

## **Lower Churchill Project**

Engineering, Procurement and Construction Management (EPCM) Services  
Package LCP-G-002

### **5 EPCM Evaluation Plan**

LCP-PT-ED-0000-MM-PL-0001-01, Rev. A1

“LCP-G-002 RFP Evaluation Plan for Engineering, Procurement and Construction Management (EPCM) Services”



**MEMO**

<b>TO:</b>	<b>Paul Harrington</b>
<b>FROM:</b>	<b>Pat Hussey</b>
<b>SUBJECT:</b>	<b>Changes to the Evaluation Plan for EPCM Services – RFP LC-G-002</b>
<b>DATE:</b>	<b>20 October 2010</b>

The purpose of this Memo is to formally advise you on the status of evaluation of RFP LC-G-002 and request approval regarding a recommended way forward with respect to finalization of the evaluation.

**Change No. 1**

As you are aware since the issue of the RFP on July 9, 2010 a decision has been made by the Gatekeeper to phase the development of the lower Churchill River, with the first phase, Phase I, being the development of Muskrat Falls generating facility and a smaller Island Link. As a result, we are recommending that the CET focus its attention on the evaluation of Muskrat Falls Scenario A only, consistent with the LCP Phase I development scenario. Therefore, for the purposes of selecting an EPCM consultant to support the development, we propose not to evaluate Muskrat Falls Development – Scenario B, Gull Island Development – Scenario A and B. Your concurrence on this item is requested.

**Change No. 2**

Upon review of the Component commercial scoring, prior to evaluation of the proposals, it has been determined that the distribution of the scoring for the total estimated cost (55 points) and hourly mark-ups (25 points) would result in a duplicate score. To maintain the score of 80 points for the total estimated cost it has been agreed to combine these individual scores.

**Change No. 3**

Subsequent to receipt of the Proposals, it has been determined that changes to the Core Evaluation Team (CET) are required in order to provide the level of functional expertise required to perform the proposal evaluations. Ken McClintock will be added to assist with the Commercial & Project Management / Overall Execution, while Lance Clarke will move from the Support Team to the CET. In addition, Johann Kroyer, who was mobilized from Iceland on 19 September 10 to participate in the evaluation, will demobilize early from the CET and support the team as required.

**Change No. 4**

Changes to the Evaluation Plan for EPCM Services – RFP LC-G-002  
20-October-2010

The LC-G-002 RFP Evaluation Plan for EPCM Services (document number LCP-PT-ED-0000-MM-PL-0001-01 Rev. A1) outlined the evaluation criteria, scoring method and the applicable percentage weightings to be used for evaluating the Proposals. This method would produce a summary of the scoring by Component (e.g. Muskrat Falls, Overland Transmission, and HVdc Specialties) and Development Option.

The RFP requested the Proponents to provide proposals based on a Component basis as well as a Development Option basis (e.g. Muskrat Falls + Island Link or Gull Island + Island Link). Upon receipt of the Proposals and through subsequent clarifications held over the past couple of weeks during the preliminary evaluation phase, it is evident that the proposed evaluation plan must be adjusted to address the technicality associated with the commercial basis for the Development Options presented in the Proposals. This adjustment will allow the scoring of the Proposals as submitted, while still ensuring both the intentions and overall technical / commercial weightings in Rev A1 of the Evaluation Plan remain whole.


Rev A1 of the Evaluation Plan currently reflects stand alone Component scores which include their respective Commercial evaluation elements, whereas for MF Scenario A, we have determined that the 3 bidders have submitted Commercial information on a consolidated basis. Based upon this unexpected scenario, we propose to make the following adjustments to the Evaluation Plan:

- Each of the three (3) Components (Muskrat Falls, Overland Transmission, and HVdc Specialties) will to be scored on technical basis only.
- The scoring sheets as contained in Rev A1 of the Evaluation Plan will be adjusted to facilitate the normalizing of the Component scores without the commercial component (e.g.  $100/75 \times \text{Original Weighting}$ ).
- The apportioned commercial weighting from each of the 3 Components, will be combined into an overall commercial score using the previously assigned pre-determined weighting for each Component of the MF Scenario A to the overall weighting for the evaluation and using the Commercial information on a consolidated basis.
- The total scoring for the Muskrat Falls Scenario A will remain 75/25 for technical / commercial.

If you concur with the above changes, please sign below.


**Core Evaluation Team Members**

Changes to the Evaluation Plan for EPCM Services – RFP LC-G-002  
20-October-2010



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Pat Hussey



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Ron Power



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Bob Barnes

**Approval of the Proposed Changes Noted in this Memo**



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Paul Harrington, Project Manager



RFP LC-G-002 EPCM Services - Final MF Scenario A Scoring						
DEVELOPMENT OPTION	Percentage Weighting	Bidders				Comments / Remarks
		Bidder 1		Bidder 2		
MF Scenario A		Component Summary Score	Weighted Score	Component Summary Score	Weighted Score	
Component 1	49	0.00	0.00	0.00	0.00	
Component 3	8	0.00	0.00	0.00	0.00	
Component 4 a/b/c	19	0.00	0.00	0.00	0.00	
Commercial	25	0.00	0.00	0.00	0	
<b>Total Score</b>	<b>100</b>		<b>0.0</b>		<b>0.0</b>	

Nov 16/10

RFP LC-G-002 EPCM Services - Final MF Scenario A Scoring							
			Bidders				Comments / Remarks
SUMMARY OF SCORING COMPONENT 1 (M. Falls)	Original Percentage Weighting	Percentage Weighting	Bidder 1		Bidder 2		
CRITERIA			Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	
COMMERCIAL	25%	N/A	N/A	N/A	N/A	N/A	
PROJECT MANAGEMENT/OVERALL EXECUTION/ HEALTH, SAFETY & ENVIRONMENT	20%	26.67%		0.00		0.00	
ENGINEERING	20%	26.67%		0.00		0.00	
PROCUREMENT/CONTRACTS	7%	9.33%		0.00		0.00	
CONSTRUCTION / LABOUR RELATIONS	20%	26.67%		0.00		0.00	
FINANCIAL							
BENEFITS	2%	2.67%		0.00		0.00	
QUALITY ASSURANCE	2%	2.67%		0.00		0.00	
PROJECT CONTROLS	2%	2.67%		0.00		0.00	
INFORMATION MANAGEMENT	2%	2.67%		0.00		0.00	
Summary total score out of (100%):	100%	100%		0.00		0.00	



