all proposals were accepted. Further, the Milwaukee County Code of Ordinances state that "Information shall not be furnished to a prospective vendor if, alone or together with other information, it may afford the prospective vendor an advantage over others."⁷⁸

The procurement violated FTA guidance and the Milwaukee County Code of Ordinances because MV, and only MV, was permitted the opportunity to correct its deficiencies.

4. Evaluators Were Given Unclear or No Scoring Guidance Resulting in Arbitrary Scores for "Yes/No" Requests.

Twelve different Requests effectively asked the proposers to simply meet a requirement. That is, an evaluator should have been tasked with determining whether the requirement was met or not. Yes or no. Instead, the evaluators were given no guidance at all.

In instructing the evaluation committee on how to evaluate the submitted proposals, MCDOT provided "Scoring Guidance" for 33 of the 37 requests. The evaluators were also given general instructions to score "based solely on your interpretation of the materials submitted and your knowledge of the objectives of the program and the RFP." ⁷⁹ However, it is evident from the scores provided, that no guidance was given when a request required only that a proposal meet a requirement. In practice, the evaluator from MCDOT scored the proposals correctly, in this manner, by assigning a point value of "8" for almost all responses that met the requirement.

⁷⁶ BPPM § 4.5.4.

⁷⁷ BPPM § 4.5.4.

⁷⁸ MCCO § 32.47(2).

⁷⁹ 000898 & Exhibit C.

Applying this same "requirement met" methodology where appropriate drastically changes the technical scores:

Scored With a "Requirements Met" Standard ⁸⁰								
Rank	Proposer	Evaluator 4 - MCAdm Fiscal	Evaluator 6 - CBDP	Evaluator 1 - MCFamily Care	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	Avg
1	MTS	724.9	624.7	587.9	633.6	618.2	691.8	646.8
2	Veolia	705.5	593.6	585.7	592.5	632.4	723.1	638.8
3	McDonald	694.6	614.3	572.2	564.3	627.3	671.4	624.0
4	First Transit	700.0	537.6	531.0	545.6	544.4	692.8	591.9
5	MV	653.4	570.2	508.3	506.7	549.0	504.4	548.7

Scores changed to an "8" if the requirement stated was met.
 Requests Modified: 3, 8, 9, 10, 11, 12, 14, 21, 28, 29, 30, 31 - If a requirement was "met" as indicated by either notations or the score, the score was leveled at an "8"
 Request 13 modified only with respect to MTS who is the incumbent.

And, the gap between MTS and all other proposals is even greater when evaluating only the non-requirements met requests. Now, MTS scores, nearly 20% higher than MV:⁸¹

Technical Scores Not Including the "Requirements Met" Categories ⁸²								
Rank	Proposer	Evaluator 4 - MCAdm Fiscal	Evaluator 6 - CBDP	Evaluator 1 - MCFamily Care	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	Avg
1	MTS	503.6	403.4	372.6	416.5	396.9	476.5	428.3
2	Veolia	484.2	374.3	367.2	373.2	411.1	501.8	418.6
3	McDonald	437.6	368.2	328.5	340.9	379.2	428.4	380.5
4	First Transit	445.0	311.0	302.8	324.8	317.2	452.0	358.8
5	MV	434.1	348.9	295.4	312.6	333.9	337.7	343.8

Requests satisfied with a "meets requirement" not counted.
 Requests Not Counted: 3, 8, 9, 10, 11, 12, 14, 21, 28, 29, 30, 31
 Request 13 modified only with respect to MTS who is the incumbent.

"The Common Grant Rules prohibits solicitation requirements that contain features that unduly restrict competition." ⁸³ "Situations that are considered impermissibly restrictive include,

⁸⁰ Exhibit I.
⁸¹ 80.27%=343.8/428.3
⁸² Exhibit I.

but are not limited to... Taking any arbitrary action in the procurement process."⁸⁴ In this procurement, arbitrary action was taken by omission. MCDOT did not provide guidance to its evaluators when the request sought only that an evaluator meet a requirement. As a result, evaluators were left to arbitrarily assign points on a 1-10 scale.

For example, Request 9 stated:

Please provide an outline of the organizational structure as well as financial reporting and controls that will be used to fulfill any resulting agreement with Milwaukee County.

Further, the secret Scoring Guidance, stated:

This request is to evaluate that proposer has provided an outline of its organizational structure, specifically that it has provided an overview of financial reporting and internal controls that are in place.

Thus, an evaluator was charged with evaluating whether an outline was provided or not.

The Scoring Guidance did not ask the evaluators to judge how good the outline is, just whether it was provided and gave an overview of financial reporting and internal controls. The evaluator from MCDOT correctly treated this request as a "requirements met" request and assigned a score of "8" to each proposer that met the requirement. The same cannot be said of the other evaluators who arbitrarily gave points higher than an 8, for simply meeting a requirement. Omitting this crucial rule from the Scoring Guidance created arbitrary evaluations in violation of FTA's Common Grant Rules.

5. Evaluators Took Into Account Personal Experience with a Proposer in Violation of Evaluation Instructions.

The instructions given to the evaluators expressly stated:

"Your scoring must be based solely on your interpretation of the materials submitted and your knowledge of the objectives of the program and RFP.
Do not allow outside discussions and information, news media, and

⁸³ FTA C 4220.1F, Rev. 4, VI(2)(a)(4).

⁸⁴ FTA C 4220.1F, Rev. 4, VI(2)(a)(4).

historical events to influence your score. Score based upon the information that is in front of you." (emphasis added)⁸⁵

It is evident from a review of evaluator notations that the highlighted command was not followed.

For example, in its scoring of MTS's proposal to Request 19,⁸⁶ Evaluator 6, who is listed as working for Milwaukee County CBDP, stated: "Issues with proper management of paratransit contracts."⁸⁷ That evaluator gave MTS a 6 out of a possible 10. What is telling here is that, in response to Request 19, MTS mentions management of paratransit only once stating: "In many instances, such as in the example of paratransit, the contract contains extensive performance standards which are monitored on a daily basis."⁸⁸ Clearly Evaluator 6 found this information somewhere other than in the RFP or proposals.

Then, in scoring MTS' proposal for Request 27,⁸⁹ Evaluator 6 wrote: "Issues with effective communication."⁹⁰ Looking to MTS' proposal again, it is impossible to find what Evaluator 6 is basing its statement, and low score of 7 upon. Again, Evaluator 6 clearly looked somewhere other than the information put in front of him or her.

Then we get to Request 28⁹¹ and Evaluator 4, Milwaukee County Administration Fiscal, and Evaluator 5, Milwaukee County Administration. Request 28 sought two examples of

⁸⁵ 000898 & Exhibit C.

⁸⁶ Request 19 stated: "Identify your experience in the use of third party contractors, contract employees and Disadvantaged Business Enterprise vendors. Provide information as to how these groups are overseen by management staff." 000051.

⁸⁷ 001564.

⁸⁸ 001839.

⁸⁹ Request 27 stated: "Describe how your organization will handle notification and resolution of critical and/or sensitive information, disputes that require interagency involvement, and/or reporting omissions that require corrective action." 000052.

⁹⁰ 001568.

⁹¹ Request 28 stated: "Proposer should provide two examples of their organization's experience with successful development and implementation of major, effective cost savings initiatives. Provide details of each experience that includes the timeframe for implementation, dollar value, and overall impact on performance and/or operations of

successful development and implementation of major, effective cost savings initiatives.⁹² Both evaluators had similar responses to MTS' proposal. "The Paratransit Agency Fares and New Freedom programs were initiated by non-MTS staff."⁹³ And, "Some of these initiatives were County Administration driven. They were not all developed by MTS, Inc."⁹⁴ Like above, none of this was in any of the materials before the evaluators. Instead, two Milwaukee County Administration employees brought these comments, and scores, to the table outside of the RFP process.

While some of the above examples were requests that also fall under the "yes/no" requirements-met criteria discussed above in Section 4, the issue raised here has broader potential implications than these few requests. Not every evaluator actually kept notes for each proposal request. As a result, it is unclear how much evaluators brought outside influences in to their evaluations. But, it is clear that they did.

6. Scoring Guidance Provided was Biased Against an Incumbent Not-For-Profit Entity.

"[C]ounty officials still plan to issue a request for proposals next week for a new contractor to take over management and operations of the Milwaukee County Transit System."⁹⁵ Seeing an opportunity, the administration hurried a quickly drafted RFP out the door to acquire a new contractor.⁹⁶

Yet, in order to receive federal funding from the Federal Transit Administration ("FTA") MCDOT is required to agree not to conduct any "procurement based on exclusionary or

comparable transit systems that your organization has managed and how that may apply to Milwaukee County." 000052.

⁹² As noted in Section 4 above, Request 28 is one of the "yes/no" requirements met Requests that was leveled at a score of "8" if the notations indicate the requirement was met.

⁹³ 001291.

⁹⁴ 001421.

⁹⁵ <http://www.jsonline.com/watchdog/pi/official-at-center-of-botched-paratransit-contract-to-retire-kg9lm3e-204176061.html>

⁹⁶ <http://www.jsonline.com/blogs/news/200123531.html>

discriminatory specifications...⁹⁷ In violation of that agreement, the Scoring Guidance given to the evaluators, and kept secret, created an unfair bias against MTS, as the incumbent.

The Scoring Guidance provided to evaluators, intentionally or not, was biased against any incumbent, and particularly a not-for-profit incumbent. As examples of this bias, we restate below the request and guidance for Request 13 and Request 14.

Request 13

Request 13 provided the following RFP Description:

Please provide a description of proposer's experience in transitioning employees of comparable transit systems from another provider to your organization. Provide a high level overview of issues encountered and timeframe required for transition. Please detail your experience with transitioning of employee benefits including maintaining the existing pension plan.

An obvious point is that any incumbent would not be required to transition employees. Therefore, any response from an incumbent should be given no more, and no less, than meeting the requirement of the request. In other words, MTS should not be given a "10," nor should it be given anything less than an "8" in response to this request. During the pre-bid process, MTS did request information concerning how evaluations would be conducted, yet MCDOT publicly stated that no further information would be disclosed on that issue.⁹⁸ The information that was not disclosed to proposers, or the public, included the Scoring Guidance given to evaluators.

The Scoring Guidance for Request 13 stated as follows:

This request should demonstrate that the proposer has experience in migrating/transitioning employees and operations from another transit services provider to its organization. Scorers should consider timeliness and quality of the transitions as expressed by the proposer.

⁹⁷ FTA Master Agreement MA(19), § 17(c).

⁹⁸ Affidavit of Michael Giugno.

No provision was made for the scoring of any incumbent. Thus, all evaluators were left without direction. Without direction, MTS suffered receiving scores such as "5" and notations by the evaluators as "Lacks detail;" "One experience 14 yrs ago."

Again, FTA's Common Grant Rules prohibits MCDOT from including "solicitation requirements that contain features that unduly restrict competition," which includes "[i]mposing unnecessary experience requirements..."⁹⁹ Providing no guidance on how to score an incumbent, who does not need to transition employees, violated federal law, and led to unreasonable results.

Request 14

Request 14 provided the following RFP Description:

List up to three references of similar transit management assignments. Provide names, addresses and telephone numbers of a point of contact for each system.

In response, MTS provided the reference of MCDOT, its only client. This proposal, of course, complies with the request seeking "up to three references of similar transit management assignments." (Emphasis added). However, reviewing the Scoring Guidance, which again was kept secret from the proposers, it is clear the Scoring Guidance was biased against a proposer who could provide only one reference:

This request is for proposers to provide up to three professional references for transit systems managed by the proposer that are similar in community size to Milwaukee County. While the evaluation panel will not be conducting the reference check calls themselves, the points should be awarded based upon the number of references provided (e.g. 1, 2, or 3) that demonstrate management of transit systems in similar sized communities to that of Milwaukee County or larger. (Emphasis added).

⁹⁹ FTA C 4220.1F, Rev. 4, VI(2)(a)(4).

Thus, in the secret Scoring Guidance, a proposer was rewarded for having a large number of references, saying nothing about quality, and demoted for serving only one client, albeit the exact system in question in this RFP, Milwaukee County. In the scoring chart above, this bias was addressed by following the notation of the MCDOT reviewer who indicated that MTS, MV, and Veolia all met the requirement. This same choice was not made by all of evaluators who, following the Scoring Guidance given, in two instances provided a very low score to MTS for providing only one reference.

Request 14 is again an example of imposing unnecessary requirements on MTS in violation of federal law.

7. The Record is Devoid of Evidence That References Were Verified.

Request 14 asks proposers to: "List up to three references of similar transit management assignments. Provide names, addresses and telephone numbers of a point of contact for each system." Despite the obvious issues raised above, it seemed likely that the Evaluation Committee would in fact contact references to: A) verify the validity of the reference stated; B) actually confirm that this is an entity Milwaukee County would like to contract with. Shockingly, the record is devoid of any such reference check.

The secret Scoring Guidance does state that " the evaluation panel will not be conducting the reference check calls themselves..."¹⁰⁰ Given that, it would seem likely that someone would in fact have made the reference check calls.

Had MCDOT checked MV's references they would have realized that MV's proposal, and public statements, obscure the fact that they do not have the experience necessary to operate a system the size of Milwaukee County. Request 12 asked, in part, for proposers to "[p]rovide a description of proposer's experience managing transit systems of similar scope and size to that of

¹⁰⁰ 000958.

Milwaukee County."¹⁰¹ And, Request 14 required a proposer to "[l]ist up to three references of similar transit management assignments."¹⁰² On July 26, 2013, the day the Notice of Intent was issued; MV admitted it did not do this. MV admitted that it only "included operations where the total fleet size was comparable to direct services provided by Milwaukee County..."¹⁰³ No where in their proposal, or the statements made publicly since the letter of intent to award to MV was announced, has it been clearly stated that MV has experience operating a transit system similar in size and scope to Milwaukee County. This could easily have been discovered if MV's references had been checked.

Yet, in a record that questions MTS' ability to pay for its bid protest,¹⁰⁴ there is shockingly zero evidence that reference check calls were in fact made. "When evaluating bids or proposals submitted, FTA expects the recipient to consider all evaluation factors specified in its solicitation documents, and evaluate the bids or offers only on the evaluation factors included in those solicitation documents. The recipient may not modify its evaluation factors after bids or proposals have been submitted without re-opening the solicitation."¹⁰⁵

So, in this hurried procurement process, the evaluators did not have the benefit of oral presentations, and may have been left without the opportunity to check the references for potential contractors on an \$820 million contract. This change in MCDOT's evaluation factors violates logic and FTA requirements.

¹⁰¹ 000050.

¹⁰² 000050.

¹⁰³ 001661.

¹⁰⁴ 001666-001668.

¹⁰⁵ FTA C 4220.1F, Rev. 4, VI(7)(a)

Conclusion

It is clear that this Panel now has enough information before it to find that the process of RFP #2013-5600 was flawed and resulted in an arbitrary decision that did not act according to law. The question that remains is what should be done about it.

As indicated by Corporation Counsel, if the appeal is granted, this Panel can require MCDOT to either rescore the proposals based upon the findings of this Panel, or reject all proposals and conduct an entirely new request for proposal process.

A rescore would not result in an arbitrary decision and would permit full and open competition. The issues raised above maintain the integrity of the decisions reached by the evaluators, but corrects for arbitrary decisions on requirements met requests and unresponsive or unreasonable price proposals. A rescore, based upon all of the issues raised above, would result in the following totals:

After Corrections										
Rank	Proposer	Evaluator 4 MCAadm Fiscal	Evaluator 6 CDBP	Evaluator 1 MCFamily Care	Evaluator 3 WisDOT	Evaluator 2 MCDOT	Evaluator 5 MCAadm	Avg	Price	Total
1	MTS	724.9	624.7	587.9	633.6	618.2	691.8	646.8	163.0	809.8
2	First Transit	700.0	537.6	531.0	545.6	544.4	692.8	591.9	200.0	791.9
3	Veolia	705.5	593.6	585.7	592.5	632.4	723.1	638.8	132.5	771.3
4	McDonald	694.6	614.3	572.2	564.3	627.3	671.4	624.0	0.0	624.0
5	MV	653.4	570.2	508.3	506.7	549.0	504.4	548.7	0.0	548.7

In addition, this Panel and MCDOT have the ability to reject all proposals and start the RFP process anew.¹⁰⁶ It is clear that errors and mistakes have plagued this RFP process. It is also clear that the decision, as currently made, was arbitrary and violated federal law. On those bases alone this Panel has the authority to throw the whole process out.

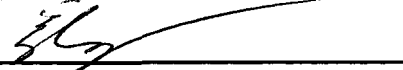
¹⁰⁶ 000055.

Yet, MTS strongly believes that, when properly scored, its proposal should be awarded the highest points, and in turn, award of the contract. However, MTS would equally support a decision of this Panel to conduct an entirely new RFP in order to ensure a safe and reliable transportation system for the citizens of Milwaukee County.

Respectfully submitted,

Dated January 2, 2014

QUARLES & BRADY LLP



MARY PAT JACOBY
WI BAR NO 1016956
ERIC J. VAN SCHYNDLE
WI BAR NO 1076063

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Phone: 414-277-5137
Eric.VanSchyndle@quarles.com
mary.pat.jacoby@quarles.com

*Attorneys for Milwaukee Transport Services,
Inc.*



RFP #2013-5600 Transit Management Services for Milwaukee County Transit System

TransitRFP inet to: gary.coles, egriffin
Sent by: James Martin
Cc: Brian Dranzik

07/23/2013 09:01 AM

Dear Mr. Coles and Mr. Griffin,

Attached please find follow up questions from the Milwaukee County Department of Transportation related to the proposal submitted by MV Transportation to provide the full range of transit management services for the Milwaukee County Transit System.

After your firm has an opportunity to review the attached questions, if you feel additional clarification by the Department of Transportation on these questions would be beneficial to MV Transportation, then please feel free to contact us.

The Department of Transportation would like to receive your firm's completed responses by no later than 2:00 PM (Central Time) on Thursday, July 25, 2013.

Contact Information:
Brian Dranzik
Director of Transportation
Milwaukee County Department of Transportation
(414) 278-4952

James Martin
Director of Operations
Milwaukee County Department of Transportation
(414) 278-4187



followup questions to RFP proposal response for mv transportation.docx

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Follow up Questions to RFP Proposal Response for MV Transportation

1. What business functions will be handled in Milwaukee and what are handled by corporate. Examples planning, procurement, human resources. If some activities are split, which ones.
2. RFP mentions that MV will follow CBA and that CBA will take place of MV benefits structure while CBA is in place, please confirm.
3. Pension system is part of the CBA, RFP was vague on addressing pension system. How does MV plan on administering the pension system for MCTS?
4. ASE certification, is the bonus program available for those who already have ASE certification.
5. What experience does MV have with a New Flyer fleet? References to vehicle types did not mention New Flyer and Milwaukee County's fleet is exclusively New Flyer.
6. Maintenance component seemed to be written for a small fleet or paratransit fleet. Does MV intent to have body work done off site, if so have MV identified a local vendor. What does MV plan on doing with existing facilities?
7. Does MV plan to have transit vehicle engines rebuilt off-site if so, where? What is the vehicle out of service time associated with rebuilding engine program? How will this program work with warranty programs offered either by engine manufacturer or bus manufacturer?
8. How does MV plan to incorporate the safety inspection intervals with maintaining necessary amount of vehicles in service?
9. How does MV intent to provide "Drive Cam" into MCTS operations?
10. There is no mention of on board security. Does MV intent to provide on-board or on-call security?
11. Service planning section seems to be a model for demand response. How does MV propose to make service changes? What analysis is done, who is involved and from what locations?
12. Proposal states that procurement will be done by Managing Director and Deputy Director. Does this mean they will be doing the day-to-day purchasing to keep the operations functioning? If not, how will this be done, by who and from what location?
13. How are capital and facilities operations overseen to ensure they are on budget and on time?
14. How are third party contractors overseen?
15. How will MV institute Houston based small business mentoring program in Milwaukee? Who oversees this program?
16. More discussion is needed regarding purchasing of fuel. Current vendor purchases fuel, RFP states Milwaukee County will buy fuel. Our expectation is that the vendor will buy fuel for the system. If this cannot be done we need to know why?
17. What basis did MV use for providing comparable systems?
18. Amount provided for in Management fees and Administrative fees will be the amount of the fixed fee portion of the contract. Operations expenses associated with provided transit service will be the variable or operations expense portion. Any amounts for Management and Administration not provided for by the proposed amount in the RFP will be the responsibility of MV Transportation.
19. MV Transportation included a startup schedule that assumes approximately five months. It is anticipated that MV will not be allowed to begin a transition until a contract is executed, which is anticipated at the earliest in September cycle as discussed in the pre-proposal conference. Can MV guarantee Milwaukee County that it will be able to provide all services beginning

January 1, 2014 if only approximately three months or less is available to accomplish the transition?

20. The proposed General Manager is currently not under the employment of MV Transportation. It is unclear whether the Deputy General Manager is currently under the employ of MV Transportation. What would be MV's on site management contingency plan in the event either of these proposed on site executive level managers are not available?
21. It is assumed that all items and resources discussed within the RFP response will be available to Milwaukee County within the cost quoted. If this is not the case, any items that result in an additional fee for service need to be detailed and the estimated annual cost provided.
22. The proposal states the availability of federal funding for planning activities related to the MPO, the MPO does not perform planning activities, is MV prepared to do these activities as part of the contract as bid?



**RE: RFP #2013-5600 Transit Management Services for Milwaukee County
Transit System**

Edward Griffin to: TransitRFP@milwcnty.com

07/26/2013 08:42 AM

Cc: "Brian.Dranzik@milwcnty.com", Gary Coles, WC Pihl

History: This message has been replied to.

1 attachment



MV Milwaukee Response 07262013.docx

Mr. Martin: Thank you for your consideration. Please find attached MV's response. Should you have addition questions please refer to the contact information in cover letter.

Edward Griffin
VP Business Development
MV Transportation
407-455-2632

From: James.Martin@milwcnty.com [James.Martin@milwcnty.com] On Behalf Of
TransitRFP@milwcnty.com [TransitRFP@milwcnty.com]
Sent: Tuesday, July 23, 2013 10:46 AM
To: Edward Griffin
Cc: Brian.Dranzik@milwcnty.com
Subject: RE: RFP #2013-5600 Transit Management Services for Milwaukee County
Transit System

Mr. Griffin,

Friday, July 26, 2013 2:00PM (Central Time) would be acceptable for receiving the responses to questions.

Thank you,
James Martin

From: Edward Griffin <egriffin@mvtransit.com>
To: "TransitRFP@milwcnty.com" <TransitRFP@milwcnty.com>
Date: 07/23/2013 09:46 AM
Subject: RE: RFP #2013-5600 Transit Management Services for Milwaukee
County Transit System

Mr. Martin: We are beginning the process of responding to your questions, however, one of the key decision makers is not available until Thursday. Could we respectfully ask that our response be provided no later than 2:00 PM (Central Time) on Friday, July 26, 2013? Thank you for your consideration.

From: James.Martin@milwcnty.com [James.Martin@milwcnty.com] On Behalf Of
TransitRFP@milwcnty.com [TransitRFP@milwcnty.com]

Sent: Tuesday, July 23, 2013 9:01 AM
To: Gary Coles; Edward Griffin
Cc: Brian.Dranzik@milwcnty.com
Subject: RFP #2013-5600 Transit Management Services for Milwaukee County Transit System

Dear Mr. Coles and Mr. Griffin,

Attached please find follow up questions from the Milwaukee County Department of Transportation related to the proposal submitted by MV Transportation to provide the full range of transit management services for the Milwaukee County Transit System.

After your firm has an opportunity to review the attached questions, if you feel additional clarification by the Department of Transportation on these questions would be beneficial to MV Transportation, then please feel free to contact us.

The Department of Transportation would like to receive your firm's completed responses by no later than 2:00 PM (Central Time) on Thursday, July 25, 2013.

Contact Information:
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MV TRANSPORTATION, INC.

James Martin, Director of Operations
Milwaukee County Department of Transportation
2711 Wells St., Room 324
Milwaukee, WI 53233

RE: Request for Proposal: Transit Management for the Milwaukee County Transit System
Project No. 2013-5600

Dear Mr. Martin,

MV is in receipt of your email dated July 23, 2013. Pursuant to that email, MV respectfully submits the following clarifications to the above-referenced procurement. We hope that these explanations provide ample clarification; however, should MCTS require any further additional information, please do not hesitate to contact me at any time.

I remain your primary contact for this procurement and I am authorized to make representations for MV Transportation, Inc., to include all its subsidiaries, joint ventures, partnerships, and affiliates (the bidding entity). Additionally, Mr. Edward Griffin, vice president, will serve as your secondary contact; he can be reached any time of day at (407) 455-2632 or egriffin@mvtransit.com. Please direct all correspondence related to this and all future procurements to MV's bid office located at 479 Mason Street, Ste. 221 Vacaville, CA 95688.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gary R. Coles', is written over a circular stamp or watermark.

Gary R. Coles
Senior Vice President Business Development



Follow up Questions to RFP Proposal Response for MV Transportation

1. *What business functions will be handled in Milwaukee and what are handled by corporate. Examples planning, procurement, human resources. If some activities are split, which ones.*

An advantage in selecting a firm of MV's breadth of resources is that many functions, such as Payroll, Human Resources, Accounts Payable, Accounts Receivable, Legal, IT, Communications, and Labor Relations are primarily handled at the corporate level, allowing local staff to focus on service delivery. MV's regional directors for these departments will be on site periodically, but again, they have access to corporate support and resources in completing their tasks.

2. *RFP mentions that MV will follow CBA and that CBA will take place of MV benefits structure while CBA is in place, please confirm.*

MV apologizes for any confusion caused in this statement. It is MV's intent to immediately recognize the union(s) upon award. The company will begin good faith negotiations with the union(s), and complete those negotiations with the best interest of the employees and the County in mind. The company will indeed provide benefits to the employees; these benefits will be defined by these negotiations, and will be similar to what is in existence today.

3. *Pension system is part of the CBA, RFP was vague on addressing pension system. How does MV plan on administering the pension system for MCTS?*

If there is a current pension liability administrator, MV would negotiate with them to continue maintaining the fund, or procure a replacement vendor. MV understands from the communication during this procurement that there is neither financial obligation nor prior pension liabilities that would be the responsibility of the incoming contractor.

4. *ASE certification, is the bonus program available for those who already have ASE certification.*

Yes, this program applies to current and future employees, and will be administered for those certifications earned while employed by MV.

5. *What experience does MV have with a New Flyer fleet? References to vehicle types did not mention New Flyer and Milwaukee County's fleet is exclusively New Flyer.*

MV operates New Flyer fleets in the following transit systems: Glendale (CA), Elk Grove (CA), OCTA (CA), Fairfax Connector (VA), Reno (NV), Hanford (CA), and Las Vegas (NV). In addition, MV's proposed general manager, Tom Wittig, currently works with a fleet of 30' and 35' New Flyers (2003, 2004 and 2009). Both MV and Wittig have excellent relationships with New Flyer.





6. Maintenance component seemed to be written for a small fleet or paratransit fleet. Does MV intent to have body work done off site, if so have MV identified a local vendor. What does MV plan on doing with existing facilities?

MV has extensive experience with the maintenance of large transit buses. As part of its transit operations, the company manages the maintenance of large fixed route bus fleets for customers including Fairfax County, VA; RTCs of both Southern Nevada and Northern Nevada; the New York City Department of Education; Orange County Transportation Authority (Orange County, CA); and the Los Angeles Department of Transportation.

The company understands that fleet maintenance carries pivotal importance to the success of a transit system. A successful maintenance program will support service reliability, professionalism, and customer service; it will also enhance employee morale and pride in the service. The County has made a significant investment in its fleet; it is MV's responsibility to protect and maintain this equipment to OEM and County standards.

The initial PMI intervals have been derived based on MV's experience maintaining these bus types/bus systems. After consulting OEM manuals for each of the specialty bus types, additional time was added for service activities outside of the normal PMI inspection.

Preventive Maintenance Cycle

Inspection	Interval	Description
A	6,000	Vehicle interior and exterior inspections (lights, safety equipment, etc.); HVAC operation; air brake testing; door and lift operation/cycling; road test (engine, transmission, brake, steering); undercarriage (shocks, brake lines, filters, air lines, drive shaft, etc.); engine compartment (fluid and leak inspection); clean/check battery and cables; fire suppression system inspection; oil & filter change
B	12,000	Consist of all B level task and include oil and filter change, Fuel System service and filter change, HVAC (Freon level, interior air filter change, function test)
C	36,000	Consist of all B & C Level task and additional task of; fire suppression inspections (semiannual) inspection of fire wires, blow out lines. Air Dryer Services. Annual HVAC Inspection (leaks, filters, temperature checks, function inspections, brushes and fan motor condition). Wheel End Services
D	72,000	Consist of all A, B & C level task and the additional task Transmission Service; Differential Fluid Change

MV does intend to have body work done offsite, and will identify a local vendor during the implementation phase of the contract. MV plans to use existing facilities, and to include them in the company's overall preventive maintenance program. Upon contract award, MV will review current maintenance protocols and make minor adjustments towards any potential improvements that are identified.





7. *Does MV plan to have transit vehicle engines rebuilt off-site if so, where? What is the vehicle out of service time associated with rebuilding engine program? How will this program work with warranty programs offered either by engine manufacturer or bus manufacturer?*

The company performs most engine and transmission replacements on site, with a swing engine or transmission in stock on the shop floor. The engine or transmission that needs to be rebuilt is sent off site for the completion of this task. MV will contract with local vendors for this service. This saves time and money for the County, and provides a much quicker return of the bus to the active service fleet. MV will track and adhere to all warranty repairs.

8. *How does MV plan to incorporate the safety inspection intervals with maintaining necessary amount of vehicles in service?*

A level preventive maintenance inspections are considered safety inspections, and are scheduled at 6000 mile intervals. These inspections are scheduled and will accommodate both service hours and service volume. MV's maintenance team will work closely with dispatch to ensure that all the fleet is appropriately assigned, and those vehicles in service are documented clearly on the out of service monitor.

MV's maintenance team will be responsible for assigning vehicles to routes. At the end of each service day, when service is complete and all vehicles have been cleaned, fueled, and parked, the on-duty foreman will serve as the designated service scheduler; he or she will review the next day's maintenance schedule and assign all available buses to the next day's routes. This list will be delivered to the starter office for the next day's service. The dispatcher will then assign operators to routes prior to operator check in.

9. *How does MV intent to provide "Drive Cam" into MCTS operations?*

During the transition, MV will work with MCTS to schedule an appropriate time to install these units. Start to finish, MV intends on having these units installed, tested, and running over a 60-day period. DriveCam managed services will serve as the clearinghouse for all clip review and risk assessment evaluation. Results of clips are provided in a dashboard report format where clips are categorized by behaviors posing the most risk.

10. *There is no mention of on board security. Does MV intent to provide on-board or on-call security?*

It is MV's intention to increase the presence of road/system supervisors. This has been included in MV's proposed operational budget. Increasing the visibility of this team will deter passenger disruption and criminal activity, while improving customer confidence.



Supervisors are directly connected to MCTS and provide a great resource. Their presence on the vehicle will provide additional flexibility in areas such as operator oversight, detour management, and operator support.

Additionally, all road/street supervisors and vehicle operators will be trained in the use of Drive Cam, including the use of its panic button. This feature provide additional on board security.

11. Service planning section seems to be a model for demand response. How does MV propose to make service changes? What analysis is done, who is involved and from what locations?

MV will provide planning support, and this individual will meet with County staff to review current schedules as well as any newly identified schedule additions or plans that will take place within the first 12 months after contract award.

MV will begin community outreach prior to start date to ensure community concerns and needs of employers in the service area are understood. MV will compare current schedule blocking with MV's run cut and blocking, and will make adjustments based on new service parameters. MV will identify areas of concern on heavy-performing routes and system chokepoints on weekdays and weekends. MV will observe these areas and plan to effectively manage with focused customer outreach, and by stepping up buses and using standby coaches to keep service on time. These items will be clarified with the operations team for execution.

In the implementation of service changes, MV believes in having many public meetings at multiple locations when proposing service changes. Well before changes are made, MV's general manager along with executive staff (including senior planner) will work with the County to facilitate public meetings to gather all facts and public input, including input in regards to FTA Civil Rights and Title VI guidelines. Proposed service changes then will be discussed with the director of transportation, the Transportation, Public Works and Transit Commission and the Milwaukee County Executive and Board.

12. Proposal states that procurement will be done by Managing Director and Deputy Director. Does this mean they will they be doing the day-to-day purchasing to keep the operations functioning? If not, how will this be done, by who and from what location?

When we referred to the managing director and deputy director leading procurement we were specifically speaking to procuring subcontracted paratransit services.

The procurement of other goods and services (i.e. purchasing) is the responsibility of each department head (printing, maintenance, administrative). These activities are completed locally, and will be supported by MV's Dallas-based corporate purchasing team and national account system.

13. How are capital and facilities operations overseen to ensure they are on budget and on time?

The deputy general manager will work closely with MV's finance director and director of administration to ensure the budget is in line. This individual will also work closely with corporate support personnel,



and will directly oversee operations/capital department heads (directors of fixed route, paratransit, human resources, and maintenance).

The proposed general manager (Tom Wittig) will have meetings twice per week with deputy general manager, along with the directors of human resources, finance, administration and maintenance to ensure and exceed operational efficiencies and review budget status.

Mr. Wittig will meet regularly with Regional Vice President Brian Balogh and County officials to track budget compliance.

14. How are third party contractors overseen?

The company will establish regular audits to ensure complete compliance with County expectations. The deputy general manager will have oversight to ensure service quality and compliance with all FTA and WISDOT regulations, including Drug and Alcohol compliance. The paratransit director will have direct oversight of paratransit contractor(s).

15. How will MV institute Houston based small business mentoring program in Milwaukee? Who oversees this program?

MV will take steps in partnering with the County and appropriate agencies in the development of the program and its guidelines. Mentors and protégés will be selected based on criteria set forth by program guidelines, and MV will lend its leadership team's expertise as part of a series on a variety of subjects decided on by the County and its partners in this program. As in Houston, MV CEO Carter Pate will kick off the series as a mentor on entrepreneurship and business innovation.

16. More discussion in needed regarding purchasing of fuel. Current vendor purchases fuel, RFP states Milwaukee County will buy fuel. Our expectation is that the vendor will buy fuel for the system. If this cannot be done we need to know why?

This is a standard arrangement in many current MV contracts. MV will purchase the fuel and apply to the County's budget appropriately. An advantage of selecting MV for this contract is the company's experience at controlling fuel costs through fuel hedging. The company can save the County significant money in this costly budget item.

17. What basis did MV use for providing comparable systems?

MV included operations where the total fleet size was comparable to direct services provided by Milwaukee County, including: WMATA (DC), Richmond (VA), NY School System (NYC) and Fairfax (VA).





- 18. Amount provided for in Management fees and Administrative fees will be the amount of the fixed fee portion of the contract. Operations expenses associated with provided transit service will be the variable or operations expense portion. Any amounts for Management and Administration not provided for by the proposed amount in the RFP will be the responsibility of MV Transportation.**

The County did not provide a breakdown of the costs within these three components, and therefore the company allocated the costs into the three categories based on experience with similar services. If selected, the company respectfully requests to sit down with the County to decide on a final allocation between the three cost components, based on the County's interpretation of the individual cost elements. Then the final amounts written into the contract would be binding to MV for the contract term.

- 19. MV Transportation included a startup schedule that assumes approximately five months. It is anticipated that MV will not be allowed to begin a transition until a contract is executed, which is anticipated at the earliest in September cycle as discussed in the pre-proposal conference. Can MV guarantee Milwaukee County that it will be able to provide all services beginning January 1, 2014 if only approximately three months or less is available to accomplish the transition?**

Yes, MV can guarantee Milwaukee County that it will be able to provide all services beginning January 1, 2014 if only approximately three months or less is available to accomplish the transition.

- 20. The proposed General Manager is currently not under the employment of MV Transportation. It is unclear whether the Deputy General Manager is currently under the employ of MV Transportation. What would be MV's on site management contingency plan in the event either of these proposed on site executive level managers are not available?**

MV has Letters of Commitment from both proposed General Manager Tom Wittig and Deputy General Manager Scott Lansing. Both of these individuals will be available for this project. Mr. Wittig has been forthcoming with the City of Green Bay (including Mayor Jim Schmitt) and the Chair of the Metro Transit Commission on his interest in leading MCTS with MV. They support him and Tom will be available immediately after contract is executed.

- 21. It is assumed that all items and resources discussed within the RFP response will be available to Milwaukee County within the cost quoted. If this is not the case, any items that result in an additional fee for service need to be detailed and the estimated annual cost provided.**

Yes, all items and resources discussed within the RFP response will be available to Milwaukee County within the cost quoted.





22. The proposal states the availability of federal funding for planning activities related to the MPO, the MPO does not perform planning activities, is MV prepared to do these activities as part of the contract as bid?

Yes. MV Transportation and its proposed general manager, Tom Wittig would prefer to manage all planning activities. Wittig, along with the senior planner are looking forward to partnering with the SEWRPC in developing the TDP (Transit Development Plan) as well as the required TIP and STIP. Wittig already has excellent communication with the FTA Regional office in Chicago and WisDOT. Furthermore, Wittig and his team want to assist and plan with the important coordination of Human Services Transportation throughout Milwaukee County and Southeast Wisconsin.