RFP LC-G-002 EPCM Services - Final MF Scenario A Scoring							
			Bidders				Comments / Remarks
SUMMARY OF SCORING COMPONENT 3 (HVdc Specialities)	Original Percentage Weighting	Percentage Weighting	Bidder 1		Bidder 2		
			Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	
<b>CRITERIA</b>							
<b>COMMERCIAL</b>	25%	N/A	N/A	N/A	N/A	N/A	
<b>PROJECT MANAGEMENT/OVERALL EXECUTION/ HEALTH, SAFETY &amp; ENVIRONMENT</b>	20%	26.67%		0.00		0.00	
<b>ENGINEERING</b>	20%	26.67%		0.00		0.00	
<b>PROCUREMENT/CONTRACTS</b>	7%	9.33%		0.00		0.00	
<b>CONSTRUCTION / LABOUR RELATIONS</b>	20%	26.67%		0.00		0.00	
<b>FINANCIAL</b>							
<b>BENEFITS</b>	2%	2.67%		0.00		0.00	
<b>QUALITY ASSURANCE</b>	2%	2.67%		0.00		0.00	
<b>PROJECT CONTROLS</b>	2%	2.67%		0.00		0.00	
<b>INFORMATION MANAGEMENT</b>	2%	2.67%		0.00		0.00	
<b>Summary total score out of (100%):</b>	<b>100%</b>	<b>100%</b>		<b>0.00</b>		<b>0.00</b>	

RFP LC-G-002 EPCM Services - Final MF Scenario A Scoring							
			Bidders				Comments / Remarks
SUMMARY OF SCORING COMPONENT 4 (Overland Transmission)	Original Percentage Weighting	Percentage Weighting	Bidder 1		Bidder 2		
CRITERIA			Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	
COMMERCIAL	25%	N/A	N/A	N/A	N/A	N/A	
PROJECT MANAGEMENT/OVERALL EXECUTION/ HEALTH, SAFETY &	20%	26.67%		0.00		0.00	
ENGINEERING	10%	13.33%		0.00		0.00	
PROCUREMENT/CONTRACTS	12%	16.00%		0.00		0.00	
CONSTRUCTION / LABOUR RELATIONS	25%	33.33%		0.00		0.00	
FINANCIAL							
BENEFITS	2%	2.67%		0.00		0.00	
QUALITY ASSURANCE	2%	2.67%		0.00		0.00	
PROJECT CONTROLS	2%	2.67%		0.00		0.00	
INFORMATION MANAGEMENT	2%	2.67%		0.00		0.00	
Summary total score out of (100%):	100%	100%		0.00		0.00	



RFP LC-G-002 EPCM Services - Final MF Scenario A Scoring							
COMMERCIAL - MF Scenario A (Final Normalized)	RFP Reference Item	Percentage Weighting	Bidders				Comments / Remarks
			Bidder 1		Bidder 2		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
							Scored by P. Hussey and input from others as required
<b>Total Estimated Cost</b>		<b>80</b>					
Bidder's hourly rate + mark-ups x normalized estimated person hours							
<i>includes:</i>							
Payroll Burden Rate							
Office Overhead Rate							
Computer Services Rate							
Reproduction Services Rate							
Canadian tax equalization percentage							
Escalation impact							
<b>Fixed Fee</b>		<b>15</b>					
<b>Miscellaneous</b>							
Main Project Office cost for Company personnel (\$/month)		3					
Additional Office Space for Company personnel		1					
Computer Hardware and Software Mark-up		1					
<b>Agreement terms and conditions exceptions</b>		make or break discussion					
<b>Score this Section:</b>		<b>100</b>		<b>0.00</b>		<b>0.00</b>	

RFP LC-G-002 EPCM Services EVALUATION CRITERIA								
		Bidders						
SUMMARY OF SCORING COMPONENT 1 (M. Falls)	Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
CRITERIA		Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	
COMMERCIAL	25%	0.00	0	0.00	0	0.00	0	
PROJECT MANAGEMENT/OVERALL EXECUTION/ HEALTH, SAFETY & ENVIRONMENT	20%	0.00	0.00	0.00	0	0.00	0	
ENGINEERING	20%	0.00	0.00	0.00	0	0.00	0	
PROCUREMENT/CONTRACTS	7%	0.00	0.00	0.00	0	0.00	0	
CONSTRUCTION / LABOUR RELATIONS	20%	0.00	0.00	0.00	0	0.00	0	
FINANCIAL	acceptable or not acceptable							
BENEFITS	2%	0.00	0.00	0.00	0	0.00	0	
QUALITY ASSURANCE	2%	0.00	0.00	0.00	0	0.00	0	
PROJECT CONTROLS	2%	0.00	0.00	0.00	0	0.00	0	
INFORMATION MANAGEMENT	2%	0.00	0.00	0.00	0	0.00	0	
Summary total score out of (100%):	100%		0.00		0.00		0.00	



RFP LC-G-002 EPCM Services EVALUATION CRITERIA								
		Bidders						
SUMMARY OF SCORING COMPONENT 3 (HVdc Specialties)	Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
CRITERIA		Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	
COMMERCIAL	25%	0.00	0.00	0.00	0.00	0.00	0.00	
PROJECT MANAGEMENT/OVERALL EXECUTION/ HEALTH, SAFETY & ENVIRONMENT	20%	0	0	0	0	0	0	
ENGINEERING	20%	0	0	0	0	0	0	
PROCUREMENT/CONTRACTS	7%	0	0	0	0	0	0	
CONSTRUCTION / LABOUR RELATIONS	20%	0.00	0.00	0.00	0.00	0.00	0.00	
FINANCIAL	acceptable or not acceptable							
BENEFITS	2%	0.00	0.00	0.00	0.00	0.00	0.00	
QUALITY ASSURANCE	2%	0.00	0.00	0.00	0.00	0.00	0.00	
PROJECT CONTROLS	2%	0.00	0.00	0.00	0.00	0.00	0.00	
INFORMATION MANAGEMENT	2%	0.00	0.00	0.00	0.00	0.00	0.00	
Summary total score out of (100%):	100%		0.00		0.00		0.00	