GENERAL INSTRUCTONS
FOR EVALUATING PROPOSALS
SUBMITTED IN RESPONSE TO AN RFP

1. When conducting your evaluation of a proposal submitted in response to an RFP, keep an open mind. Your scoring must be based solely on your interpretation of the materials submitted and your knowledge of the objectives of the program and the RFP. Do not allow outside discussions and information, news media, and historical events to influence your score. Score based upon the information that is in front of you. You are being asked for your individual and an independent evaluation of responses received to this RFP.
2. The Rating and Scoring Sheet is divided into categories. Each category lists those factors and issues that are of importance when evaluating various sections of the proposal. It is important to use these factors and issues as guidelines when evaluating the proposal as outlined in the RFP. All categories shall be evaluated based on how well the vendor has documented its ability to understand the needs of Milwaukee County and to provide the services outlined in the RFP's specifications.
3. When you have completed the scoring, provide comments on what factors impacted your scoring decision for each category. Scoring sheets submitted without comments may be returned to the evaluator for completion.
4. None of the information contained in the proposals or the number or identity of the offerors shall be made public to anyone outside the evaluation committee, including other Milwaukee County staff and officials. Only the RFP Manager or his/her designee is authorized to transmit information or conduct discussions with prospective vendors.

If you are approached or asked for any information regarding the proposal(s) by a current or prospective vendor, member of the public, member of the press, county official, or county staff person; other than other evaluator(s) on the panel or the RFP Manager or his designee, do not provide any information and indicate that the RFP process is subject to confidentiality requirements. If a current or prospective vendor contacts you, please inform that such contact shall be grounds for immediate disqualification of the vendor's proposal.

Direct all internal and vendor inquiries to the RFP Manager.

Any and all contact described above, verbal, written or otherwise, must be documented and forwarded to the RFP Manger as soon as possible. If contact was verbal, describe the nature and content of the communication. If contact was written or via email, retain the original communication and forward a copy and any associated information to the RFP Manager immediately.

5. You will not be aware of pricing information until you have completed the technical scoring for each of the respondents.
6. If you are aware or become aware at any time in the evaluation or award process of a potential 'conflict of interest' or any violation of the "Code of Ethics" set forth in Chapter 9 of the Milwaukee county Code of Ordinances (by you or another individual), it is your responsibility to report this to the RFP Manager or Procurement Director immediately.
7. Contact the RFP Manager with any questions related to this process.



Evaluation Panel - Milwaukee County Request for Proposal (RFP) - Transit Management Services

TransitRFP inet

to:

transitrfp

06/14/2013 05:47 PM

Sent by:

James Martin

Hide Details

From: TransitRFP inet/DOA/Milwaukee County

To: transitrfp@milwcnty.com

Sent by: James Martin/DOA/Milwaukee County

4 Attachments



Conflict Disclosure RFP.pdf



Chapter_9_CODE_OF_ETHICS.pdf



Chapter_56.30_5D.pdf



GENERAL INSTRUCTIONS for Eval for RFP.pdf

Dear Participant,

You have been selected as an Evaluator for the Milwaukee County Request for Proposal (RFP) related to Transit Management Services for the Milwaukee County Transit System.

Proposals from vendors responding to the RFP are due to Milwaukee County on June 24, 2013.

The schedule for evaluation of vendor proposals would be as follows:

--Initial Evaluation Panel Meeting: Wednesday, June 26, 2013 10:00AM

At this meeting proposals will be distributed to you as well as evaluator score sheets for each proposal. This will include an overview and discussion of evaluator responsibilities and expectations

--Evaluation Panel Conference Call to Discuss any Questions Concerning the Evaluation Process: Tuesday, July 2, 2013 10:00AM . Please ensure that you have completed an initial review of the proposal responses by this time.

--Evaluation Panel Meeting to Discuss any Final Clarification on the RFP: Tuesday, July 9, 2013 10:00AM

--Evaluator to E-Mail Completed Scoring Information to James Martin by Wednesday, July 10, 2013 5:00 PM

--Evaluation Panel Meeting to Review Vendor Recommendation to RFP Administrator: Friday, July 12, 2013

file:///C:/Documents and Settings/jamesmartin/Local Settings/Temp/notesC03657/~web43... 9/12/2013

10:00AM

At the initial evaluation panel meeting, all Evaluators will complete and sign the attached ethics form. The form essentially attests that you do not have any conflict of interest as it relates to evaluating vendor proposals related to the Transit Management Services RFP.

The applicable Milwaukee County Ordinances that are referenced in the ethics form are attached below. Please review these ordinances prior to signing the ethics form at the initial meeting.

Code of Ethics

RFP Evaluator Instructions

All meetings of the Evaluation Panel will take place at the following location:
Milwaukee County
City Campus Building
2711 W. Wells St., Room 390

If you have any questions related to the information above or in the event that you cannot participate on these dates and need to discuss an alternate participant from your organization, please do not hesitate to contact me at the telephone number listed below.

James H. Martin
Transit Management Services RFP Administrator
2711 W. Wells St., Rm 324
(414) 278-4187
transitrfp@milwcnty.com

Thank you,
James Martin

This message is intended for the sole use of the individual and entity to which it is addressed, and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If you are not the intended addressee, nor authorized to receive for the intended addressee, you are hereby notified that you may not use, copy, disclose or distribute to anyone the message or any information contained in the message. If you have received this message in error, please immediately advise the sender by reply email and delete the message.

Re: RFP Scoring

to:
TransitRFP inet
07/12/2013 07:42 AM
Hide Details
From:

To: TransitRFP inet/DOA/Milwaukee County@MILWCO

Good morning!

Section 8 I had given everyone a 10 since the information requested was provided.

Request 36 for MTS should have been noted as 7, if it is not too late.

See you at 10:00.

Thank you!

-----James Martin/DOA/Milwaukee County wrote: -----

To:
From: TransitRFP inet/DOA/Milwaukee County
Sent by: James Martin/DOA/Milwaukee County
Date: 07/11/2013 06:22PM
Subject: RFP Scoring

Hi

I have entered the scores for the RFP for Transit Management Services.

In your packet, there is no score entered for Request 8 for any vendor.
In addition, MTS was not assigned a score for Request 36.

In the event that I do not here from you prior to 9AM tomorrow, I will assume for scoring purposes that you've assigned a 0 (zero) for the items above.

Thank you,
James

file://C:\Documents and Settings\jamesmartin\Local Settings\Temp\notesC03657\~web14... 9/12/2013



Re: RFP Scoring 
to: TransitRFP inet

07/12/2013 07:51 AM

James,

There was a proposal that was poorly organized. Thus, I may have not found the answer to the question.
See you this morning.

Regards,

TransitRFP inet

In entering the scores for the Transit M...

07/11/2013 06:35:55 PM

From: TransitRFP inet/DOA/Milwaukee County
To:
Date: 07/11/2013 06:35 PM
Subject: RFP Scoring
Sent by: James Martin

In entering the scores for the Transit Management Services RFP, Item 14 for McDonald Transit was not provided a score.

In the event that I do not hear from you prior to 9AM tomorrow, I will assume for scoring purposes that you've provided a score of 0 (zero) for this item.

Thank you,
James

000943



Fw: RFP Scoring
James Martin
to:
transitrfp
07/12/2013 08:37 AM
Hide Details
From: James Martin/DOA/Milwaukee County

To: transitrfp@milwcnty.com

additional scores for file.

James H. Martin
Director of Operations - MCDOT
2711 W. Wells St., Rm 324
(414) 278-4187

----- Forwarded by James Martin/DOA/Milwaukee County on 07/12/2013 08:37 AM -----

From:
To: James Martin/DOA/Milwaukee County@MILWCO
Date: 07/12/2013 07:42 AM
Subject: Fw: Re: RFP Scoring

I see I forgot to send to you directly as well. Here you go!

-----Forwarded by on 07/12/2013 07:42AM -----
To: TransitRFP inet/DOA/Milwaukee County@MILWCO
From:
Date: 07/12/2013 07:42AM
Subject: Re: RFP Scoring

Good morning!

Section 8 I had given everyone a 10 since the information requested was provided.

file://C:\Documents and Settings\jameshmartin\Local Settings\Temp\notesC03657\~web22... 9/12/2013

Request 36 for MTS should have been noted as 7, if it is not too late.

See you at 10:00.

Thank you!

-----James Martin/DOA/Milwaukee County wrote: -----

To:
From: TransitRFP inet/DOA/Milwaukee County
Sent by: James Martin/DOA/Milwaukee County
Date: 07/11/2013 06:22PM
Subject: RFP Scoring

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Thank you,
James

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Transit Management Services RFP Follow Up from 7.12.13 Mtg

TransitRFP inet

to:

transitrfp

07/12/2013 04:52 PM

Sent by:

James Martin

Hide Details

From: TransitRFP inet/DOA/Milwaukee County

To: transitrfp@milwcnty.com

Sent by: James Martin/DOA/Milwaukee County

Dear Evaluation Panel:

To follow up from this morning's meeting.

First let me again thank you for your invaluable participation as an evaluator on the RFP for Transit Management Services.

The question arose this morning as to would I be willing to accept additional feedback related to the MV Transportation proposal?

I would welcome the opportunity to receive any input you think would provide the Director of Transportation with additional insight related to this vendor.

If I could please have your feedback no later than Noon on Wednesday, July 17, 2013 that would be greatly appreciated.

If you have any questions please feel free to give me a call.

James

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file://C:\Documents and Settings\jameshmartin\Local Settings\Temp\notesC03657\~web94... 9/12/2013



RE: Transit Management Services RFP Follow Up from 7.12.13 Mtg

to:
'TransitRFP@milwcnty.com'
07/15/2013 07:57 AM
Hide Details
From:

To: "'TransitRFP@milwcnty.com'" <TransitRFP@milwcnty.com>

History: This message has been forwarded.

Hi James,

Here are the areas where I considered MV's proposal to be deficient that may impact the anticipated budget discussions:

- 1) Request 16: MV did not detail a potential approach to engage Milwaukee County.
- 2) Request 19: MV did not identify how third party contracts and contract employees are overseen by the management team.
- 3) Request 24: MV did not provide adequate information about how maintenance and replacement projects are identified and prioritized.
- 4) Request 25: MV did not include their approach to managing projects and ensuring that contractors maintain project schedules and adhere to project budgets.
- 5) Request 35: MV did not provide examples of customer satisfaction surveys.

Thank you for the opportunity to provide input.

From: James.Martin@milwcnty.com [mailto:James.Martin@milwcnty.com] **On Behalf Of**
TransitRFP@milwcnty.com
Sent: Friday, July 12, 2013 4:52 PM
To: transitrfp@milwcnty.com
Subject: Transit Management Services RFP Follow Up from 7.12.13 Mtg

Dear Evaluation Panel:

To follow up from this morning's meeting.

First let me again thank you for your invaluable participation as an evaluator on the RFP for Transit Management Services.

The question arose this morning as to would I be willing to accept additional feedback related to the MV Transportation proposal?
I would welcome the opportunity to receive any input you think would provide the Director of Transportation with additional insight related to this vendor.

If I could please have your feedback no later than Noon on Wednesday, July 17, 2013 that would be greatly appreciated.

If you have any questions please feel free to give me a call.

James

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Re: Transit Management Services RFP Follow Up from 7.12.13 Mtg 

to: TransitRFP inet

07/17/2013 12:28 PM

History: This message has been forwarded.

James,

I apologize for being a little past deadline. Some of the detail required as part of the Vendor's response was lacking. I have briefly noted these items as attached in my original evaluator scores (see hard-copy). Of note, I feel that questions 23, 25, 26, and 33 should have additional information supplied so that you can get a better understanding of their operations, experience, etc. and how the vendor would apply their approach to County operations. I can speak with you if you want me to be more detailed, just let me know. Thank you.

TransitRFP inet

Dear Evaluation Panel: To follow up from this...

07/12/2013 04:52:08 PM

From: TransitRFP inet/DOA/Milwaukee County
To: transitrfp@milwcnty.com
Date: 07/12/2013 04:52 PM
Subject: Transit Management Services RFP Follow Up from 7.12.13 Mtg
Sent by: James Martin

Dear Evaluation Panel:

To follow up from this morning's meeting.

First let me again thank you for your invaluable participation as an evaluator on the RFP for Transit Management Services.

The question arose this morning as to would I be willing to accept additional feedback related to the MV Transportation proposal?

I would welcome the opportunity to receive any input you think would provide the Director of Transportation with additional insight related to this vendor.

If I could please have your feedback no later than Noon on Wednesday, July 17, 2013 that would be greatly appreciated.

If you have any questions please feel free to give me a call.

James



Fw: Scan from a Xerox WorkCentre
TransitRFP inet to: Brian Dranzik
Sent by: James Martin
Cc: Patrick Lee

07/22/2013 11:25 AM

Brian,

Attached please find the Evaluation Panel Recommendation to the Director of Transportation Regarding Vendor Selection for RFP 2013-5600 Transit Management Services for the Milwaukee County Transit System.

It is the consensus recommendation of the evaluation panel, based upon the attached, that an Intent to Award be made and for the Director of Transportation to enter into initial contract negotiations with MV Transportation for services within the scope of the RFP.

Submitted by me for your consideration on behalf of the Evaluation Panel.

If you have any questions, please feel free to contact me.

Thank you,
James

----- Forwarded by James Martin/DOA/Milwaukee County on 07/22/2013 11:21 AM -----

From: "WorkCentre 7435" <DPWXEROX@milwcnty.com>
To: transitrfp@milwcnty.com
Date: 07/22/2013 11:20 AM
Subject: Scan from a Xerox WorkCentre

Please open the attached document. It was scanned and sent to you using a Xerox WorkCentre.

Number of Images: 2
Attachment File Type: PDF

Device Name: WorkCentre 7435
Device Location:

For more information on Xerox products and solutions, please visit
<http://www.xerox.com/>



img-722121451-0001.pdf

COUNTY OF MILWAUKEE
INTER-OFFICE COMMUNICATION

DATE: July 22, 2013

TO: Brian Dranzik, Director, Department of Transportation

FROM: James H. Martin, Director of Operations, Department of Transportation

SUBJECT: Evaluation Panel Recommendation to the Director of the Department of Transportation Regarding Vendor Selection for RFP 2013-5600 Transit Management Services for the Milwaukee County Transit System

BACKGROUND

The Milwaukee County Department of Transportation issued Request for Proposal (RFP) #2013-5600 Transit Management Services for the Milwaukee County Transit System on April 29, 2013. Proposals to provide Transit Management Services were received from five (5) vendors for the June 24, 2013 deadline.

The evaluation of proposals consisted of two parts: 1) a technical review comprising 80 percent of a vendor's score and 2) a price review comprising 20 percent of a vendor's score. An evaluation panel was convened for the technical review where each member of the panel independently as individuals scored each of the vendor proposals. The technical reviewers consisted of representatives that had experience in evaluation of RFPs and a professional interest in a successful outcome. The Department of Administrative Services – Procurement Division functioned as a non-scoring technical advisor to the panel.

The price review was conducted by me and independently verified by the Department of Administrative Services – Procurement Division.

The technical review and price review scores were added together to determine the overall aggregate vendor scores:

<u>Vendor</u>	<u>Score</u>
MV Transportation	740.5
McDonald Transit Associates	733.0
Milwaukee Transport Services (MTS)	707.7
Veolia Transportation	707.5
First Transit	680.0

REVIEW PANEL DISCUSSION AND CONSIDERATION

The evaluation panel was convened to review the aggregate vendor scores and to make a recommendation to the Director of Transportation.

A discussion was held by the evaluation panel relative to comprehensive scoring. After review and discussion by the panel, it was also determined that the highest scoring vendor was technically qualified to provide the services requested in the RFP. Based upon a consensus, the panel recommends to the Director of Transportation that an Intent to Award be issued and to proceed in initial contract negotiations with MV Transportation.

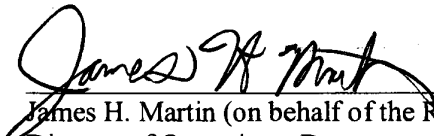
As part of the review process the panel was provided the opportunity to submit recommendations where they felt the MV Transportation response could benefit from additional clarification. I have forwarded these individual evaluation panelist comments to you.

RECOMMENDATION

Taking into consideration all of the information provided in this memorandum, it is the consensus recommendation of the evaluation panel for RFP #2013-5600 Transit Management Services for the Milwaukee County Transit System that an Intent to Award be made and for the Director of Transportation to enter into initial contract negotiations with the successful vendor MV Transportation for services within the scope of the RFP.

The above recommendation is respectfully submitted for your consideration by me on behalf of the evaluation panel.

Prepared by:



James H. Martin (on behalf of the RFP Evaluation Panel)
Director of Operations, Department of Transportation

Cc: Patrick Lee, Director of Procurement, Department of Administrative Services

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Management Team, Organizational Chart, and Qualifications			16%						
Request 3	14	RFP Description	10	8	5	6	5	8	
		Provide the names and qualifications of the senior management team members to be dedicated to the performance and execution of any agreement.	MTS	RFP requirement met		Only 1 indiv - seems light for Sr. leadership		A 1-person approach looks inadequate	Only identifies 1 manager; no org. chart.
			Veolia	RFP requirement met				The best 3-person approach	
			MV	RFP requirement met				It appears the "Senior Mngt Team" will not be on-site	Proposer addressed request thoroughly.
		Evaluator Guidance -	First Transit	RFP requirement met	Provided			Proposed team currently not at First Transit.	Proposer request met thoroughly.
		[None]	McDonald	RFP requirement met		Was not clear on senior mngt. vs. start up vs. support		Solid 3 person team plus a "start up specialist"	Very thorough.
Request 4	30	RFP Description	10	8	7	8	8	10	
		Please provide resumes of the management team for all the proposed Key Personnel. Submitted resumes shall fully document the relevant skills, qualifications, experience, certifications, and awards of the personnel to be provided as they relate to the technical areas described in the Scope of Service.	MTS	RFP requirement met	Experienced with Milwaukee County.	Strong Team		Key personnel are qualified	Proposer met request thoroughly.
			Veolia	RFP requirement met	Qualified/Diverse	Only 2 individuals information	Dwight Ferrell does not have Veolia Transport on his resume.	Supplied resumes for only top 2	Dwight Ferrell [unknown]
			MV	RFP requirement met	Provided relevant experience - Green Bay [unknown]. Experience w/smaller fixed route systems.		Tom Wittig is currently with Green Bay Metro, not MV.	Supplied resumes for only top 2	Proposer addressed request thoroughly.
		Evaluator Guidance - This request is establish the skills, abilities and experience of key personnel to be assigned to engagement with Milwaukee County.	First Transit	RFP requirement met	Provided.		General Manager just stated with [unknown].	Supplied resumes for only top 2	Proposer request met thoroughly.
			McDonald	RFP requirement met	CTA experience. Not much diversity on Senior Mgt.		Joseph Fitzgerald does not have McDonald Transit on his resume	Key personnel are qualified	Very thorough descriptions of every-thing requested.
Request 5	14	RFP Description	10	9	8	8	8	10	
		Provide a detailed organizational chart reflecting the titles, responsibilities and reporting structure for all TMS provider management and administrative employees that would be included in fulfilling this RFP request.	MTS	RFP requirement met	Clear DBE officer identified.	Solid structure & detailed layout of all levels		Understands reporting structure	Proposer met request thoroughly.
			Veolia	RFP requirement met	Great management. Are we outsourcing grants management?				Detailed No County assistance needed as they have significant resources within the corporation.
			MV	RFP requirement met		To general & brief, more organization details needed.		No detail provided with reporting structure	Didn't directly address most of the requirements.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		Evaluator Guidance - This request is to have vendor provide a clear picture of organization structure and roles and responsibilities of individuals within the overall organization.	First Transit	10 RFP requirement met	7 Provided.	5 Lacked a lot of detail, very high overview	7 No detail provided with reporting structure	8 Could be more detailed w/lower level management.
			McDonald	10 RFP requirement met	8 Provided Clear	8 Much more clear picture. Detailed layout, clear lines of responsibility.	4 The organizational structure is not clear. For example, why does the Deputy General Manager of Operation appear on four separate charts?	10 Extremely detailed on roles and responsibilities of all levels of personnel.

Request 6	14	<u>RFP Description</u>	MTS	8 Limited examples of shared resources that could be utilized.	8	6	8	7	10 Proposer met request thoroughly.
		Identify any shared enterprise support functions that will be utilized, and the personnel associated with these functions. This could include shared services personnel such as human resources, finance, information technology, route scheduling, internal consulting, etc. that may be supplying expertise and services.	Veolia	10 RFP requirement met	8 Detailed organizational chart & articulated 2 phase org. proposal. Is Milwaukee County sharing grants management? Unclear on DBE compliance.	7	6 No discussion of route scheduling p.51 table states "MTSC" - unclear.	8 Solid support functions	10 Clearly will not need County resources b/c of their vast corporate resources.
			MV	10 RFP requirement met	7	7	7	8 Solid support functions	10 Proposer met request thoroughly.
		Evaluator Guidance - This request is to have the vendor illustrate how and any shared services would be provided in an engagement with Milwaukee County (Example: IT, HR, Finance, Route Scheduling). The objective is to ensure that where services are shared, that sufficient resources are available and dedicated to cover Milwaukee County's needs for this engagement.	First Transit	10 RFP requirement met	6 Some information provided. More details needed to understand how share services would work.	8	6 Large number of additional resources in all areas. Resourceful team	7 Adequate support functions	10 Proposer met request thoroughly.
			McDonald	10 RFP requirement met	8 Provided.	6	5 They have not ensured that sufficient resources are available.	8 Solid support functions	10 (Pg. 57 - Is the assessment for 9 or 12 months after commencement) Unlikely they will need to share services. In the event that may occur, they have a plan for mutually agreed upon sharing of services.

		<u>RFP Description</u>	MTS	10 RFP requirement met	9 Direct experience Incumbent	5 Lacked solid information	7 Managed MCTS only	7 Not being penalized for "Milw Co. Only"	4 Experience limited to MCTS.
		Please provide a corporate overview of your organization, listing of current clients equal to or larger than the engagement proposed by Milwaukee County.	Veolia	10 RFP requirement met	9 Vendor has national and international presence. Nassau, LI ATA, New Orleans San Diego Phoenix	6	6 Numerous and relevant systems.	8 Over 3 examples.	

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 7	20	MV	10 RFP requirement met	6	6	5 Most clients listed have fewer vehicles than Milwaukee County	7 has relevant experience	7 Should have included more detail on those systems most comparable to MCTS.
		First Transit	7 Evaluator Guidance - This request is to determine if proposer currently manages transit services of comparable size and scope to the services to be provided for the engagement with Milwaukee County. Response did not include listing of current clients equal to or larger than Milwaukee County's current service	5 ?No experience in fixed routes in the US Details about Connecticut Transit offered later.	5 Lacks some detail, and strength of detail	5 Did not identify services of comparable size and scope	5 Mostly smaller systems	8 Should have "called out" a few specific examples.
		McDonald	10 RFP requirement met	8 41 yrs of history 31 services Employees are allowed ownership. Fort Worth/ Volusia, FL/ Waco, TX/ Bloom/IN	5	6 has relevant experience	7 They should have provided more statistics that would illustrate how similar Charlotte & Austin systems are compared to Milwaukee County.	7
Request 8	20	MTS	10 RFP Description Please provide your organization's most recent audited financial statement. Additional financial information may be required prior to execution of any agreement. RFP requirement met	8 Not for profit.	10	6	8 meets requirement	5 No coverletter by an outside auditing firm declaring either no or some found adverse findings.
		Veolia	10 RFP requirement met	7 Company has accumulated losses. Inflated assets. Was an acquisition model to grow. Goodwill in [unknown.]	10	6	8 meets requirement	10 No deficiencies of any kind reported by 3rd party auditor.
		MV	10 RFP requirement met	8	10	6	8 meets requirement	10 Proposer met request thoroughly.
		First Transit	10 Evaluator Guidance - This request is to evaluable that proposer does not have any adverse audit findings, follows generally accepted accounting principals, etc. Scorer will not be responsible here for determining technical financial items such as liquidity of assets, strength of balance sheet, etc. RFP requirement met	5 Referred reader to a website.	10	7	8 meets requirement	10 Proposer request met thoroughly.
		McDonald	10 RFP requirement met	8 IFRS IASB standards Profitable.	10	8	8 meets requirement	10 Proposer request met thoroughly.
		MTS	8 RFP Description Please provide an outline of the organizational structure as well as financial reporting and controls that will be used to fulfill any resulting agreement with Milwaukee County. Financial controls response was somewhat general making it difficult to gauge the process/procedures the Respondent has in place.	8	8 Good Detail	5 Not much detail on internal controls other than a flow chart	8 meets requirement	8 Not enough details re: internal controls.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 9	14	Veolia	10	8	6	9	8	10
			RFP requirement met	Yes. Proposer provided information. Operating expenses controls may need to be aligned with both Milwaukee County and FTA requirements.	Not enough detail on whole organization. Would like to have seen more detail		meets requirement	Very clear, detailed explanation of dollar limits and associated organizational level of approvals required.
		MV	8	7	5	7	8	4
			Overview was fairly general which made it somewhat difficult to gauge the reporting and controls process/procedures the Respondent has in place		Not thorough enough.	Unclear internal/organizational controls Numbering does not match RFP	meets requirement	Not much detail specifics.
Evaluator Guidance - This request is to evaluate that proposer has provided an outline of its organizational structure, specifically that it has provided an overview of financial reporting and internal controls that are in place.	First Transit	8	5	8	8	8	6	
		Overview was fairly general which made it somewhat difficult to gauge the reporting and controls process/procedures the Respondent has in place		Solid with additional resources		meets requirement	A bit confusing as to how the general mgr. & reg'l staff will interface w/ those listed on pg 22.	
McDonald	10	7	8	6	8	8		
	RFP requirement met	Financial controls general information provided.	Nice detail & thorough explanation.		meets requirement	Very detailed in the description and thorough in describing and accounting for various fiscal controls.		
Request 10	14	MTS	10	8	9	8	7	10
			RFP requirement met	Enterprise Info System	Excellent Detail covered well		adequate	Very thorough/extensive
			10	7	7	8	7	10
		Veolia	10	7	7	8	7	10
			RFP requirement met	Basic information provided.			adequate	J.D. Edwards as a one-stop-shop
MV	10	6	5	6	7	0		
	RFP requirement met		Too brief - needs more detail.		adequate	No response.		
Evaluator Guidance - This request is for the proposer to demonstrate that it has a sufficient information technology (IT) infrastructure in place to support the engagement with Milwaukee County. This item should include an overview of IT systems that will be used.	First Transit	10	5	5	8	7	10	
		RFP requirement met	Weak and lacks of sufficient explanation.	Lacks currently in process. Was not clear if they were in process of or currently using	TransLoc real-time customer interface First Base maintenance	adequate	Proposer request met thoroughly.	

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		McDonald	7 Response was general and did not include information that provides the reviewer with an understanding of IT infrastructure used for support of operations.	7 HASTUS/AVL	8 Strong system with extensive details available.	9	7 adequate	8

Request	Weight	RFP Description	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 11	20	Please provide an outline of awards, quality certifications, industry recognition or achievements.	MTS	10 RFP requirement met	7	5 Lacked recent or substantial recent information	6 Primarily marketing awards	8 solid achievement section	5 Several but not extensive Systemwide or individual w/the exception of marketing.
			Veolia	10 RFP requirement met	7	7	10 Over 100 awards from clients, municipalities and peer groups.	8	10 Numerous in U.S. and abroad.
			MV	10 RFP requirement met	8	6	7	8	10 Proposer met request thoroughly.
		Evaluator Guidance - Has the proposer been recognized by peer groups, industry associations, or through other formalized recognition programs for its achievements, performance, etc. as an outstanding transit services provider?	First Transit	10 RFP requirement met	7 Some recognition.	9 Excellent recent-current information.	7	8	10 Numerous systemwide and individual.
			McDonald	10 RFP requirement met	7 Some	7	9 3 participate in APTA's Hall of Fame	8	10 Numerous system and personnel individual awards.

Past Performance			8%						
Request	Weight	RFP Description	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		Provide a description of the proposer's experience managing transit systems of similar scope and size to that of Milwaukee County. Provide for each system managed at a minimum the operating expenditure budget, annual bus miles, annual bus hours operated, number of buses in fleet, annual number of passengers, number of years managing each identified system.	MTS	10 RFP requirement met	9 Yes.	5 Lacked experience outside Milwaukee County	6 Has managed MCTS since 1975. They do not operate other systems.	7 meets requirement	8 Experience in Milwaukee only.
			Veolia	10 RFP requirement met	8 The 3 systems referenced are similar in size. Only one system has been managed for more than 10 yrs.	8 Multiple examples of similar system size to Milwaukee County	7 Smaller than Milwaukee County based on ridership	8 numerous and relevant systems	10 5 including the experience with New Orleans RTA beginning as 3rd party contracts to managing and operating the failed system after Hurricane Katrina.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 12	20	MV	7 The information provided lacked comparable data for some of the examples cited... this made it somewhat difficult to compare Respondent's experience to Milwaukee County in terms of Annual Ridership, Bus Service Hours, Vehicles (i.e. buses) operated, etc.	6	6	7	7 meets requirement	3 Choose smaller transit systems as comparables.
		First Transit	7 There was only 1 (one) Comparable systems managed by Respondent (Connecticut Transit) that was somewhat comparable to Milwaukee County in terms of Annual Ridership, Bus Service Hours, Vehicles (i.e. Buses) operated, etc.	7	6	5	6 mostly smaller systems	10 3 examples.
		McDonald	10 RFP requirement met	8	7	7	8 has relevant experience	9 Significant experience in various sized systems & experience in those similar to Milwaukee County.
		<u>RFP Description</u> Please provide a description of proposer's experience in transitioning employees of comparable transit systems from another provider to your organization. Provide a high level overview of issues encountered and timeframe required for transition. Please detail your experience with transitioning of employee benefits including maintaining the existing pension plan.	8	8	5	5	7	5
		MTS	8 Limited examples of transitioning/migrating workers from another agency.	8	5 Lacks Detail	5 The timeliness of the transition of paratransit services was not addressed	7 meets requirement	5 One experience 14 yrs ago.
		Veolia	10 RFP requirement met	7	7	8	9 Has experience in transitioning employees and a comprehensive plan for MCTS	10 Clear understanding of short timeframe. However, numerous transitioning experiences w/o significant understanding of impacts that it will have on the current workforce.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 13	20	MV	8 Transition/migration plan not as detailed as other Respondent's plans.	6	5 More Details and more levels of consideration needed.	8 Capital Metro - Austin TX as example timely transition of all employee benefits pension and the union agreement exceeded on-time performance standard Matching 401k plan	7 meets requirement	2 No experience discussed. Confusing start-up schedule.
		First Transit	8 Evaluator Guidance - This request should demonstrate that the proposer has experience in migrating/transitioning employees and operations from another transit services provider to its organization. Scorers should consider timeliness and quality of the transitions as expressed by the proposer. Timeline and process/procedure of Milwaukee County transition given. However, no examples of past performance in regards to transitioning/migrating employees from another transit service organization was provided.	6 Not very detailed How to transition a union operation?	8 Good detail level of all employees and each step and timing of steps	6 Extensive experience working with labor groups previously working in a public agency experience inventory defined benefit defined contribution plans no examples identified in this response	7 meets requirement	10 thorough
		McDonald	7 No detailed examples of transition experience were given (just the names of the transit agencies were provided)	8 Provided	9 Excellent detail in each steps process. Strong process.	8 Has experience in transitioning employees, a comprehensive plan for MCTS and has named a "Start-Up Team."	9 Detailed and thorough plan for migration including a timeframe that allows for a January 1, 2014 start date. This includes fixed route and Paratransit services. However, not as detailed on employee transitioning.	6

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 14	20	<u>RFP Description</u>	8	8	10	5	7	3	
		List up to three references of similar transit management assignments. Provide names, addresses and telephone numbers of a point of contact for each system.	MTS	None given. Milwaukee County is the only client of significant size and operations.	Only one reference provided as the organization was created to only handle one system.		1 reference - Brian Dranzik; 22 letters of support: Milwaukee Downtown BID; UW Milwaukee; Marquette University; Milwaukee World Festival, Inc; MillerCoors; Rep. Evan Goyke; Transit Services Advisory Committee; Transit Now; Godfrey & Kahn SC; MPS x 2; Joyce Tang Boyland; MIAD; Cheri McGrath; Denise Koss; Northcott Neigh. House; Danceworks; Interfaith Senior Ambassadors; Prime & Assoc; H__; Via Downer; St. Johs; Nat'l Veterans Wheelchair F_____.	meets requirement	Only one reference.
			10	8	10	9	7	10	
		Veolia	RFP requirement met	Yes			meets requirement	3 references.	
			10	9	10	9	7	10	
		MV	RFP requirement met			3 references	meets requirement	Proposer met requirement thoroughly.	
			7	8	10	9	7	10	
		Evaluator Guidance - This request is for proposers to provide up to three professional references for transit systems managed by the proposer that are similar in community size to Milwaukee County. While the evaluation panel will not be conducting the reference check calls themselves, the points should be awarded based upon the number of references provided (e.g. 1, 2, or 3) that demonstrate management of transit systems in similar sized communities to that of Milwaukee County or larger.	First Transit	There was only 1 (one) Comparable systems managed by Respondent (Connecticut Transit) that was somewhat comparable to Milwaukee County in terms of Annual Ridership, Bus Service Hours Vehicles (i.e. buses) operated, etc.	Provided Most experience provided is in para-transit services fixed route clients are recent: 2008-present.		3 references	meets requirement	Proposer met requirement thoroughly.
			10	0	10	10	7	10	
		McDonald	RFP requirement met			4 references	meets requirement	4 references including one that's larger than Milwaukee County.	
		<u>RFP Description</u>	10	9	6	6	6	8	
		Provide a description of the Proposer's experience managing paratransit systems of similar scope and size to that of Milwaukee County. Provide for each system managed at a minimum the operating expenditure budget, modes of transportation (such as bus, van, or taxi) provided, annual number of riders, and number of years managing each	MTS	RFP requirement met	Experienced working with Milwaukee County systems & staff.	Lacked outside experience from Milwaukee County		Admits that "paratransit services procurement could and should have been handled more effectively."	Experienced but in Milwaukee only.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 15	20	Veolia	10	8	8	7	9	10
			RFP requirement met	50 locations. Keep contracts for 1 year and more to consolidation after. Role: Broker; verification, subs 2 performance management.		Some examples are smaller than Milwaukee County	Has experience and offers a plan for MCTS going forward.	Over 50 paratransit programs.
		MV	5	9	8	7	4	10
			Only references Para-Transit. No Fixed-Route examples given.				Has experience but does not offer a plan for MCTS going forward.	Proposer met request thoroughly.
First Transit	10	9	8	7	4	10		
	RFP requirement met	Excellent experience. Well documented & diverse. Duluth/Davenport/Peoria/Milwaukee/Pace/Nevada/San Diego/Oregon.		Provide paratransit services for MCTS since 1998.	Has experience but does not offer a plan for MCTS going forward.	3 related experiences.		
McDonald	10	8	8	5	8	10		
	RFP requirement met	Ft Worth & Volusia. will be subcontract.		The systems identified are small than Milwaukee County's Paratransit Ridership	Has relevant experience and offers a plan for MCTS going forward.	3 references in what appears to be similarly sized paratransit services.		

Management Approach		24%							
Request 16	25	RFP Description	10	8	7	9	8	10	
		Provide an explanation of your management approach, client interaction, and reporting for the daily operations of an existing client's transit system of similar size and scope to Milwaukee County. In addition, detail a possible approach that your organization would use specific to Milwaukee County.	MTS	RFP requirement met			Public benchmarks proposed	Management approach is sound	Proposer met request thoroughly.
		Veolia	10	8	8	9	8	10	
			RFP requirement met	Pittsburg/SFCO/Nassau/New Orleans Uses FACTS for eligibility determinations. User monitoring systems.				Management approach is sound	Numerous KPIS for both fixed route and paratransit service. Continuous Communications Understanding of County's role CoBoard, Cex, DOT and Veolia's.
		MV	10	7	7	5	8	2	
RFP requirement met				Did not detail a possible engagement approach	Management approach is sound	Not detailed at all. They should be proposing a detailed communication schedule.			
First Transit	10	6	7	5	8	10			
	RFP requirement met	Automated recordkeeping "typos" non specific on FTA self certification system		Does not provide example within context of a current client of similar size, rather refers to references	Management approach is sound.	Proposer met request thoroughly.			