RFP LC-G-002 EPCM Services EVALUATION CRITERIA								
		Bidders						
SUMMARY OF SCORING COMPONENT 4 (Overland Transmission)	Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
		Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	Score from detail sheets	Final Weighted Score	
CRITERIA								
COMMERCIAL	25%	0.00	0	0.00	0	0.00	0	
PROJECT MANAGEMENT/OVERALL EXECUTION/ HEALTH, SAFETY &	20%	0	0	0	0	0	0	
ENGINEERING	10%	0	0	0	0	0	0	
PROCUREMENT/CONTRACTS	12%	0	0	0	0	0	0	
CONSTRUCTION / LABOUR RELATIONS	25%	0.00	0.00	0.00	0.00	0.00	0.00	
FINANCIAL	acceptable or not acceptable							
BENEFITS	2%	0.00	0.00	0.00	0.00	0.00	0.00	
QUALITY ASSURANCE	2%	0.00	0.00	0.00	0.00	0.00	0.00	
PROJECT CONTROLS	2%	0.00	0.00	0.00	0.00	0.00	0.00	
INFORMATION MANAGEMENT	2%	0.00	0.00	0.00	0.00	0.00	0.00	
Summary total score out of (100%):	100%		0.00		0.00		0.00	

Revision Date

16-Sep-10



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA								
COMMERCIAL - COMPONENT 1	Percentage Weighting	Bidders						Comments / Remarks
		Bidder 1		Bidder 2		Bidder 3		
		Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
								Scored by P. Hussey and input from others as required
<b>Total Estimated Cost</b>	<b>80</b>		<b>0</b>		<b>0</b>		<b>0</b>	
Bidder's hourly rate + mark-ups x normalized estimated person hours								
<i>includes:</i>								
Payroll Burden Rate								
Office Overhead Rate								
Computer Services Rate								
Reproduction Services Rate								
Canadian tax equalization percentage								
Escalation impact								
<b>Fixed Fee</b>	<b>15</b>		<b>0</b>		<b>0</b>		<b>0</b>	
<b>Miscellaneous</b>								
Main Project Office cost for Company personnel (\$/month)	3		0		0		0	
Additional Office Space for Company personnel	1		0		0		0	
Computer Hardware and Software Mark-up	1		0		0		0	
<b>Agreement terms and conditions exceptions</b>	make or break discussion							
<b>Score this Section:</b>	<b>100</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	

Revision Date

16-Sep-10

RFP LC-G-002 EPCM Services - EVALUATION CRITERIA								
		Bidders						
COMMERCIAL - COMPONENT 3	Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
		Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
								Scored by P. Hussey and input from others as required
<b>Total Estimated Cost</b>	<b>80</b>		0		0		0	
Bidder's hourly rate + mark-ups x normalized estimated person hours								
<i>includes:</i>								
Payroll Burden Rate								
Office Overhead Rate								
Computer Services Rate								
Reproduction Services Rate								
Canadian tax equalization percentage								
Escalation impact								
<b>Fixed Fee</b>	<b>15</b>		0		0		0	
<b>Miscellaneous</b>								
Main Project Office cost for Company personnel (\$/month)	3		0		0		0	
Additional Office Space for Company personnel	1		0		0		0	
Computer Hardware and Software Mark-up	1		0		0		0	
<b>Agreement terms and conditions exceptions</b>	make or break discussion							
<b>Score this Section:</b>	<b>100</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	

Revision Date

16-Sep-10



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA								
		Bidders						
COMMERCIAL - COMPONENT 4	Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
		Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
								Scored by P. Hussey and input from others as required
<b>Total Estimated Cost</b>	<b>80</b>		0		0		0	
Bidder's hourly rate + mark-ups x normalized estimated person hours								
<i>includes:</i>								
Payroll Burden Rate								
Office Overhead Rate								
Computer Services Rate								
Reproduction Services Rate								
Canadian tax equalization percentage								
Escalation impact								
<b>Fixed Fee</b>	<b>15</b>		0		0		0	
<b>Miscellaneous</b>								
Main Project Office cost for Company personnel (\$/month)	3		0		0		0	
Additional Office Space for Company personnel	1		0		0		0	
Computer Hardware and Software Mark-up	1		0		0		0	
<b>Agreement terms and conditions exceptions</b>	make or break discussion							
<b>Score this Section:</b>	<b>100</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	

RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
PROJ. MAN / OVERALL EXECUTION - COMPONENT 1	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
<b>Execution Plan Outline / Summary</b>	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Scope of Services encompassed / understood - Engineering Services - Procurement Services - Construction Management Services - Project Management Services	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.	30	0	0	0	0	0	0	
• Coordination Procedures - understood - description how to be encompassed	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Project implementation / delivery described	Part 1, Section 0.5, 4.2 + SOW + Coord. Proc.								
• Gate deliverables addressed	Part 2, Exhibit 3								
• Project management systems, procedures, tools, and methods	Part 1, Section 0.5, 4.3(i)								
• Proponent's facilities / location of Services	Part 1, Section 0.5, 13.0								
• Current, booked and projected work commitments	Part 1, Section 0.5, 14.0								
• Mobilization and staffing	Part 1, Section 0.5, 4.3(g)								
• Person hour estimate	Part 1, Section 0.5, 10.0								
<b>Health, Safety &amp; Environment</b>	Part 1, Section 0.5, 9.0	25	0	0	0	0	0	0	
<b>Risk management</b>		2	0	0	0	0	0	0	
• approach	Part 1, Section 0.5, 4.3(b) + SOW + Coord. Proc.								
• Identification of key project risks	Part 1, Section 0.5, 4.3(b)								
<b>Project Implementation Schedule(s)</b>	Part 1, Section 0.5, 4.4	5	0	0	0	0	0	0	
<b>Project Organization including subcontractors</b>	Part 1, Section 0.5, 5.0, & 6.0	10	0	0	0	0	0	0	
• Capabilities	Part 1, Section 0.5, 5.0								
• Division of responsibilities	Part 1, Section 0.5, 5.0								
• Overall organization structure									
• Subcontractor management	Part 1, Section 0.5, 5.0								
<b>Key Personnel</b>	Part 1, Section 0.5, 6.0	25	0	0	0	0	0	0	
• Project Sponsor / Director									
• Project Manager									
• Engineering Manager / Coordination Manager									
• Contracts / Procurement Manager									
• Project Controls Manager									
• General Construction Manager									
• Completions Scope Manager									
• Quality Assurance Manager									
• HSE Manager									
• Labour Relations Manager									
<b>Engagement</b>		3	0	0	0	0	0	0	
• Engagement with Company's Project management team	Part 1, Section 0.5, 11.0 + SOW + Coord. Proc.								
• Expectations of Company	Part 1, Section 0.5, 12.0 + SOW + Coord. Proc.								
<b>Score this Section:</b>		<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
PROJ. MAN / OVERALL EXECUTION - COMPONENT 3	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by CET and input from others as required
<b>Execution Plan Outline / Summary</b>	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Scope of Services encompassed / understood - Engineering Services - Procurement Services - Construction Management Services - Project Management Services	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.	30	0	0	0	0	0	0	
• Coordination Procedures - understood - description how to be encompassed	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Project implementation / delivery described.	Part 1, Section 0.5, 4.2 + SOW + Coord. Proc.								
• Gate deliverables addressed	Part 2, Exhibit 3								
• Project management systems, procedures, tools, and methods	Part 1, Section 0.5, 4.3(i)								
• Proponent's facilities / location of Services	Part 1, Section 0.5, 13.0								
• Current, booked & projected work commitments	Part 1, Section 0.5, 14.0								
• Mobilization and staffing	Part 1, Section 0.5, 4.3(g)								
• Person hour estimate	Part 1, Section 0.5, 10.0								
<b>Health, Safety &amp; Environment</b>	Part 1, Section 0.5, 9.0	25	0	0	0	0	0	0	
<b>Risk management</b>		2	0	0	0	0	0	0	
• approach	Part 1, Section 0.5, 4.3(b) + SOW + Coord. Proc.								
• Identification of key project risks	Part 1, Section 0.5, 4.3(b)								
<b>Project Implementation Schedule(s)</b>	Part 1, Section 0.5, 4.4	5	0	0	0	0	0	0	
<b>Project Organization including subcontractors</b>	Part 1, Section 0.5, 5.0 & 6.0	10	0	0	0	0	0	0	
• Capabilities	Part 1, Section 0.5, 5.0								
• Division of responsibilities	Part 1, Section 0.5, 5.0								
• Overall organization structure									
• Subcontractor management	Part 1, Section 0.5, 5.0								
<b>Key Personnel</b>	Part 1, Section 0.5, 6.0	25	0	0	0	0	0	0	
• Project Sponsor / Director									
• Project Manager									
• Engineering Manager / Coordination Manager									
• Contracts / Procurement Manager									
• Project Controls Manager									
• General Construction Manager									
• Completions Scope Manager									
• Quality Assurance Manager									
• HSE Manager									
• Labour Relations Manager									
<b>Engagement</b>		3	0	0	0	0	0	0	
• Engagement with Company's Project management team	Part 1, Section 0.5, 11.0 + SOW + Coord. Proc.								
• Expectations of Company	Part 1, Section 0.5, 12.0 + SOW + Coord. Proc.								
<b>Score this Section:</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA										
PROJ. MAN / OVERALL EXECUTION - COMPONENT 4	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks	
			Bidder 1		Bidder 2		Bidder 3			
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score		
Execution Plan Outline / Summary										
• Scope of Services encompassed / understood - Engineering Services - Procurement Services - Construction Management Services - Project Management Services	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.	30	0	0	0	0	0	0	0	Scored by CET and input from others as required
• Coordination Procedures - understood - description how to be encompassed.	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.									
• Project implementation / delivery described.	Part 1, Section 0.5, 4.2 + SOW + Coord. Proc.									
• Gate deliverables addressed	Part 2, Exhibit 3									
• Project management systems, procedures, tools, and methods	Part 1, Section 0.5, 4.3(i)									
• Proponent's facilities / location of Services	Part 1, Section 0.5, 13.0									
• Current, booked & projected work commitments	Part 1, Section 0.5, 14.0									
• Mobilization and staffing	Part 1, Section 0.5, 4.3(g)									
• Person hour estimate	Part 1, Section 0.5, 10.0									
<b>Health, Safety &amp; Environment</b>	Part 1, Section 0.5, 9.0	25	0	0	0	0	0	0	0	
<b>Risk management</b>		2	0	0	0	0	0	0	0	
• approach	Part 1, Section 0.5, 4.3(b) + SOW + Coord. Proc.									
• Identification of key project risks	Part 1, Section 0.5, 4.3(b)									
<b>Project Implementation Schedule(s)</b>	Part 1, Section 0.5, 4.4	5	0	0	0	0	0	0	0	
<b>Project Organization including subcontractors</b>	Part 1, Section 0.5, 6.0	10	0	0	0	0	0	0	0	
• Capabilities	Part 1, Section 0.5, 5.0									
• Division of responsibilities	Part 1, Section 0.5, 5.0									
• Overall organization structure										
• Subcontractor management	Part 1, Section 0.5, 5.0									
<b>Key Personnel</b>	Part 1, Section 0.5, 5.0, & 6.0	25	0	0	0	0	0	0	0	
• Project Sponsor / Director										
• Project Manager										
• Engineering Manager / Coordination Manager										
• Contracts / Procurement Manager										
• Project Controls Manager										
• General Construction Manager										
• Completions Scope Manager										
• Quality Assurance Manager										
• HSE Manager										
• Labour Relations Manager										
<b>Engagement</b>		3	0	0	0	0	0	0	0	
• Engagement with Company's Project management team	Part 1, Section 0.5, 11.0 + SOW + Coord. Proc.									
• Expectations of Company	Part 1, Section 0.5, 12.0 + SOW + Coord. Proc.									
<b>Score this Section:</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
ENGINEERING - COMPONENT 1	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
			0	0	0	0	0	0	Scored by R. Power / B.Barnes and input from others as required
<b>Engineering Execution Plan Outline / Summary</b>		20	0	0	0	0	0	0	
• Engineering Execution - overall approach, engineering management, design controls, resources	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Engineering Coordination - understood / description how to be encompassed.	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Engineering requirements for Gate 3 deliverables addressed	Part 2, Exhibit 3								
• Processes for inclusion of Safety, VIP's, and Asset Managements requirements in design process.	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
<b>Engineering Implementation Schedule(s)</b>	Part 1, Section 0.5, 4.4	5	0	0	0	0	0	0	
<b>Engineering Planning</b>	Part 1, Section 0.5, 15.0	2	0	0	0	0	0	0	
<b>Engineering Organization</b>	Part 1, Section 0.5, 6.0	10	0	0	0	0	0	0	
<b>Senior Personnel</b>	Part 1, Section 0.5, 6.0	50	0	0	0	0	0	0	
Civil Engineering Lead - General									
Civil Engineering Lead - Geotechnical									
Civil Engineering Lead - Hydrotechnical									
Civil Engineering Lead - Dams & Cofferdams									
Civil Engineering Lead - Structural									
Civil Engineering Lead - Environmental									
Electrical Engineering Lead - General									
Electrical Engineering Lead - Power Generation									
Electrical Engineering Lead - Control Systems									
Electrical Engineering Lead - Instrumentation									
Electrical Engineering Lead - Protection and Controls									
Electro-Mechanical Lead - (Turbine & Generator)									
Mechanical Engineering Lead - General									
Communications Engineering Lead (Telecommunications)									
Specialist Personnel									
<b>Computer programs, models and specialist software - (engineering related)</b>	Part 2, Exhibit 3	3	0	0	0	0	0	0	
<b>Engagement</b>		5	0	0	0	0	0	0	
• Engagement with Company wrt Engineering Execution	Part 1, Section 0.5, 11.0 + Coord. Proc.								
• Expectations of Company	Part 1, Section 0.5, 12.0 + Coord. Proc.								
<b>Staffing plan - appropriate use of local resources</b>		5	0	0	0	0	0	0	
<b>Score this Section:</b>		<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	

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		Bidders							
ENGINEERING - COMPONENT 3		Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Scored by R. Power / B.Barnes and input from others as required
<b>Engineering Execution Plan Outline / Summary</b>		20	0	0	0	0	0	0	
• Engineering Execution - overall approach, engineering management, design controls, resources									
• Engineering Coordination - understood / description how to be encompassed.									
• Engineering requirements for Gate 3 deliverables addressed									
• Processes for inclusion of Safety, VIP's, and Asset Managements requirements in design process.									
<b>Engineering Implementation Schedule(s)</b>		5	0	0	0	0	0	0	
<b>Engineering Planning</b>		2	0	0	0	0	0	0	
<b>Engineering Organization</b>		10	0	0	0	0	0	0	
<b>Senior Personnel</b>		50	0	0	0	0	0	0	
Lead Engineer - HVdc System Integration									
Lead Engineer - Electrical Power Systems									
Lead Engineer - Electrodes									
Lead Engineer - Converter Station / Switchyard									
Lead Engineer - Civil/Structural Services									
Specialist Personnel									
<b>Computer programs, models and specialist software - (engineering related)</b>		3	0	0	0	0	0	0	
<b>Engagement</b>		5	0	0	0	0	0	0	
• Engagement with Company wrt Engineering Execution									
• Expectations of Company									
<b>Staffing plan - appropriate use of local resources</b>		5	0	0	0	0	0	0	
<b>Score this Section:</b>		<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
			Bidders						
ENGINEERING - COMPONENT 4	RFP Reference Item	Percentage Weighting	Bidder 1		Bidder 2		Bidder 3		Comments / Remarks
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
			0	0	0	0	0	0	Scored by R. Power / B.Barnes and input from others as required
<b>Engineering Execution Plan Outline / Summary</b>		20	0	0	0	0	0	0	
• Engineering Execution - overall approach, engineering management, design controls, resources	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Engineering Coordination - understood / description how to be encompassed.	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
• Engineering requirements for Gate 3 deliverables addressed	Part 2, Exhibit 3								
• Processes for inclusion of Safety, VIP's, and Asset Managements requirements in design process.	Part 1, Section 0.5, 4.0 + SOW + Coord. Proc.								
<b>Engineering Implementation Schedule(s)</b>	Part 1, Section 0.5, 4.4	5	0	0	0	0	0	0	
<b>Engineering Planning</b>	Part 1, Section 0.5, 15.0	2	0	0	0	0	0	0	
<b>Engineering Organization</b>	Part 1, Section 0.5, 6.0	10	0	0	0	0	0	0	
<b>Senior Personnel</b>	Part 1, Section 0.5, 6.0	50	0	0	0	0	0	0	
Civil Engineering Lead - Towers and Foundations									
Civil Engineering Lead - Geotechnical									
Engineering Lead - Transmission Lines									
Lead Engineer - Surveying Engineering									
Civil Engineering Lead - Environmental									
Sr. Materials/Corrosion Engineer									
Specialist Personnel									
<b>Computer programs, models and specialist software - (engineering related)</b>	Part 2, Exhibit 3	3	0	0	0	0	0	0	
<b>Engagement</b>		5	0	0	0	0	0	0	
• Engagement with Company wrt Engineering Execution	Part 1, Section 0.5, 11.0 + Coord. Proc.								
• Expectations of Company	Part 1, Section 0.5, 12.0 + Coord. Proc.								
<b>Staffing plan - appropriate use of local resources</b>		5	0	0	0	0	0	0	
<b>Score this Section:</b>		<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
PROCUREMENT & CONTRACTS	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
Identify approach to procurement and contracting relative to the provision of Services	Part 1, Section 0.5, 18.0	30	0	0	0	0	0	0	Scored by P. Hussey and input from others as required
<ul style="list-style-type: none"> <li>Overall procurement and contracts execution plan - Is it realistic?</li> <li>Proposed breakdown of work into procurement and contract packages</li> <li>Process used to identify and qualify contractors and suppliers for bid lists</li> </ul>	Part 1, Section 0.5, 18.0								
List of processes and procedures	Part 1, Section 0.5, 18.0	5	0	0	0	0	0	0	
<ul style="list-style-type: none"> <li>Are they available?</li> <li>Do they require amendment to suit LCP</li> <li>Are proposed personnel familiar with them</li> </ul>									
Overview of integrated materials management system proposed	Part 1, Section 0.5, 18.0	10	0	0	0	0	0	0	
<ul style="list-style-type: none"> <li>how does it interface with engineering, project controls and construction</li> <li>Is it supported inhouse</li> <li>Does it require customization to suit LCP</li> </ul>									
What is the expeting, material control and logistics plan		10	0	0	0	0	0	0	
<ul style="list-style-type: none"> <li>How will materials be controlled through all phases of Project (role of freight forwarder / marshalling yard)</li> </ul>									
Senior Personnel		40	0	0	0	0	0	0	
<ul style="list-style-type: none"> <li>Purchasing Supervisor</li> <li>Sr. Contracts Coordinator</li> <li>Material Control Supervisor</li> <li>Expediting Supervisor</li> <li>Logistics Supervisor</li> </ul>									
Staffing plan - appropriate use of local resources		5	0	0	0	0	0	0	
<b>Score this Section:</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
CONSTRUCTION - COMPONENT 1	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by J. Kroyer / R. Power / B. Barnes and input from others as required
Construction strategy and construction management including construction execution planning	Part 1, Section 0.5, 4.3 (w) and 7.0 in parts								
• Construction strategy									
• Construction execution planning									
• Relevant examples / lessons learned									
• Productivity labour and equipment									
• Availability skilled labour									
• Winter work									
• Logistic planning									
<b>Sub total</b>		<b>25</b>	0	0	0	0	0	0	
Constructability during design process	Part 1, Section 0.5, 7.0 in parts	5	0	0	0	0	0	0	
Labour Relations	Part 1, Section 0.5, 24.0	10	0	0	0	0	0	0	
Project Implementation Schedules	Part 1, Section 0.5, 4.4	5	0	0	0	0	0	0	
Project Organization	Part 1, Section 0.5, 6.2	10	0	0	0	0	0	0	
Senior Personnel	Part 1, Section 0.5, 6.3 & 6.4								
• C. M. Concrete Structures									
• C. M. RCC dams									
• Concrete specialist									
• C. M. Mechanical									
• C. M. Electrical									
• Construction Planning Engineer									
<b>Sub total</b>		<b>45</b>	0	0	0.00	0	0	0	
<b>Score this Section:</b>		<b>100</b>		0		0		0	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA								
CONSTRUCTION - COMPONENT 3	Percentage Weighting	Bidders						Comments / Remarks
		Bidder 1		Bidder 2		Bidder 3		
		Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Scored by J. Kroyer / R. Power / B. Barnes and input from others as required
Construction strategy and construction management including construction execution planning								
• Construction strategy								
• Construction execution planning								
• Relevant examples / lessons learned								
• Productivity labour and equipment								
• Availability skilled labour								
• Winter work								
• Logistic planning								
<b>Sub total</b>	<b>25</b>	0	0	0	0	0	0	
Constructability during design process	5	0	0	0	0	0	0	
Labour Relations	10	0	0	0	0	0	0	
Project Implementation Schedules	10	0	0	0	0	0	0	
Project Organization	10	0	0	0	0	0	0	
Senior Personnel								
• Area Construction Manager 1								
• Area Construction Manager 2								
• Construction Planning Engineer								
• Electrode Construction Lead								
<b>Sub total</b>	<b>40</b>	0	0	0	0	0	0	
<b>Score this Section:</b>	<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
CONSTRUCTION - COMPONENT 4	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by J. Kroyer / R. Power / B. Barnes and input from others as required
Construction strategy and construction management including construction execution planning	Part 1, Section 0.5, 4.3 (w) and 7.0 in parts								
• Construction strategy									
• Construction execution planning									
• Relevant examples / lessons learned									
• Productivity labour and equipment									
• Availability skilled labour									
• Winter work									
• Logistic planning									
<b>Sub total</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Constructability during design process	Part 1, Section 0.5, 7.0 in parts	5	0	0	0	0	0	0	
Labour Relations	Part 1, Section 0.5, 24.0	10	0	0	0	0	0	0	
Project Implementation Schedules	Part 1, Section 0.5, 4.4	10	0	0	0	0	0	0	
Project Organization	Part 1, Section 0.5, 6.2	10	0	0	0	0	0	0	
Senior Personnel	Part 1, Section 0.5, 6.3 & 6.4								
• Area Construction Manager 1									
• Area Construction Manager 2									
• Precommissioning Manager 1									
• Precommissioning Manager 2									
<b>Sub total</b>		<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Score this Section:</b>		<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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<b>RFP LC-G-002 EPCM Services - EVALUATION CRITERIA</b>									
			<b>Bidders</b>						
<b>FINANCIAL</b>	<b>RFP Reference Item</b>	<b>Percentage Weighting</b>	<b>Bidder 1</b>		<b>Bidder 2</b>		<b>Bidder 3</b>		<b>Comments / Remarks</b>
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Evaluated by J. Meaney and input from others as required
<b>Financial Stability / Viability</b>									
<b>Score Acceptable or Unacceptable:</b>									