Scores As Originally Provided by the Evaluation Panel

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
		McDonald	10 RFP requirement met	8 "each transit system is a public service that must be tailored to the unique communities it serves."	8	8	8 Management approach is sound.	10 Proposer met request thoroughly.	
Request 17	17	RFP Description	10	8	7	8	8	10	
		Provide examples of how your organization currently informs clients of issues, requests, industry advancements, and/or necessary changes to the system. In addition, detail a possible approach that your organization would use specific to Milwaukee County.	MTS	RFP requirement met		Solid process		Communication approach is sound	Proposer met request thoroughly.
			Veolia	No examples of communications protocol/procedures was given (for existing Respondent clients).	Suggests the use of PPOP approach in Nassau, Long Island. less than 1 yr? Any other models/examples besides Nassau County?	Covered each area well at all levels		Communication approach is sound.	Various forms of communication and numerous ways to keep w/industry advancements.
			MV	Overly generalized response with little to no detail explaining communication process/procedures with existing clients and/or Milwaukee County.		Lacks detail. Too general.	Lack of a possible engagement approach	Communication approach is adequate.	Was not addressed at all.
			First Transit	The communication protocol/procedure was very general and no examples of communications protocol/procedures was given (for existing Respondent clients).	Transparency Response require more detail: Reporting systems? Approaches? Organization specifics?	Lacked clear detail for each area	Does not describe how they currently inform clients of issues, requests, industry advancement or changes.	Communication approach is adequate.	More detail on more specific communication would be helpful.
			McDonald	RFP requirement met	Articulated for three different transit systems. Monthly executive reports.	Very general process and did not address alternatives based on issues - requests - advancements - changes.		Communication approach is sound.	The Volusia model provides more than adequate information on a timely basis. Great communication instrument that's very transparent.

Request	Weight	RFP Description	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 18	25	Describe how adequate staffing will be maintained; include your approach to hiring, training, promoting, employee retention, employee benefit provision, staff reduction policies, evaluation, discipline, workforce diversity, and Equal Employment Opportunities. Describe your organization's approach that would be used at Milwaukee county for interviewing and retaining staff employed by the current transit provider.	MTS	8	9	7	8	8	10
				Benefits provision not				Personnel plans are	Proposer met request thoroughly.
				10	7	9	8	8	10
			Veolia	RFP requirement met	Transitioning current employees addressed. Appear to have a well designed training program. What would happen with legacy costs?	Details and process above and beyond the average		Personnel plans are sound.	Proposer met request thoroughly.
				8	8	7	8	8	10
			MV	The process by which existing staff (i.e. MTS) would be retained/hired was too general in order to provide the reviewer a clear picture of how the process may be applied to Milwaukee County.				Personnel plans are sound.	Proposer met request thoroughly.
		Evaluator Guidance - Proposer should describe how adequate staffing will be maintained to ensure uninterrupted transit services. This is also an employee relations type of question where proposers should include the approach to hiring, training, discipline, staff reduction policies, employee benefits provision, diversity, Equal Opportunity, etc. In addition, the proposer should detail its organization's approach for interviewing and retaining staff employed by the current transit provider.	First Transit	9	7	6	8	8	10
				Staff Reduction policy not addressed	Driver training / well maintained equip. First Transit University e learning standard hiring & recruitment practices.			Personnel plans are sound.	Proposer met requirement thoroughly.
			McDonald	7	7	6	6	8	10
				A staff reduction plan was not identified and the process by which existing staff (i.e. MTS) would be retained/hired was too general in order to provide the reviewer a clear picture of how the process may be applied to Milwaukee County.	Starts with assessment/typical process		No detail provided regarding employee benefits provision	Personnel plans are sound.	Proposer met request thoroughly.
		RFP Description		10	6	7	8	8	10
		Identify your experience in the use of third party contractors, contract employees and Disadvantaged Business Enterprise vendors. Provide information as to how these groups are overseen by management staff.	MTS	RFP requirement met	Issues with proper management of paratransit contracts.	good understanding of current process		Has a proven track record in all areas.	Proposer met request thoroughly.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 19	25	Veolia	10	5	5	8	7	8
			RFP requirement met	DBE portion a concern, not well articulated. Lombard, IL list may not be applicable for WI.	No direct experience listed. Lack of details in most areas. Not Clear		Response is adequate.	Could use a little more detail re: oversight of contract employees. Is it the C.O. who manages or the Division manger? (management of contract vs. personnel).
		First Transit	10	8	4	6	7	5
			RFP requirement met		How groups are overseen not clear & section lacks detail.	Lack of info on how groups are overseen by management team	Response is adequate.	Doesn't address 3rd party contractors or contracted employees.
Evaluator Guidance - Proposer should indentify its experience in the use of third party contracts, contract employees, and Disadvantaged Business Enterprise vendors. This information should include how these groups are overseen by the proposer's management staff.			10	7	4	7	7	10
		McDonald	10	9	5	8	9	10
			RFP requirement met	Paratransit subcontracted in Fort Worth & Volusia County FTA guidelines Cited the Federal Rule			Has already reached out to local DBE's.	Proposer met request thoroughly.

Request	Weight	RFP Description	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 20	17	Describe your approach and your comparable experience in service planning, scheduling and implementation and your practices, processes, and use of technology to assist in service planning and scheduling.	MTS	10	9	8	9	7	10
			RFP requirement met		Solid system, process, use of technology as well as upcoming technology	Examples of technology current and upcoming included	Current process is adequate.	Proposer met request thoroughly.	
		Explanation of process and technology used for planning and scheduling was very general.	Veolia	10	8	7	9	8	10
			RFP requirement met	Real time monitoring C.L.E.A.R. optimization.			Plan is detailed and includes innovations.	Proposer met request thoroughly.	
		MV	8	8	5	7	5	2	
		Evaluator Guidance - Proper should describe its approach and comparable experience in transit service planning, scheduling and implementation. This should include proposer's practices, processes, and use of technology to assist in transit service planning and scheduling.	First Transit	10	6	6	5	4	10
			RFP requirement met.	Do not use standard software 2 optimization tools a hands-on approach may be insufficient for Milwaukee County requirements Trapeze		Combined 20 and 21 use Trapeze software	Proposes to keep paratransit contracts for 2014 and 2015 - that's too long. And why not take the whole program?	Proposer met request thoroughly.	

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		McDonald	10 RFP requirement met	9 McDonald conducted 1st federally sponsored implementation of [unknown] Trapeze/HASTUS & Route Meter Charlotte/Volusia County	6	8	8 Has a solid approach.	10 Proposer met request thoroughly.
Request 21	17	MTS	10 RFP requirement met	9	6	8	7	10 Proposer met request thoroughly.
		Veolia	10 RFP requirement met	7 Trapeze, Ridemeter, Hastas & VPR	5	8	7	10 Proposer met request thoroughly.
		MV	10 RFP requirement met	8	7	6	7	5 Minimal detail - also they don't seem to use software to document vehicle trips against employer/driver time lost.
		First Transit	10 RFP requirement met	6 Lost information when combined with previous section. Not clear	4	5	7	10 Proposer met request thoroughly.
		McDonald	10 RFP requirement met	8 Provided	5	4	7	5 Lack of detail on how service planning and scheduling will be provided
		First Transit	10 RFP requirement met	6	4	5	7	10 Proposer met request thoroughly.
Request 22	17	MTS	9 Information included, but policies/procedures do not appear as robust when compared to other Respondent's practices.	9 30 years of experience - PMV Recognized by Center for Urban Transportation Research	7	7	8 Has an effective maintenance program.	7 Could have provided more detail on vehicle maintenance.
		Veolia	10 RFP requirement met	9 Very detailed.	9 Many levels of details in many areas. Covered well	9	8 Has a detailed Maint. Program.	10 Proposer met request thoroughly.
		MV	10 RFP requirement met	8	7	7	8 Has a detailed Maint. Plan.	10 Proposer met request thoroughly.
		First Transit	10 RFP requirement met	7 Typical maintenance plan	8 Very detailed, thorough. Seems to cover every area.	7	8 Has a detailed Maint. Program.	10 thorough description of maintenance and cleanliness standards
		First Transit	10 RFP requirement met	7	8	7	8	10

Request	Weight		Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
			McDonald	10 RFP requirement met	8 Industry standard succinct & clear training/prevention/constant inspections/preparation/action	7	9	8 Has a detailed Maint. Plan.	6 Need more detail on vehicle maintenance/preventative maintenance.
Request 23	25	RFP Description Describe your approach and comparable experience to safety and security for passengers and employees. Include your approach to passenger dispute resolution and creating a safe working environment for employees.	MTS	10 RFP requirement met	7 Standard practices Issues w/driver security? Well detailed	8	9	8 Has a comprehensive S&S plan	10 Proposer met request thoroughly.
			Veolia	7 Security Plan not addressed.	6 General overview of their safety culture. Would like to see more specific on bus driver safety due to attacks of riders.	8	6 Lack of discussion regarding passenger dispute resolutions	8 Has a comprehensive S&S plan	10 Easy to communicate these goals to employees and commuters.
		MV	7 Security Plan not addressed.	6	6	8	8 Has a comprehensive S&S plan	10 Proposer met request thoroughly.	
		First Transit	8 Security Plan appears to be minimal. If budget funding is available, then security is provided. If not, then front-line staff is responsible for maintaining a "Heightened sense of awareness at all times." Fencing, cameras, and lighting are used as security measures for facilities.	7	5 Lacked focus on passenger dispute and resolution	8 Has a comprehensive S&S plan	10 Detailed explanation of complaint resolution process.		
		McDonald	7 No response given to how passenger disputes would be addressed.	8 Charlotte area transit system Capital Metro Transportation Authority Fort Worth	9 Excellent array of levels provided as well as variety [unclear] storms, demonstrations, terrorisms, & bombthreats.	9 Has a comprehensive S&S plan	8 Thorough in the response Could use more detail related to thresholds for safe working environment that are easily communicated to & understood by employees.		
		MTS	10 RFP requirement met	8 FTA experience Assessments/inspections	6	8 Has a reasonable plan	10 Proposer met request thoroughly.		
		RFP Description Describe your approach and your comparable experience in capital needs assessment and facility management. Provide information about how maintenance and replacement projects							

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 24	17	are identified and prioritized.	8	6	7	7	8	5
		Veolia	Prioritization process not outlined in a detailed enough manner to gauge the Respondents approach. Citing of comparable was general and was more related to funding than capital prioritization.	Assessment /Programming/ Funding Reasonable but only references the Nassau County Program (2012). Not enough resident experience.			Has a solid approach.	Didn't discuss transit buildings and the relationship between Veolia as the facilities manager vs. County as the owner.
		MV	No comparable experience in capital infrastructure needs assessment was provided. Prioritization process was not really identified.		More experience details regarding each area requested.	Lack of information about prioritization	Plan lacks detail.	Don't discuss their experience. Very little detail provided.
		First Transit	Evaluator Guidance - Proposer should provide its approach and comparable experience in capital infrastructure (facilities and equipment) needs assessment and facility management. In addition, the proposer should provide information about how maintenance and replacement projects are identified and prioritized.	No comparable experience in capital infrastructure needs assessment was provided. Prioritization process was not really identified.	Lacked clear detail and information.		Has a reasonable approach.	Could have provided more detail to project identification.
		McDonald	RFP requirement met	Standard practices addressed terrorism & bombthreats			Has a solid approach.	Discuss buses and facilities.
		MTS	RFP Description Describe your approach and comparable experience to procurement activities in working with internal and external departments and to ensure that compliance is maintained with Federal, State, and local requirements. Include how projects	RFP requirement met	Procurement practices mirror county organizes & FTA regulations.	good detail and understanding of process	Understands requirements and has a system in place.	Proposer met request thoroughly.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 25	17	are managed to ensure that contractors maintain project schedules and adhere to project budgets.	10 RFP requirement met	5 10% of Nassau/FTA Cannot access based on provided info, meaningful procurement FTA experience. "lead in Tucson system" Nassau less than 10%" Has not handle one of the top 50 recipients before. How much of our budget is competitively sourced?	7	7	8 Understands requirements and has global purchasing power.	10 Clear reporting lines. Request met very thoroughly.
			2	5	4	4	5	2
		MV	Does not address the subject matter of procurement management and activities.		Too brief - not enough detail.	Did not include the approach to managing & ensuring schedules and budgets	Plan lacks detail.	Did not address most of this request, esp. managing projects and ensuring contractors maintain schedules and budgets.
		Evaluator Guidance - Proposer should provide its approach and comparable experience in performing procurement activities that are related to management of a transit system. This includes that the proposer, in its management of transit systems, works with the client and its aware of and maintains compliance with all Federal, State, and local requirements. In addition, this response should include the proposer's approach to managing projects and ensuring that contractors maintain project schedules and adhere to project budgets.	9	4	6	8	6	10
		First Transit	No information was given as to procurement project management.	Attachment provided Unable to assess current procurement policy a mere statement is provided FTA requirements mentioned and not explained.		Very familiar with contract obligations, project schedules and project budgets.	A reasonable approach.	Very familiar w/ cost savings types of procurements.
		McDonald	10 RFP requirement met	9 Successfully compete for discretionary goods? Will this work with Milwaukee County. FTA experience Current procurement polices mirror FTA requirements 49 CFR Part 622	5	7	8 Understands requirements and has a proven system in place.	8

		<u>RFP Description</u>	10	8	8	8	8	10
		Describe your approach and comparable experience in budgeting, accounting and providing financial reports and operational reports to a client. Provide examples of these types of reports and also include corrective action methodologies that may be used to keep the system on track with the budget.	10 RFP requirement met	8 Direct experience with Milwaukee County Process CPA on staff - GAAP/GASP	8 Solid & detailed explanation. Samples		8 Current system works.	10 Proposer met request thoroughly.
			10	7	8	8	8	10
		Veolia	10 RFP requirement met	7 For profit budget cycle system.	8 Clear line of types of reporting, systems and examples		8 A solid approach	10 Proposer met request thoroughly.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 26	13		5	5	5	4	5	6
		MV	Response does not address any corrective action policy/procedure nor does it address strategies to ensure that budgets are kept "on-track."		Too brief - not enough detail.	No discussion of correction action	Plan lacks detail.	Needs more detailed outline/steps in its budgeting & financial management approaches.
		First Transit	No corrective action strategies given as an example.				A reasonable approach.	Did not address corrective actions.
		McDonald	No report examples were provided.	Standard			A solid approach	Proposer met request thoroughly.
		Evaluator Guidance - Proposer should provide its approach and comparable experience in financial management (budgeting, accounting) and financial reporting as well as operational management and operational reporting to a client. This response should include examples of the types of reports that the proposer would provide to a client and should also discuss corrective action strategies/methodologies that may be used to	9	6	6	7	7	7

Request 27	25	<u>RFP Description</u>	10	7	6	7	8	10	
		Describe how your organization will handle notification and resolution of critical and/or sensitive information, disputes that require interagency involvement, and/or reporting omissions that require corrective action.	MTS	RFP requirement met	Issues with effective communication.				Proposer met request thoroughly.
			Veolia	No process/procedure identified for reporting of omissions.	Reasonable.				Didn't seem to address corrective action methodologies.
			MV	Response was vague and didn't really address how sensitive information will be handled between the County and the Respondent.		Too brief - not enough detail.	Response related to employee procedures regarding employee records, data and other information	No detail.	Minimal Response.
			First Transit	No process/procedure identified for reporting of omissions or inter-agency disputes.	Fair & requires more detail	Lacked details of actual handling. Too general.			Should have provided more details/examples.
			McDonald	There was no response as to how inter-agency disputes would be addressed.	Experience w/ HIPPA/ADA/EEOC				Not sure what was meant by "including separation from MCTS"? An extreme corrective action?

Situational Analysis			32%					
		<u>RFP Description</u>	8	7	8	8	8	5
		Proposer should provide two examples of their organization's experience with successful development and implementation of major, effective cost savings initiatives. Provide details of each experience that includes the timeframe for implementation, dollar value, and overall impact on performance and/or operations of comparable transit systems	MTS	The Paratransit Agency Fares and New Freedom programs were initiated by non-MTS staff.	KPIS/Budget	Thorough detail and multiple examples.	Requirement met.	Some of these initiatives were County Administration driven. They were not all developed by MTS, Inc.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 28	44.66	that your organization has managed and how that may apply to Milwaukee County.	10	7	8	9	8	10	
		Veolia	RFP requirement met	Focus continues of Nassau County System. Too recent Demographics of situation a bit different from issues faced by Milwaukee County.	Good examples with details and clear information. Easy to understand.		Requirement met.	Proposer met request thoroughly.	
		MV	RFP requirement met			7	5	8	5
							Did not describe how the initiatives may apply to Milwaukee County	Requirement met.	Gave only one specific example.
		Evaluator Guidance - Proposer should provide two examples of its organization's experience with successful development and implementation of major, effective cost savings initiatives. In supplying these examples, proposers should include the timeframe for implementation, dollar value, and overall impact on performance and/or operations of comparable transit systems that the proposer has managed and how these initiatives may apply to Milwaukee County.	8	6	5	6	8	10	
		First Transit	While efficiency examples were given, very few included project timeframes, dollar values (i.e. costs, savings, etc.), and/or performance measures that could be used to gauge the effectiveness and/or applicability to Milwaukee County.	Relevant example - North County Other examples are in limited paratransit operations	Lacked timing and how it would apply to Milwaukee County	Tying health insurance premiums to wages (Duluth) \$190,000 savings Did not relate to Milwaukee County	Requirement met.	Numerous examples.	
		McDonald	RFP requirement met	CATS 340,K Fort Wayne insurance benefits Volusia 40k		Did not demonstrate how these initiatives may apply to Milwaukee County	Requirement met.	Proposer met request thoroughly.	
		<u>RFP Description</u>	10	8	8	8	8	9	
		Proposer should provide an example of strategies their organization has used and will use to control for volatility in fuel costs. In addition, detail the positive performance and/or operational impacts.	MTS	RFP requirement met	Hedging Local fuel storage facility	Strong strategy		Requirement met	
			9	7	7	8	7	10	
		Veolia	The operational impact was not clearly identified in the response, nor was an explanation for the positive performance and/or operational impact.	Suggests "coop" purchasing.			Requirement met	Proposer met request thoroughly.	

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 29	31	MV	8 The operational impact was not clearly identified in the response, nor was an explanation for the positive performance and/or operational impact.	6	5	4 Did not detail positive performance and/or operational impacts.	6 No specific example given.	5 No details on operational impacts resulting from hedging.
		First Transit	8 The operational impact was not clearly identified in the response, nor was an explanation for the positive performance and/or operational impact.	5 Limited to maintenance	6	7 Corporate Purchasing Agreements 15% savings	4 It's not clear if the CPA's apply to fuel.	10 Proposer met request thoroughly.
		McDonald	10 RFP requirement met	8 Long term citilink fuel contract/hedging future	8 Good variety, many considerations.	7	8 Met requirement.	10 Proposer met request thoroughly.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 30	31	MTS	10 RFP requirement met Proposer should provide an example of strategies their organization has used and will use to manage fuel consumption. In addition, detail the positive performance and/or operational impacts.	8 Fuel Purchases/Conservation	7	8	7 Has a plan for fuel consumption	8 Did not mention working w/drivers on idling and other inefficient operations.
		Veolia	10 RFP requirement met	7	8 A variety of areas tracked and reviews, outside the box thinking.	8 Has a plan for fuel consumption	10 Proposer met request thoroughly.	
		MV	9 Only one example of an efficiency measure was given.	6	5	6 Has a plan for fuel consumption	8 Could use more detail in the response.	
		First Transit	10 RFP requirement met Evaluator Guidance - Proposer should provide an example of strategies its organization has used and will use to manage fuel consumption. This response should include the positive performance and/or operational impacts.	6 On site fuel mgt. Bulk programs Winter fuel program	6	7 Has a plan for fuel consumption	8 Didn't discuss operational methods (idling & shifting) that can result in savings.	
		McDonald	10 RFP requirement met	8 Maintenance Alternative fuel-soybio 20-30% +	7	8 Has a plan for fuel consumption	8 4 strategies idling reduction alternative fuels maintenance of fleet operation of fleet	
		MTS	9 Proposer should provide an example of experience developing and implementing the use of alternative fuels in the provision of transit services. In addition, detail the positive performance and/or operational impacts.	7 Understand alternatives, regulations & risks of using CNG/LNG	6 Lacked more detail in each section	6 Requirement met	10 Proposer met request thoroughly.	

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 31	31	Veolia	9	7	8	7	7	10
			Although a variety of alternatives were identified, no operational impacts were clearly defined or explained.		Large knowledge of a variety of options.		Requirement met	Variety of experience w/different alternative fuels.
		MV	9	7	5	6	7	10
			Although a variety of alternatives were identified, no operational impacts were clearly defined or explained.				Requirement met	Proposer met request thoroughly.
		Evaluator Guidance - Proposer should provide an example of its experience developing and implementing the use of alternative fuels in the provision of transit services. For example, buses that run on compressed natural gas, hybrid buses, etc. The response should detail the positive performance and/or operational impacts that resulted from implementing the use of alternative fuels.	10	8	6	4	7	10
		First Transit	RFP requirement met.	Propane Electric Hybrid		They discuss Calif. maintenance staff but how will that benefit Milwaukee, Wisconsin use of alt. fuels?	Requirement met	Proposal request met thoroughly.
		McDonald	10	7	7	7	7	10
			RFP requirement met	10 different examples Bio/electric/hybrid/propane 1st in implementing CNG	Good variety & quantity of experience.		Requirement met	Proposer met request thoroughly.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 32	44.67	MTS	10	7	9	8	8	10
			RFP requirement met	New strategy: Metro [unknown] Have understand different market segments Revenue enhancing grants.	focused on multiple areas including research		Identified specific strategies	Proposer met request thoroughly.
		Veolia	8	6	8	8	8	10
			General advertising and marketing plan included. The response did not detail if and how various strategies would be utilized in Milwaukee County.	Ridership issues pertaining Milwaukee County yare more related to safety & image/blending of our system. Customer Service/Reliability are good.	Focus on a variety of areas.		Identified specific strategies	Much experience and various tools (w/successful implement action) that can be used @ MCTS.
		MV	8	7	6	7	7	10
			General advertising and marketing plan included. The response did not detail if and how various strategies would be utilized in Milwaukee County.				A reasonable approach	Proposer met request thoroughly.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		Evaluator Guidance - Proposer should provide strategies its organization has used and will use to successfully increase ridership. This response should include if and how various forms of media or technology were used.	8	6	7	6	5	5
		First Transit	General advertising and marketing plan included. The response did not include if and how various forms of media or technology were to be used.	Plan calls for reinforcing brand. Standard tactics; no creative solutions			Only strategy is "marketing."	A lot of detail on marketing but didn't discuss other methods.
		McDonald	The response did not detail if and how various strategies would be utilized in Milwaukee County	Fair Examples	Limited ideas.		Gave 2 examples but nothing specific to Milw. Co.	Not enough detail on ridership alternatives that could help MCTS
		<u>RFP Description</u> Proposer should provide examples of strategies their organization has used and will use related to system revenue enhancement.	10	7	7	9	8	10
		MTS	RFP requirement met	Revenue enhancement grants. Passenger amenities Segmentation: Upass, Commuter		CMAQ opportunities Streetcar corrections Bikeshare collaboration	Reasonable strategies identified.	Proposer met request thoroughly.
		Veolia	Response was general and did not include information that provides the reviewer with an understanding of the positions performance or operational impacts related to revenue enhancement strategies utilized in other transit agencies (that may be applicable to Milwaukee County).	Nothing creative or distinct.			Reasonable strategies identified.	Examples of several strategies.

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 33	44.67	MV	8	6	5	5	4	7	
			Response was general and did not include information that provides the reviewer with an understanding of the positions performance or operational impacts related to revenue enhancement strategies utilized in other transit agencies (that may be applicable to Milwaukee County).		Need more details.		Clearly the weakest of all the proposals.		
		Evaluator Guidance - Proposer should provide strategies its organization has used and will use related to increasing revenues used to fund the transit system. As part of this response, the proposer should detail the positive performance and/or operational impacts.	First Transit	10	7	8	8	6	10
			RFP requirement met.	Standard revenue generating strategies.	Large variety of experience, nice example		Reasonable strategies identified but MCTS is not procuring Gillig buses.	Proposal request met thoroughly.	
McDonald	9	6	5	7	8	10			
	Revenue enhancement appears limited.	Realtime info system Volusia Transfers were eliminated advertising Nothing innovative	Limited ideas.		Reasonable strategies identified.	Proposal request met thoroughly.			
		MTS	10	7	7	8	7	10	
			RFP requirement met	Standard practices.			Reasonable approach	Proposer met request thoroughly.	
		Veolia	8	8	7	5	7	10	
			Response was very general in terms of incentives and programs. There doesn't appear to be measures on how effective the programs are and there don't appear to be an operational impact measures identified either.	Good general management principles.		This response did not describe the measurements that were used to determine employee satisfaction.	Proposer met request thoroughly.		
		8	7	5	5	7	7		

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 34	31	MV	Response was very general in terms of incentives and programs. There doesn't appear to be measures on how effective the programs are and there don't appear to be an operational impact measures identified either.		Need more details.			Should have more detail on performance or operational impacts.	
		First Transit	Although there are a number of incentives and programs, there doesn't appear to be measures on how effective the programs are and there don't appear to be an operational impact measures identified either.	9	7	7	7	10	
		McDonald	Although there are a number of incentives and programs, there doesn't appear to be an operational impact measures identified.	8	7	8	8	7	10
Request 35	31	MTS	RFP requirement met	10	8	7	8	7	10
		Veolia	RFP requirement met	10	8	7	4	7	10
		MV	RFP requirement met	10	6	5	6	7	7
		First Transit	RFP requirement met.	10	6	6	8	7	10
			Proposer should provide strategies for maintaining positive customer relations and what measurements were used to determine success. As a part of this response, please discuss any experience with developing and administering customer satisfaction surveys that will be used in any resulting agreement.						
	Proposer should provide strategies for maintaining positive customer relations and the measurements that were used to determine success. As part of this response, the proposer should discuss its experience with developing and administering customer satisfaction surveys that are expected								

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
		to be used in any agreement with Milwaukee County.	McDonald	10 RFP requirement met	7 Stakeholders interviews paratransit TPW review committee on board surveys	7	7	7	8 Should probably have more than 1 public meeting to seek public input on complaints, compliments, etc.
Request 36	31	RFP Description Proposer should detail their experience with contactless smart card fare systems.	MTS	8 Respondent is still in the process of implementing SmartCard technology.	6 1st time using it. Understand advantages	7	7 One current effort underway	7	3 No direct experience.
			Veolia	10 RFP requirement met	8 Experienced. 12 month adoption suggestion.	6	6 Has the most practical experience with Smart Cards	9	10 Extensive experience and consideration of transitioning MCTS and riders to smart cards.
			MV	10 RFP requirement met	6	9 Good past & current experience as well as additional ideas & experience.	6 Green Bay [unknown] Smart Card compatible	7 Proposed general management has experience with Smart Cards.	5 Limited Experience as provided in this response.
			First Transit	10 RFP requirement met.	8 One of the systems they manage uses smartcard.	8	8 Working to offer compatible smart cards where First Transit holds management contracts in Massachusetts. Difficult to understand if they have direct experience or are just in the general areas where other firms are utilizing smart cards.	7 Has experience with Smart Cards	10 Proposal request met thoroughly.
			McDonald	9 There appears to be limited experience with one client in regards to SmartCards. However, the staff assigned appears to have had significant experience with the development of the SmartCard implementation for the client agency.	8 Experienced Use social media Value targeted/demographics programs Bikeshare program	9 Very familiar with smart card as well as other systems. Good detail.	6 One example CharlieCard	8 Has practical experience with the Scheidt & Bachmann farebox/ Smart Card.	6 2 examples Would have expected more with all of their transit experience.
				Evaluator Guidance - Milwaukee County Transit System is currently in the process of developing and implementing (this project is already in process) a smart card fare system for future deployment on passenger buses. In essence, these smart cards would effectively replace the current fare collection system which utilizes cash (bills and coins). In this response, a proposer should detail their firm's experience with smart card fare systems.					

Scores As Originally Provided by the Evaluation Panel

Request	Weight	Entity	Evaluator 4 - MCAdm f	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	Avg
Totals		Evaluator 4 - MCAdm Fiscal							
		MTS	761.42	618.86	568.35	600.62	598.65	671.94	636.64
		Veolia	754.57	573.32	580.72	595.85	619.35	778.44	650.38
		MV	689.47	542.59	471.46	482.10	531.52	525.44	540.43
		Bidder 4	727.39	511.43	515.61	530.90	527.52	739.11	591.99
		McDonald	745.74	590.98	551.73	559.31	616.02	709.47	628.88

Revised Scores Accounting for "Requirements Met"
(Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Management Team, Organizational Chart, and Qualifications									
Request 3	14	RFP Description Provide the names and qualifications of the senior management team members to be dedicated to the performance and execution of any agreement.	MTS	8	8	8	8	8	8
			Veolia	8	8	8	8	8	8
			MV	8	8	8	8	8	8
		Evaluator Guidance - [None]	First Transit	8	8	8	8	8	8
			McDonald	8	8	8	8	8	8
Request 4	30	RFP Description Please provide resumes of the management team for all the proposed Key Personnel. Submitted resumes shall fully document the relevant skills, qualifications, experience, certifications, and awards of the personnel to be provided as they relate to the technical areas described in the Scope of Service.	MTS	10	8	7	8	8	10
			Veolia	10	8	5	6	6	9
			MV	10	7	5	5	6	10
		Evaluator Guidance - This request is establish the skills, abilities and experience of key personnel to be assigned to engagement with Milwaukee County.	First Transit	10	7	6	6	6	10
			McDonald	10	8	8	6	8	10
Request 5	14	RFP Description Provide a detailed organizational chart reflecting the titles, responsibilities and reporting structure for all TMS provider management and administrative employees that would be included in fulfilling this RFP request.	MTS	10	9	8	8	8	10
			Veolia	10	8	6	8	8	10
			MV	10	7	4	8	5	3
		Evaluator Guidance - This request is to have vendor provide a clear picture of organization structure and roles and responsibilities of individuals within the overall organization.	First Transit	10	7	5	7	5	8

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		McDonald	10 RFP requirement met	8 Provided Clear	8 Much more clear picture. Detailed layout, clear lines of responsibility.	4 The organizational structure is not clear. For example, why does the Deputy General Manager of Operation appear on four separate charts?	8 Understands reporting structure	10 Extremely detailed on roles and responsibilities of all levels of personnel.
Request 6	14	MTS	8 Limited examples of shared resources that could be utilized.	8	6	8	7	10 Proposer met request thoroughly.
		Veolia	10 RFP requirement met	8 Detailed organizational chart & articulated 2 phase org. proposal. Is Milwaukee County sharing grants management? Unclear on DBE compliance.	7	6 No discussion of route scheduling p.51 table states "MTSC" - unclear.	8 Solid support functions	10 Clearly will not need County resources b/c of their vast corporate resources.
		MV	10 RFP requirement met	7	7	7	8 Solid support functions	10 Proposer met request thoroughly.
		First Transit	10 RFP requirement met	6 Some information provided. More details needed to understand how share services would work.	8 Large number of additional resources in all areas. Resourceful team	6 Adequate support functions	7 Proposer met request thoroughly.	
		McDonald	10 RFP requirement met	8 Provided.	6	5 They have not ensured that sufficient resources are available.	8 Solid support functions	10 (Pg. 57 - Is the assessment for 9 or 12 months after commencement) Unlikely they will need to share services. In the event that may occur, they have a plan for mutually agreed upon sharing of services.
		MTS	10 RFP requirement met	9 Direct experience Incumbent	5 Lacked solid information	7 Managed MCTS only	7 Not being penalized for "Milw Co. Only"	4 Experience limited to MCTS.
		Veolia	10 RFP requirement met	9 Vendor has national and international presence. Nassau, LI ATA, New Orleans San Diego Phoenix	6	6	8 Numerous and relevant systems.	10 Over 3 examples.
		MV	10 RFP requirement met	6	6	5 Most clients listed have fewer vehicles than Milwaukee County	7 has relevant experience	7 Should have included more detail on those systems most comparable to MCTS.

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 7	20	Evaluator Guidance - This request is to determine if proposer currently manages transit services of comparable size and scope to the services to be provided for the engagement with Milwaukee County.	First Transit	7 Response did not include listing of current clients equal to or larger than Milwaukee County's current service	5 ?No experience in fixed routes in the US Details about Connecticut Transit offered later.	5 Lacks some detail, and strength of detail	5 Did not identify services of comparable size and scope	5 Mostly smaller systems	8 Should have "called out" a few specific examples.
		McDonald	10 RFP requirement met	8 41 yrs of history 31 services Employees are allowed ownership. Fort Worth/ Volusia, FL/ Waco, TX/ Bloom/IN	5	6 has relevant experience	7 They should have provided more statistics that would illustrate how similar Charlotte & Austin systems are compared to Milwaukee County.		
Request 8	20	<u>RFP Description</u> Please provide your organization's most recent audited financial statement. Additional financial information may be required prior to execution of any agreement.	MTS	8 RFP requirement met	8 Not for profit.	8	8 meets requirement	8 No coverletter by an outside auditing firm declaring either no or some found adverse findings.	
		Veolia	8 RFP requirement met	7 Company has accumulated losses. Inflated assets. Was an acquisition model to grow. Goodwill in [unknown.]	8	8 meets requirement	8 No deficiencies of any kind reported by 3rd party auditor.		
		MV	8 RFP requirement met	8	8	8 meets requirement	8 Proposer met request thoroughly.		
		First Transit	8 RFP requirement met	5 Referred reader to a website.	8	8 meets requirement	8 Proposer request met thoroughly.		
		McDonald	8 RFP requirement met	8 IFRS IASB standards Profitable.	8	8 meets requirement	8 Proposer request met thoroughly.		
		Evaluator Guidance - This request is to evaluate that proposer does not have any adverse audit findings, follows generally accepted accounting principals, etc. Scorer will not be responsible here for determining technical financial items such as liquidity of assets, strength of balance sheet, etc.	8	8	8	8	8		
		<u>RFP Description</u> Please provide an outline of the organizational structure as well as financial reporting and controls that will be used to fulfill any resulting agreement with Milwaukee County.	MTS	8 Financial controls response was somewhat general making it difficult to gauge the process/procedures the Respondent has in place.	8	8 Good Detail	5 Not much detail on internal controls other than a flow chart	8 meets requirement	8 Not enough details re: internal controls.
		Veolia	8 RFP requirement met	8 Yes. Proposer provided information. Operating expenses controls may need to be aligned with both Milwaukee County and FTA requirements.	6 Not enough detail on whole organization. Would like to have seen more detail	8 meets requirement	8 Very clear, detailed explanation of dollar limits and associated organizational level of approvals required.		

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 9	14	MV	8	8	5	7	8	4
		First Transit	8	8	8	8	8	6
		McDonald	8	8	8	8	8	8
			Overview was fairly general which made it somewhat difficult to gauge the reporting and controls process/procedures the Respondent has in place		Not thorough enough.	Unclear internal/organizational controls Numbering does not match RFP	meets requirement	Not much detail specifics.
			Evaluator Guidance - This request is to evaluate that proposer has provided an outline of its organizational structure, specifically that it has provided an overview of financial reporting and internal controls that are in place.		Solid with additional resources		meets requirement	A bit confusing as to how the general mgr. & reg'l staff will interface w/ those listed on pg 22.
			RFP requirement met	Financial controls general information provided.	Nice detail & thorough explanation.		meets requirement	Very detailed in the description and thorough in describing and accounting for various fiscal controls.

Request 10	14	<p><u>RFP Description</u> Please provide an outline of enterprise informational systems that will be used to fulfill any resulting agreement with Milwaukee County.</p>	MTS	8	8	8	8	8
			Veolia	8	8	8	8	8
			MV	8	8	5	8	8
		<p>Evaluator Guidance - This request is for the proposer to demonstrate that it has a sufficient information technology (IT) infrastructure in place to support the engagement with Milwaukee County. This item should include an overview of IT systems that will be used.</p>	First Transit	8	5	5	8	8
			McDonald	8	8	8	8	8
				8	8	8	8	8
			RFP requirement met	Enterprise Info System	Excellent Detail covered well		adequate	Very thorough/extensive
			RFP requirement met	Basic information provided.			adequate	J.D. Edwards as a one-stop-shop
			RFP requirement met		Too brief - needs more detail.		adequate	No response.
			RFP requirement met	Weak and lacks of sufficient explanation.	Lacks currently in process. Was not clear if they were in process of or currently using	TransLoc real-time customer interface First Base maintenance	adequate	Proposer request met thoroughly.
			Response was general and did not include information that provides the reviewer with an understanding IT infrastructure used for support of operations.	HASTUS/AVL	Strong system with extensive details available.		adequate	

Request 11	20	<p><u>RFP Description</u> Please provide an outline of awards, quality certifications, industry recognition or achievements.</p>	MTS	8	8	5	8	8
			Veolia	8	8	8	8	8
			MV	8	8	8	8	8
					RFP requirement met			
			RFP requirement met		Lacked recent or substantial recent information	Primarily marketing awards	solid achievement section	Several but not extensive Systemwide or individual w/the exception of marketing.
			RFP requirement met			Over 100 awards from clients, municipalities and peer groups.		Numerous in U.S. and abroad.

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
			8	7	8	8	8	8
		First Transit	RFP requirement met	Some recognition.	Excellent recent-current information.			Numerous systemwide and individual.
		McDonald	RFP requirement met	Some		3 participate in APTA's Hall of Fame		Numerous system and personnel individual awards.

Past Performance 8%

Request	Weight	RFP Description	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm		
Request 12	20	Provide a description of the proposer's experience managing transit systems of similar scope and size to that of Milwaukee County. Provide for each system managed at a minimum the operating expenditure budget, annual bus miles, annual bus hours operated, number of buses in fleet, annual number of passengers, number of years managing each identified system.	MTS	8	8	8	8	8	8		
			Veolia	8	8	8	7	8	8		
			MV	7	8	8	8	8	3		
				The information provided lacked comparable data for some of the examples cited... this made it somewhat difficult to compare Respondent's experience to Milwaukee County in terms of Annual Ridership, Bus Service Hours, Vehicles (i.e. buses) operated, etc.				meets requirement	Choose smaller transit systems as comparables.		
				Evaluator Guidance - Proposer should demonstrate its historical experience managing transit systems of similar size and scope to that of Milwaukee County.	First Transit	7	8	8	5	6	8
				There was only 1 (one) Comparable systems managed by Respondent (Connecticut Transit) that was somewhat comparable to Milwaukee County in terms of Annual Ridership, Bus Service Hours, Vehicles (i.e. Buses) operated, etc.		Connecticut - 87 Local and Express Routes North County, CA - Maintenance? Sun Metro - El Paso - 57 routes 2008		Systems identified are small than Milwaukee County	mostly smaller systems	3 examples.	
					McDonald	8	8	8	8	8	8
		RFP requirement met		Most of experience in Europe, Paris London Italy. US - TX - Charlotte Managing for over 41 years!			has relevant experience	Significant experience in various sized systems & experience in those similar to Milwaukee County.			

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 13	20	<u>RFP Description</u>	8	8	8	8	8	8	
		Please provide a description of proposer's experience in transitioning employees of comparable transit systems from another provider to your organization. Provide a high level overview of issues encountered and timeframe required for transition. Please detail your experience with transitioning of employee benefits including maintaining the existing pension plan.	MTS	Limited examples of transitioning/migrating workers from another agency.	Only operates Milwaukee County.	Lacks Detail	The timeliness of the transition of paratransit services was not addressed	meets requirement	One experience 14 yrs ago.
			10	7	7	8	9	10	
			Veolia	RFP requirement met	Labor migration examples provided. Most acquisitions are recent. Experience has been gained through acquisition rather than organic experience.			Has experience in transitioning employees and a comprehensive plan for MCTS	Clear understanding of short timeframe. However, numerous transitioning experiences w/o significant understanding of impacts that it will have on the current workforce.
			8	6	5	8	7	2	
			MV	Transition/migration plan not as detailed as other Respondent's plans.		More Details and more levels of consideration needed.	Capital Metro - Austin TX as example timely transition of all employee benefits pension and the union agreement exceeded on-time performance standard Matching 401k plan	meets requirement	No experience discussed. Confusing start-up schedule.
		Evaluator Guidance - This request should demonstrate that the proposer has experience in migrating/transitioning employees and operations from another transit services provider to its organization. Scorers should consider timeliness and quality of the transitions as expressed by the proposer.	8	6	8	6	7	10	
		First Transit	Timeline and process/procedure of Milwaukee County transition given. However, no examples of past performance in regards to transitioning/migrating employees from another transit service organization was provided.	Not very detailed How to transition a union operation?	Good detail level of all employees and each step and timing of steps	Extensive experience working with labor groups previously working in a public agency experience inventory defined benefit defined contribution plans no examples identified in this response	meets requirement	thorough	
		McDonald	No detailed examples of transition experience were given (just the names of the transit agencies were provided)	Provided	Excellent detail in each steps process. Strong process.		Has experience in transitioning employees, a comprehensive plan for MCTS and has named a "Start-Up Team."	Detailed and thorough plan for migration including a timeframe that allows for a January 1, 2014 start date. This includes fixed route and Paratransit services. However, not as detailed on employee transitioning.	
			7	8	9	8	9	6	

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 14	20	<u>RFP Description</u> List up to three references of similar transit management assignments. Provide names, addresses and telephone numbers of a point of contact for each system.	MTS	8 None given. Milwaukee County is the only client of significant size and operations.	8 Only one reference provided as the organization was created to only handle one system.	8	8 1 reference - Brian Dranzik; 22 letters of support: Milwaukee Downtown BID; UW Milwaukee; Marquette University; Milwaukee World Festival, Inc; MillerCoors; Rep. Evan Goyke; Transit Services Advisory Committee; Transit Now; Godfrey & Kahn SC; MPS x 2; Joyce Tang Boyland; MIAD; Cheri McGrath; Denise Koss; Northcott Neigh. House; Danceworks; Interfaith Senior Ambassadors; Prime & Assoc; H__; Via Downer; St. Johs; Nat'l Veterans Wheelchair F ____.	8 meets requirement	8 Only one reference.
		Veolia	8 RFP requirement met	8 Yes	8	8	8 meets requirement	8 3 references.	
		MV	8 RFP requirement met	8	8	8 3 references	8 meets requirement	8 Proposer met requirement thoroughly.	
		First Transit	8 There was only 1 (one) Comparable systems managed by Respondent (Connecticut Transit) that was somewhat comparable to Milwaukee County in terms of Annual Ridership, Bus Service Hours Vehicles (i.e. buses) operated, etc.	8 Provided Most experience provided is in para-transit services fixed route clients are recent: 2008-present.	8	8 3 references	8 meets requirement	8 Proposer met requirement thoroughly.	
		McDonald	8 RFP requirement met	8	8	8 4 references	8 meets requirement	8 4 references including one that's larger than Milwaukee County.	
		<u>RFP Description</u> Provide a description of the Proposer's experience managing paratransit systems of similar scope and size to that of Milwaukee County. Provide for each system managed at a minimum the operating expenditure budget, modes of transportation (such as bus, van, or taxi) provided, annual number of riders, and number of years managing each	MTS	10 RFP requirement met	9 Experienced working with Milwaukee County systems & staff.	6 Lacked outside experience from Milwaukee County	6 Admits that "paratransit services procurement could and should have been handled more effectively."	8 Experienced but in Milwaukee only.	

Revised Scores Accounting for "Requirements Met"
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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 15	20	Identified system. Please specify whether your organization provided this function on a direct basis (providing vehicles, staff, and management), by the management of a municipal system (provided staff and management service only) or utilizing third party contracts (management of contracted third party)	10	8	8	7	9	10
		Veolia	RFP requirement met	50 locations. Keep contracts for 1 year and more to consolidation after. Role: Broker: verification, subs 2 performance management.		Some examples are smaller than Milwaukee County	Has experience and offers a plan for MCTS going forward.	Over 50 paratransit programs.
		5	9	8	7	4	10	
	MV	Only references Paratransit. No Fixed-Route examples given.				Has experience but does not offer a plan for MCTS going forward.	Proposer met request thoroughly.	
	20	Evaluator Guidance - This request is for a proposer to demonstrate that it has significant experience managing paratransit systems of similar size and scope of service to that of Milwaukee County. Note that these services could be provided either by the proposer's organization itself (directly managed) or through a third party contract (the proposer contracts with a provider for these services) and that there is no points preference for the type of management itself (direct vs, third party contract).	10	9	8	7	4	10
First Transit		RFP requirement met	Excellent experience. Well documented & diverse. Duluth/Davenport/Peoria/Milwaukee/Pace/Nevada/San Diego/Oregon.		Provide paratransit services for MCTS since 1998.	Has experience but does not offer a plan for MCTS going forward.	3 related experiences.	
		McDonald	RFP requirement met	Ft Worth & Volusia. will be subcontract.		The systems identified are small than Milwaukee County's Paratransit Ridership	Has relevant experience and offers a plan for MCTS going forward.	3 references in what appears to be similarly sized paratransit services.

Management Approach		24%							
Request 16	25	RFP Description	10	8	7	9	8	10	
		Provide an explanation of your management approach, client interaction, and reporting for the daily operations of an existing client's transit system of similar size and scope to Milwaukee County. In addition, detail a possible approach that your organization would use specific to Milwaukee County.	MTS	RFP requirement met			Public benchmarks proposed	Management approach is sound	Proposer met request thoroughly.
			10	8	8	9	8	10	
		Veolia	RFP requirement met	Pittsburg/SFCO/Nassau/New Orleans Uses FACTS for eligibility determinations. User monitoring systems.			Management approach is sound	Numerous KPIS for both fixed route and paratransit service. Continuous Communications Understanding of County's role CoBoard, Cex, DOT and Veolia's.	
			10	7	7	5	8	2	
		MV	RFP requirement met			Did not detail a possible engagement approach	Management approach is sound	Not detailed at all. They should be proposing a detailed communication schedule.	
		Evaluator Guidance - For a current client of similar size and scope to that of the Milwaukee County Transit System, proposer should provide an explanation of its overall approach to managing the transit system, interaction with the client, and reporting on the ongoing operations of the system. In addition, the proposer should detail a possible approach its organization would use specific to the engagement with Milwaukee County.	10	6	7	5	8	10	
		First Transit	RFP requirement met	Automated recordkeeping "typos" non specific on FTA self certification system		Does not provide example within context of a current client of similar size, rather refers to references	Management approach is sound.	Proposer met request thoroughly.	
		McDonald	RFP requirement met	"each transit system is a public service that must be tailored to the unique communities it serves."			Management approach is sound.	Proposer met request thoroughly.	

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 17	17	<p><u>RFP Description</u> Provide examples of how your organization currently informs clients of issues, requests, industry advancements, and/or necessary changes to the system. In addition, detail a possible approach that your organization would use specific to Milwaukee County.</p>	MTS	10 RFP requirement met	8	7 Solid process	8 Communication approach is sound	10 Proposer met request thoroughly.
			Veolia	9 No examples of communications protocol/procedures was given (for existing Respondent clients).	6 Suggests the use of PPOP approach in Nassau, Long Island. less than 1 yr? Any other models/examples besides Nassau County?	8 Covered each area well at all levels	9	8 Communication approach is sound.
		MV	5 Overly generalized response with little to no detail explaining communication process/procedures with existing clients and/or Milwaukee County.	7	4 Lacks detail. Too general.	5 Lack of a possible engagement approach	7 Communication approach is adequate.	0 Was not addressed at all.
		First Transit	8 The communication protocol/procedure was very general and no examples of communications protocol/procedures was given (for existing Respondent clients).	5 Transparency Response require more detail: Reporting systems? Approaches? Organization specifics?	5 Lacked clear detail for each area	5 Does not describe how they currently inform clients of issues, requests, industry advancement or changes.	7 Communication approach is adequate.	7 More detail on more specific communication would be helpful.
		McDonald	10 RFP requirement met	8 Articulated for three different transit systems. Monthly executive reports.	4 Very general process and did not address alternatives based on issues - requests - advancements - changes.	8 Communication approach is sound.	10 The Volusia model provides more than adequate information on a timely basis. Great communication instrument that's very transparent.	
		MTS	8 Benefits provision not mentioned in response.	9	7	8 Personnel plans are sound.	10 Proposer met request thoroughly.	
		Veolia	10 RFP requirement met	7 Transitioning current employees addressed. Appear to have a well designed training program. What would happen with legacy costs?	9 Details and process above and beyond the average	9 Personnel plans are sound.	10 Proposer met request thoroughly.	

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 18	25	MV	8 The process by which existing staff (i.e. MTS) would be retained/hired was too general in order to provide the reviewer a clear picture of how the process may be applied to Milwaukee County.	8	7	8	8 Personnel plans are sound.	10 Proposer met request thoroughly.
		First Transit	9 Evaluator Guidance - Proposer should describe how adequate staffing will be maintained to ensure uninterrupted transit services. This is also an employee relations type of question where proposers should include the approach to hiring, training, discipline, staff reduction policies, employee benefits provision, diversity, Equal Opportunity, etc. In addition, the proposer should detail its organization's approach for interviewing and retaining staff employed by the current transit provider.	7 Staff Reduction policy not addressed	6 Driver training / well maintained equip. First Transit University e learning standard hiring & recruitment practices.	8	8 Personnel plans are sound.	10 Proposer met requirement thoroughly.
		McDonald	7 A staff reduction plan was not identified and the process by which existing staff (i.e. MTS) would be retained/hired was too general in order to provide the reviewer a clear picture of how the process may be applied to Milwaukee County.	7 Starts with assessment/typical process	6	6 No detail provided regarding employee benefits provision	8 Personnel plans are sound.	10 Proposer met request thoroughly.
Request 19	25	MTS	10 RFP requirement met Identify your experience in the use of third party contractors, contract employees and Disadvantaged Business Enterprise vendors. Provide information as to how these groups are overseen by management staff.	6 Issues with proper management of paratransit contracts.	7 good understanding of current process	8	8 Has a proven track record in all areas.	10 Proposer met request thoroughly.
		Veolia	10 RFP requirement met	5 DBE portion a concern, not well articulated. Lombard, IL list may not be applicable for WI.	5 No direct experience listed. Lack of details in most areas. Not Clear	8	7 Response is adequate.	8 Could use a little more detail re: oversight of contract employees. Is it the C.O. who manages or the Division manger? (management of contract vs. personnel).
		MV	10 RFP requirement met	8	4 How groups are overseen not clear & section lacks detail.	6 Lack of info on how groups are overseen by management team	7 Response is adequate.	5 Doesn't address 3rd party contractors or contracted employees.
		First Transit	10 RFP requirement met Evaluator Guidance - Proposer should identify its experience in the use of third party contracts, contract employees, and Disadvantaged Business Enterprise vendors. This information should include how these groups are overseen by the proposer's management staff.	7 Good knowledge of program & good faith efforts	4 Does not address how they are overseen	7	7 Response is adequate.	10

Revised Scores Accounting for "Requirements Met"
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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
		McDonald	10 RFP requirement met	9 Paratransit subcontracted in Fort Worth & Volusia County FTA guidelines Cited the Federal Rule	5	8	9 Has already reached out to local DBE's.	10 Proposer met request thoroughly.
Request 20	17	MTS	10 RFP requirement met	9	8 Solid system, process, use of technology as well as upcoming technology	9 Examples of technology - current and upcoming included	7 Current process is adequate.	10 Proposer met request thoroughly.
			10 RFP requirement met	8 Real time monitoring C.L.E.A.R. optimization.	7	9	8 Plan is detailed and includes innovations.	10 Proposer met request thoroughly.
		MV	8 Explanation of process and technology used for planning and scheduling was very general.	8	5 Need more clear detail.	7	5 Plan lacks detail and innovation.	2 They do not adequately address planning.
			10 RFP requirement met.	6 Do not use standard software 2 optimization tools a hands-on approach may be insufficient for Milwaukee County requirements Trapeze	6	5 Combined 20 and 21 use Trapeze software	4 Proposes to keep paratransit contracts for 2014 and 2015 - that's too long. And why not take the whole program?	10 Proposer met request thoroughly.
			10 RFP requirement met	9 McDonald conducted 1st federally sponsored implementation of [unknown] Trapeze/HASTUS & Route Meter Charlotte/Volusia County	6	8	8 Has a solid approach.	10 Proposer met request thoroughly.
Request 21	17	MTS	8 RFP requirement met	8	8	8	8	8 Proposer met request thoroughly.
			8 RFP requirement met	8 Trapeze, Ridemeter, Hastas & VPR	8	8	8	8 Proposer met request thoroughly.
		MV	8 RFP requirement met	8	8	8	8	5 Minimal detail - also they don't seem to use software to document vehicle trips against employer/driver time lost.
			8 RFP requirement met	8	4 Lost information when combined with previous section. Not clear	8	8	8 Proposer met request thoroughly.
			8 RFP requirement met	8	8	8	8	8

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
		McDonald	8 RFP requirement met	8 Provided	8	4 Lack of detail on how service planning and scheduling will be provided	8	5 Not a lot of detail 3-step process	
Request 22	17	<u>RFP Description</u> Describe your approach and your comparable experience in vehicle maintenance to ensure that vehicles are reliable, safe, clean, and in a state of good repair.		9 Information included, but policies/procedures do not appear as robust when compared to other Respondent's practices.	9 30 years of experience - PMV Recognized by Center for Urban Transportation Research	7	7	8 Has an effective maintenance program. Could have provided more detail on vehicle maintenance.	
		Veolia	10 RFP requirement met	9 Very detailed.	9 Many levels of details in many areas. Covered well	9	8 Has a detailed Maint. Program.	10 Proposer met request thoroughly.	
		MV	10 RFP requirement met	8	7	7	8 Has a detailed Maint. Plan.	10 Proposer met request thoroughly.	
		First Transit	10 RFP requirement met	7 Typical maintenance plan	8 Very detailed, thorough. Seems to cover every area.	7	8 Has a detailed Maint. Program.	10 thorough description of maintenance and cleanliness standards	
		McDonald	10 RFP requirement met	8 Industry standard succinct & clear training/prevention/constant inspections/preparation/action	7	9	8 Has a detailed Maint. Plan.	6 Need more detail on vehicle maintenance/preventative maintenance.	
					10	7	8	9	8
		<u>RFP Description</u> Describe your approach and comparable experience to safety and security for passengers and employees. Include your approach to passenger dispute resolution and creating a safe working environment for employees.		10 RFP requirement met	7 Standard practices Issues w/driver security? Well detailed	8	9	8 Has a comprehensive S&S plan	10 Proposer met request thoroughly.
		Veolia	7 Security Plan not addressed.	6 General overview of their safety culture. Would like to see more specific on bus driver safety due to attacks of riders.	8	6 Lack of discussion regarding passenger dispute resolutions	8 Has a comprehensive S&S plan	10 Easy to communicate these goals to employees and commuters.	
		MV	7 Security Plan not addressed.	6	6	8	8 Has a comprehensive S&S plan	10 Proposer met request thoroughly.	

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 23	25	Evaluator Guidance - Proposer should provide its approach and comparable experience related to safety and security. This should include the proposer's approach to passenger dispute resolution and creating a safe working environment for employees.	First Transit	8 Security Plan appears to be minimal. If budget funding is available, then security is provided. If not, then front-line staff is responsible for maintaining a "Heightened sense of awareness at all times." Fencing, cameras, and lighting are used as security measures for facilities.	7 Provided. Standard program in place - safety training/maintenance of equip./awareness	5 Lacked focus on passenger dispute and resolution	8 Has a comprehensive S&S plan	10 Detailed explanation of complaint resolution process.
		McDonald	7 No response given to how passenger disputes would be addressed.	8 Charlotte area transit system Capital Metro Transportation Authority Fort Worth	9 Excellent array of levels provided as well as variety [unclear] storms, demonstrations, terrorisms, & bombthreats.	9 Has a comprehensive S&S plan	8 Thorough in the response Could use more detail related to thresholds for safe working environment that are easily communicated to & understood by employees.	
Request 24	17	<u>RFP Description</u> Describe your approach and your comparable experience in capital needs assessment and facility management. Provide information about how maintenance and replacement projects are identified and prioritized.	MTS	10 RFP requirement met	8 FTA experience Assessments/inspections	6	8 Has a reasonable plan	10 Proposer met request thoroughly.
		Veolia	8 Prioritization process not outlined in a detailed enough manner to gauge the Respondents approach. Citing of comparable was general and was more related to funding than capital prioritization.	6 Assessment /Programming/ Funding Reasonable but only references the Nassau County Program (2012). Not enough resident experience.	7	7 Has a solid approach.	5 Didn't discuss transit buildings and the relationship between Veolia as the facilities manager vs. County as the owner.	
		MV	9 No comparable experience in capital infrastructure needs assessment was provided. Prioritization process was not really identified.	6	5 More experience details regarding each area requested.	5 Lack of information about prioritization	5 Plan lacks detail.	3 Don't discuss their experience. Very little detail provided.
		First Transit	9 No comparable experience in capital infrastructure (facilities and equipment) needs assessment and facility management. In addition, the proposer should provide information about how maintenance and replacement projects are identified and prioritized.	6	5 Lacked clear detail and information.	6	7 Has a reasonable approach.	8 Could have provided more detail to project identification.

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
		McDonald	10 RFP requirement met	7 Standard practices addressed terrorism & bombthreats	6	8	8 Has a solid approach.	10 Discuss buses and facilities.	
Request 25	17	MTS	10 RFP requirement met	9 Procurement practices mirror county organizes & FTA regulations.	7 good detail and understanding of process	8	7 Understands requirements and has a system in place.	10 Proposer met request thoroughly.	
			10 RFP requirement met	5 10% of Nassau/FTA Cannot access based on provided info, meaningful procurement FTA experience. "lead in Tucson system" Nassau less than 10%" Has not handle one of the top 50 recipients before. How much of our budget is competitively sourced?	7	7	8 Understands requirements and has global purchasing power.	10 Clear reporting lines. Request met very thoroughly.	
		MV	2 Does not address the subject matter of procurement management and activities.	5	4 Too brief - not enough detail.	4 Did not include the approach to managing & ensuring schedules and budgets	4 Plan lacks detail.	5 Did not address most of this request, esp. managing projects and ensuring contractors maintain schedules and budgets.	2
			9 No information was given as to procurement project management.	4 Attachment provided Unable to assess current procurement policy a mere statement is provided FTA requirements mentioned and not explained.	6 Very familiar with contract obligations, project schedules and project budgets.	8 A reasonable approach.	6 Very familiar w/ cost savings types of procurements.	10	
		First Transit	10 RFP requirement met	9 Successfully compete for discretionary goods? Will this work with Milwaukee County. FTA experience Current procurement polices mirror FTA requirements 49 CFR Part 622	5	7 Understands requirements and has a proven system in place.	8	8	

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 26	13	<u>RFP Description</u> Describe your approach and comparable experience in budgeting, accounting and providing financial reports and operational reports to a client. Provide examples of these types of reports and also include corrective action methodologies that may be used to keep the system on track with the budget.	MTS	10 RFP requirement met	8 Direct experience with Milwaukee County Process CPA on staff - GAAP/GASP	8 Solid & detailed explanation. Samples	8 Current system works.	10 Proposer met request thoroughly.
			Veolia	10 RFP requirement met	7 For profit budget cycle system.	8 Clear line of types of reporting, systems and examples	8 A solid approach	10 Proposer met request thoroughly.
		Evaluator Guidance - Proposer should provide its approach and comparable experience in financial management (budgeting, accounting) and financial reporting as well as operational management and operational reporting to a client. This response should include examples of the types of reports that the proposer would provide to a client and should also discuss corrective action strategies/methodologies that may be used to	MV	5 Response does not address any corrective action policy/procedure nor does it address strategies to ensure that budgets are kept "on-track."	5 Too brief - not enough detail.	5 No discussion of correction action	4 Plan lacks detail.	6 Needs more detailed outline/steps in its budgeting & financial management approaches.
			First Transit	9 No corrective action strategies given as an example.	6 A reasonable approach.	6 Did not address corrective actions.	7 A reasonable approach.	7 Did not address corrective actions.
		McDonald	9 No report examples were provided.	7 Standard	7 A solid approach	8 Proposer met request thoroughly.	8 Proposer met request thoroughly.	10 Proposer met request thoroughly.
		Request 27	25	<u>RFP Description</u> Describe how your organization will handle notification and resolution of critical and/or sensitive information, disputes that require interagency involvement, and/or reporting omissions that require corrective action.	MTS	10 RFP requirement met	7 Issues with effective communication.	6 Proposer met request thoroughly.
Veolia	9 No process/procedure identified for reporting of omissions.				8 Reasonable.	7 Didn't seem to address corrective action methodologies.	8 Didn't seem to address corrective action methodologies.	8 Didn't seem to address corrective action methodologies.
Evaluator Guidance - Proposer should describe how its organization will handle notification and resolution of critical and/or sensitive information, disputes that require interagency involvement and/or reporting omissions that require corrective action.	MV			8 Response was vague and didn't really address how sensitive information will be handled between the County and the Respondent.	5 Too brief - not enough detail.	4 Response related to employee procedures regarding employee records, data and other information	4 No detail.	5 Minimal Response.
	First Transit			8 No process/procedure identified for reporting of omissions or inter-agency disputes.	5 Fair & requires more detail	4 Lacked details of actual handling. Too general.	8 Should have provided more details/examples.	7 Should have provided more details/examples.
McDonald	8 There was no response as to how inter-agency disputes would be addressed.			8 Experience w/ HIPPA/ADA/EEOC	7 Not sure what was meant by "including separation from MCTS"? An extreme corrective action?	8 Not sure what was meant by "including separation from MCTS"? An extreme corrective action?	8 Not sure what was meant by "including separation from MCTS"? An extreme corrective action?	9 Not sure what was meant by "including separation from MCTS"? An extreme corrective action?

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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm		
Situational Analysis										
Request 28	44.66	<p><u>RFP Description</u> Proposer should provide two examples of their organization's experience with successful development and implementation of major, effective cost savings initiatives. Provide details of each experience that includes the timeframe for implementation, dollar value, and overall impact on performance and/or operations of comparable transit systems that your organization has managed and how that may apply to Milwaukee County.</p>	MTS	8	8	8	8	8	8	
			Veolia	RFP requirement met	Focus continues of Nassau County System. Too recent Demographics of situation a bit different from issues faced by Milwaukee County.	Good examples with details and clear information. Easy to understand.			Requirement met.	Proposer met request thoroughly.
			MV	RFP requirement met			Did not describe how the initiatives may apply to Milwaukee County		Requirement met.	Gave only one specific example.
		<p><u>Evaluator Guidance</u> - Proposer should provide two examples of its organization's experience with successful development and implementation of major, effective cost savings initiatives. In supplying these examples, proposers should include the timeframe for implementation, dollar value, and overall impact on performance and/or operations of comparable transit systems that the proposer has managed and how these initiatives may apply to Milwaukee County.</p>	First Transit	While efficiency examples were given, very few included project timeframes, dollar values (i.e. costs, savings, etc.), and/or performance measures that could be used to gauge the effectiveness and/or applicability to Milwaukee County.	Relevant example - North County Other examples are in limited paratransit operations	Lacked timing and how it would apply to Milwaukee County	Tying health insurance premiums to wages (Duluth) \$190,000 savings Did not relate to Milwaukee County	Requirement met.	Numerous examples.	
		McDonald	RFP requirement met	CATS 340,K Fort Wayne insurance benefits Volusia 40k			Did not demonstrate how these initiatives may apply to Milwaukee County	Requirement met.	Proposer met request thoroughly.	
		<p><u>RFP Description</u> Proposer should provide an example of strategies their organization has used and will use to control for volatility in fuel costs. In addition, detail the positive performance and/or operational impacts.</p>	MTS	8	8	8	8	8	8	
		Veolia	The operational impact was not clearly identified in the response, nor was an explanation for the positive performance and/or operational impact.	Suggests "coop" purchasing.				Requirement met	Proposer met request thoroughly.	

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm
Request 29	31	MV	8	8	8	4	6	5
		First Transit	8	5	8	8	4	8
		McDonald	8	8	8	8	8	8
Request 30	31	MTS	8	8	8	8	8	8
		Veolia	8	8	8	8	8	8
		MV	8	8	8	8	8	8
		First Transit	8	8	8	8	8	8
		McDonald	8	8	8	8	8	8
		MTS	8	8	8	8	8	8

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 31	31	Veolia	8	8	8	8	8	8	
			Although a variety of alternatives were identified, no operational impacts were clearly defined or explained.		Large knowledge of a variety of options.		Requirement met	Variety of experience w/different alternative fuels.	
		MV	8	8	8	8	8	8	
			Although a variety of alternatives were identified, no operational impacts were clearly defined or explained.				Requirement met	Proposer met request thoroughly.	
		Evaluator Guidance - Proposer should provide an example of its experience developing and implementing the use of alternative fuels in the provision of transit services. For example, buses that run on compressed natural gas, hybrid buses, etc. The response should detail the positive performance and/or operational impacts that resulted from implementing the use of alternative fuels.	8	8	8	4	8	8	
		First Transit	RFP requirement met.	Propane Electric Hybrid		They discuss Calif. maintenance staff but how will that benefit Milwaukee, Wisconsin use of alt. fuels?	Requirement met	Proposal request met thoroughly.	
		McDonald	RFP requirement met	10 different examples Bio/electric/hybrid/propane 1st in implementing CNG	Good variety & quantity of experience.		Requirement met	Proposer met request thoroughly.	
Request 32	44.67		<u>RFP Description</u>	10	7	9	8	8	10
			Proposer should provide strategies their organization has used and will use to successfully increase ridership. Include if and how various forms of media and technology were involved. In addition, detail the positive performance and/or operational impacts.	MTS	RFP requirement met	New strategy: Metro [unknown] Have understand different market segments Revenue enhancing grants.	focused on multiple areas including research	Identified specific strategies	Proposer met request thoroughly.
			General advertising and marketing plan included. The response did not detail if and how various strategies would be utilized in Milwaukee County.	Veolia	8	6	8	8	8
		General advertising and marketing plan included. The response did not detail if and how various strategies would be utilized in Milwaukee County.	MV	8	7	6	7	7	10
							A reasonable approach	Proposer met request thoroughly.	

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
		Evaluator Guidance - Proposer should provide strategies its organization has used and will use to successfully increase ridership. This response should include if and how various forms of media or technology were used.	8	6	7	6	5	5	
		First Transit	General advertising and marketing plan included. The response did not include if and how various forms of media or technology were to be used.	Plan calls for reinforcing brand. Standard tactics; no creative solutions			Only strategy is "marketing."	A lot of detail on marketing but didn't discuss other methods.	
		McDonald	The response did not detail if and how various strategies would be utilized in Milwaukee County	Fair Examples	Limited ideas.		Gave 2 examples but nothing specific to Milw. Co.	Not enough detail on ridership alternatives that could help MCTS	
			8	6	5	6	6	6	
Request 33	44.67	<u>RFP Description</u>	10	7	7	9	8	10	
		Proposer should provide examples of strategies their organization has used and will use related to system revenue enhancement.	MTS	RFP requirement met	Revenue enhancement grants. Passenger amenities Segmentation: Upass, Commuter		CMAQ opportunities Streetcar corrections Bikeshare collaboration	Reasonable strategies identified.	Proposer met request thoroughly.
			8	6	6	7	8	10	
		Veolia	Response was general and did not include information that provides the reviewer with an understanding of the positions performance or operational impacts related to revenue enhancement strategies utilized in other transit agencies (that may be applicable to Milwaukee County).	Nothing creative or distinct.			Reasonable strategies identified.	Examples of several strategies.	
		MV	Response was general and did not include information that provides the reviewer with an understanding of the positions performance or operational impacts related to revenue enhancement strategies utilized in other transit agencies (that may be applicable to Milwaukee County).		Need more details.		Clearly the weakest of all the proposals.		
			8	6	5	5	4	7	

Revised Scores Accounting for "Requirements Met"
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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CDBP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
		Evaluator Guidance - Proposer should provide strategies its organization has used and will use related to increasing revenues used to fund the transit system. As part of this response, the proposer should detail the positive performance and/or operational impacts.	10	7	8	8	6	10	
		First Transit	RFP requirement met.	Standard revenue generating strategies.	Large variety of experience, nice example		Reasonable strategies identified but MCTS is not procuring Gillig buses.	Proposal request met thoroughly.	
		McDonald	Revenue enhancement appears limited.	Realtime info system Volusia Transfers were eliminated advertising Nothing innovative	Limited ideas.		Reasonable strategies identified.	Proposal request met thoroughly.	
Request 34	31	RFP Description	10	7	7	8	7	10	
		Proposer should provide strategies for enhancing and maintaining employee morale. As a part of this response, please discuss what measurements were used and will be used, and what factors were found to be significant drivers of employee satisfaction. In addition, detail the positive performance and/or operational impacts.	MTS	RFP requirement met	Standard practices.			Reasonable approach	Proposer met request thoroughly.
			8	8	7	5	7	10	
		Veolia	Response was very general in terms of incentives and programs. There doesn't appear to be measures on how effective the programs are and there don't appear to be an operational impact measures identified either.	Good general management principles.		This response did not describe the measurements that were used to determine employee satisfaction.		Proposer met request thoroughly.	
			8	7	5	5	7	7	
		MV	Response was very general in terms of incentives and programs. There doesn't appear to be measures on how effective the programs are and there don't appear to be an operational impact measures identified either.		Need more details.			Should have more detail on performance or operational impacts.	
		Evaluator Guidance - Proposer should provide strategies for enhancing and maintaining employee morale. As part of this response, the proposer should discuss its experience with what measurements were used in determining employee satisfaction as well as what factors were found to be significant drivers of employee satisfaction. In addition, the proposer should detail the positive and/or operational impacts.	9	7	7	7	7	10	
		First Transit	Although there are a number of incentives and programs, there doesn't appear to be measures on how effective the programs are and there don't appear to be an operational impact measures identified either.	Meetings Safety incentives Bonuses				Proposal request met thoroughly.	

Revised Scores Accounting for "Requirements Met"
 (Requirements Met Scored at an "8" Based Upon MCDOT Evaluator)

Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm			
		McDonald	8 Although there are a number of incentives and programs, there doesn't appear to be an operational impact measures identified.	7 Culture & performance based incentives would these performance based systems work in our current structure?	8 Corporate special programs, large variety of great ideas. Focus on employees is excellent.	8	7	10 Proposer request met thoroughly.			
Request 35	31	<u>RFP Description</u>		10	8	7	8	7	10		
		Proposer should provide strategies for maintaining positive customer relations and what measurements were used to determine success. As a part of this response, please discuss any experience with developing and administering customer satisfaction surveys that will be used in any resulting agreement.	MTS	RFP requirement met	Survey provided - 88% satisfaction					Proposer met request thoroughly.	
			Veolia	RFP requirement met	good [unknown]		4	7	10	Proposer met request thoroughly.	
			MV	RFP requirement met		6	5	6	7	7	
			First Transit	RFP requirement met.	Annual customer review? Training of employees	6	6	8	7	10	
		Evaluator Guidance - Proposer should provide strategies for maintaining positive customer relations and the measurements that were used to determine success. As part of this response, the proposer should discuss its experience with developing and administering customer satisfaction surveys that are expected to be used in any agreement with Milwaukee County.	McDonald	RFP requirement met	Stakeholders interviews paratransit TPW review committee on board surveys	10	7	7	7	8	Should probably have more than 1 public meeting to seek public input on complaints, compliments, etc.
		<u>RFP Description</u>		8	6	7	7	7	3		
		Proposer should detail their experience with contactless smart card fare systems.	MTS	Respondent is still in the process of implementing SmartCard technology.	1st time using it. Understand advantages		6	6	9	10	No direct experience.
			Veolia	RFP requirement met	Experienced. 12 month adoption suggestion.		6	6	7	5	Extensive experience and consideration of transitioning MCTS and riders to smart cards.
		MV	RFP requirement met		6	9	6	7	5	Limited Experience as provided in this response.	
					Good past & current experience as well as additional ideas & experience.	Green Bay [unknown] Smart Card compatible	Proposed general management has experience with Smart Cards.				

Revised Scores Accounting for "Requirements Met"
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Request	Weight	Entity	Evaluator 4 - MCAdm	Evaluator 6 - CBDP	Evaluator 1 - MCFamily	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	
Request 36	31	Evaluator Guidance - Milwaukee County Transit System is currently in the process of developing and implementing (this project is already in process) a smart card fare system for future deployment on passenger buses. In essence, these smart cards would effectively replace the current fare collection system which utilizes cash (bills and coins). In this response, a proposer should detail their firm's experience with smart card fare systems.	First Transit	10 RFP requirement met.	8 One of the systems they manage uses smartcard.	8	6 Working to offer compatible smart cards where First Transit holds management contracts in Massachusetts. Difficult to understand if they have direct experience or are just in the general areas where other firms are utilizing smart cards.	7 Has experience with Smart Cards	10 Proposal request met thoroughly.
		McDonald	9 There appears to be limited experience with one client in regards to SmartCards. However, the staff assigned appears to have had significant experience with the development of the SmartCard implementation for the client agency.	8 Experienced Use social media Value targeted/demographics programs Bikeshare program	9 Very familiar with smart card as well as other systems. Good detail.	6 One example Charliecard	8 Has practical experience with the Scheidt & Bachmann farebox/ Smart Card.	6 2 examples Would have expected more with all of their transit experience.	

Totals	Revised Scoring	Evaluator 4 - MCAdm Fiscal	Evaluator 6 - CBDP	Evaluator 1 - MCFamily Care	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	Avg
		MTS	724.92	624.72	587.85	633.62	618.15	691.82
	Veolia	705.45	593.58	585.72	592.49	632.35	723.12	638.79
	MV	653.35	570.15	508.32	506.70	549.02	504.44	548.66
	First Transit	699.99	537.55	531.01	545.60	544.42	692.79	591.89
	McDonald	694.62	614.28	572.15	564.31	627.32	671.35	624.01
	Scoring w/o Requirements	Evaluator 4 - MCAdm Fiscal	Evaluator 6 - CBDP	Evaluator 1 - MCFamily Care	Evaluator 3 - WisDOT	Evaluator 2 - MCDOT	Evaluator 5 - MCAdm	Avg
	MTS	503.64	403.44	372.57	416.54	396.87	476.54	428.27
	Veolia	484.17	374.30	367.24	373.21	411.07	501.84	418.64
	MV	434.07	348.87	295.44	312.60	333.94	337.74	343.78
	First Transit	444.97	310.97	302.84	324.84	317.20	451.97	358.80
	McDonald	437.60	368.20	328.54	340.87	379.24	428.37	380.47