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
BENEFITS	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
			0	0	0	0	0	0	Scored by M. Moran and input from others as required
• Understanding and Commitment to NL Benefits	Part 1, Section 4, 2.0	15	0	0	0	0	0	0	
- Understanding and commitment to NL Benefits Objectives and Principles	Part 1, Section 4.0								
- Understanding and commitment to contracting and purchasing policy	Part 1, Section 5.1								
- Understanding and commitment to NL Benefits Reporting	Part 1, Section 5.4								
- Understanding and commitment to Gender Equity	Part 1, Section 5.5								
- Understanding and commitment to Diversity	Part 1, Section 5.6								
• Past and Future Initiatives	Part 1, Section 4.0, 6.0	40	0	0	0	0	0	0	
- Supplier Development Initiatives	Part 1, Section 6.1								
* Joint Ventures									
* Subcontract opportunities									
* Technology/Skill Transfer									
* Supplier development sessions									
- Employee Development Initiatives	Part 1, Section 6.2			0		0		0	
* Sucession Planning									
* Work Placements									
* Internal Training									
* Relationships with stakeholders									
* Career Fairs									
- Gender Equity	Part 1, Section 6.3			0		0		0	
* activities that aided in increased participation rates									
~ recruitment									
~ retention									
~ promotion of women									
* Details of Future Activities to increase participation rates									
* Equity/Harassment Policies									
- Diversity	Part 1, Section 6.4			0		0		0	
* Past activities that aided in increased participation rates									
* Future planned activities									
* Harassment or Discrimination Policies									
• NL Bid content	Part 1, Section 0.4, 7.0	15	0	0	0	0	0	0	
- Project Management									
- Engineering Management									
- Procurement and Contract Management									
- Other									
• NL Benefits Reporting	Part 1, Section 0.4, 5.4	10	0	0	0	0	0	0	
- Current data collected									
* gender									
* diversity									
* persons with disabilities									
- Resources allocated to Benefits Reporting									
• Resources Allocated to NL Benefits	Part 1, Section 0.4, 3.0	20	0	0	0	0	0	0	
- Resumes of Personnel									
- Placement of Personnel within organization									
- Percentage of time assigned to NL Benefits									
<b>Score this Section:</b>		<b>100</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	

RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
HEALTH, SAFETY and ENVIRONMENT	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
			0	0	0	0	0	0	Scored by J. Kean and input from others as required
<b>Personnel</b> *Does the proposed HSE Manager have background and experience in all aspects of the EPCM's scope? *Does the bidder exhibit a real safety culture and is committed to Zero Harm - Nobody Gets Hurt? Demonstration of management leadership and commitment to safety & environment? (i.e. check for philosophical alignment with Nalcor environment policy) *Does bidder have the personnel capacity to effectively manage all aspects of HSE on this project? - Environmental oversight / monitoring, coordination and management - H&S oversight / monitoring / coaching		30	0	0	0	0	0	0	
<b>Management System</b> *Bidder's overall approach to Project-level safety management including site(s) safety oversight & coordination. *Maturity and comprehensiveness of bidder's H&S Management System? - Reference Key Elements of BS 18001 or CSA Z1000. *Maturity and comprehensiveness of bidder's Environmental Management System? - Reference ISO 14001 key elements. *Are H&S and E covered under different management systems or an all-encompassing management system? *Is bidder planning to create a new management system for this Project or use its existing system?		15	0	0	0	0	0	0	
<b>Safety By Design</b> *Does the bidder understand the Safety-By-Design concept? Has the bidder successfully implemented the concept on previous projects? *What has been the result? *Does the bidder have an established, mature Safety-By-Design program that envelopes both the engineering and construction management phases? Check for competency and capability in the following areas: - HAZOPs / HAZIDs /What-if Analysis - General design reviews for safety related concerns - Quantitative Risk Assessments - Loss Control		10	0	0	0	0	0	0	
<b>Construction Safety</b> *Does bidder subscribe to the approach of "coaching and guiding" of contractors to achieved the desired safety performance? Demonstrated track record of achieving a successful outcome using this approach? *How does the bidder propose to manage H&S performance for a mobile construction workforce?		10	0	0	0	0	0	0	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
HEALTH, SAFETY and ENVIRONMENT	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
			0	0	0	0	0	0	Scored by J. Kean and input from others as required
	*Does the bidder have field proven processes and tools for effectively managing construction safety? Are these considered best practices within the industry? -TBRA - safety meetings - emergency response - orientation & training - simultaneous operations - hazardous materials management - substance abuse prevention program - management of change - system turnover - incident management - subcontractor management - ergonomics / human factors - maintenance program - work procedures - permit to work - environmental response - parallel construction - waste management - fitness for duty - new employee program - process safety - visitor access - industrial hygiene - severe weather - extended shifts / rotations	10	0	0	0	0	0	0	
	*What is the bidder's track record for loss management of large infrastructure works? (Check leading / lagging ratio, LTIFR, TRIFR) *Does the bidder have experience successfully implementing behaviour based safety programs? Check key elements of the program and review pre-use and post use performance. *Has the bidder ever lead a site-safety steering committee? (If yes, review terms of reference) *Assess bidder's views on the effectiveness of integrating construction safety performance and productivity. (Check for experience with liason committee with labor, or use of WorkFace Planning Principles) *What is the bidder's view of safety incentive programs and is it aligned with Nalcor's views / industry best practice? *Experience setting up and managing site HSE supporting infrastructure (medical, fire, etc.) and process (i.e.ER, D&A Testing)?	10	8	8	0	0	0	0	

RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
HEALTH, SAFETY and ENVIRONMENT	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
			0	0	0	0	0	0	Scored by J. Kean and input from others as required
<b>Environment</b> *Experience developing and implementing of Environmental Management Plan for construction including waste management, training, EPP? *Bidder has an established regulatory compliance management plan and supporting processes for effectively managing CLNPA including permit tracking and follow-up? *Experience developing and implementing of environmental mitigations and rehabilitation plan for use during and post the construction work? * Does the Proponent have a proven record of environmental performance? * Experience design & construction habitat compensation (aquatic & terressitial)? * Experience design & construction of mitigations & rehabilitation (i.e. sediment control & treatment)? * Experience developing and implementing contingency plans for accidental events i.e fuel spills, forest fires)?		15	0	0	0	0	0	0	
<b>Total Score this Section:</b>		<b>100</b>		<b>8</b>		<b>0</b>		<b>0</b>	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
QUALITY ASSURANCE	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
PART A - Identify Propponents approach to Quality Assurance and Performance relative to the provision of services. Demonstrate overall accountability for Project - wide quality assurance.									
Key Criteria for Part A include:									
• Is Proponent ISO Compliance		5		0		0		0	
• Document Quality Policy, Goals, Objectives, Expectations		10		0		0		0	
• Quality Organization Charts for each Phase		10		0		0		0	
• Competency of Key Quality Personnel/Resources		10		0		0		0	
• Key Quality Metrics for Reporting		5		0		0		0	
• Quality Reporting Fequency & Type		5		0		0		0	
<b>Sub total</b>		<b>45</b>		<b>0.0</b>		<b>0.0</b>		<b>0.0</b>	
PART B - Provide the TOC of Proponents standard QA/QC procedures and detail how the procedures will be developed into a project specific Quality Plan for the provision of services.									
Key Criteria for Part B include:									
• Quality General		15		0		0		0	
Key Elements include:									
- Internal/External Audit - processes to monitor internal/external activities to ensure conformance to procedures									
- Continuous Improvement - processes to monitor, evaluate and improve the quality of the services									
- Non-Conformance (Identification & Disposition) - processes to ensure problems are identified and solutions implemented									
- Control of Documentations and Records - Development of issue, implementation and maintenance of documents and records retained as part of the service delivery									
- Customer Satisfaction - processes employed to monitor customer satisfaction and how they will be implemented									
• Quality in Engineering		10		0		0		0	
Key Elements include:									
- Design Planning									
- Design Inputs/Outputs									
- Design Review									
- Design Verification									
- Design Validation									
- Design Change Control									
• Quality in Procurement		10		0		0		0	
Key Elements include:									
- Subcontractor selection process									
- Criticality of purchased equipment									
- Subcontractor/Supplier management									
- Review and approval of ITP's									
• Quality in Construction Management		10		0		0		0	
Key Elements include:									
- Processes to ensure construction and installation activities are conducted in accordance with drawings, specifications or special vendor installation requirements									

Scored by M. Peddle and input from others as required

RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
QUALITY ASSURANCE	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by M. Peddle and input from others as required
- Processes to ensure construction and installation activities are planned and performed by qualified trained personnel equipped with suitable tools and procedures.									
- Processes to monitor conformance to standards, codes and jurisdictional regulations									
• Inspection & Testing		5		0		0		0	
- Key Elements include:									
- Processes to ensure inspection & testing activities are developed and conducted during the services									
- Inspection coverage levels with respect to criticality of equipment									
• Quality in Pre-Commissioning & Turnover		5		0		0		0	
Key Elements include:									
- Processes for acceptance of equipment, systems and prescribed QC documents									
- Preliminary testing for acceptance and completeness									
<b>Total Score this Section</b>		<b>100</b>		<b>0.0</b>		<b>0.0</b>		<b>0.0</b>	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
LABOUR RELATIONS	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by L. Clarke and input from others as required
Construction labour framework	Part 1, Section 0.5, 24.0 (a)	10		0		0		0	
<ul style="list-style-type: none"> <li>Expect to see detail of why they are recommending a certain model and their logic will determine their score</li> </ul>									
Labour / HR management plan	Part 1, Section 0.5, 24.0 (b)	40		0		0		0	
<ul style="list-style-type: none"> <li>Expect to see references to site policies, camp rules, temporary assignment policies, relocation policy, travel policy, compensation uplift for projects, etc.</li> <li>Would expect execution plan to show linkage between HR, labour, safety and productivity to score top marks</li> <li>Want to see that they understand that they are managing day to day labour with contractors and we are the overseer of the agreement</li> <li>Staffing of the labour and HR department</li> <li>Overall understanding and thought gone into personnel requirements for the project in sections, 0.5, 4.3, (g) - Mob plan, 4.3 (z) - Productivity, 6.2 - organization structure, 19 - staffing and interface, 22 - HR planning and 23 - employment T's and C's</li> <li>Expect to see information on people supply and demand</li> <li>Expect to see how they manage fluctuating personnel needs and turnover for their company and projects specifically</li> <li>Expect to see areas they expect have difficulty recruiting and some thoughts on how to overcome</li> </ul>									
Linkage of contracting strategy to labour relations management	Part 1, Section 0.5, 24.0 (c)	10		0		0		0	
<ul style="list-style-type: none"> <li>This is really detail of the labour execution plan</li> <li>Expect to see close tie in the organization structure to safety, diversity, LR, HR and productivity with a philosophy on who leads this in the organization and how they can eliminate the silos that typically exist around these functions. A roadmap would be good.</li> </ul>									
Supervisory orientation / training	Part 1, Section 0.5, 24.0 (d)	10		0		0		0	
<ul style="list-style-type: none"> <li>Simply want to see an orientation plan that makes sense and will compare to others submitted</li> </ul>									
Employee orientation plan	Part 1, Section 0.5, 24.0 (e)	5		0		0		0	
<ul style="list-style-type: none"> <li>Simply want to see an orientation plan that makes sense and will compare to others submitted</li> </ul>									
Labour availability	Part 1, Section 0.5, 24.0 (f)	15		0		0		0	
<ul style="list-style-type: none"> <li>Expect to see recruitment strategy references, examples of other projects where it has worked</li> <li>Want proactive thought here versus hand it over to the unions and contractors</li> </ul>									
Aboriginal labour relations	Part 1, Section 0.5, 24.0 (g)	10		0		0		0	
<ul style="list-style-type: none"> <li>Want to see their experience and track record in this area to compare amongst them</li> <li>Want to see that they understand both the challenges and positive attributes of the aboriginal labour workforce, i.e more training may be required to get productivity up to that of an experienced workforce but are very used to the region and can become a loyal pool of labour for the whole project</li> <li>Would like to see recruitment plan references</li> <li>Would like to see reference to aboriginal on site employment counselors</li> </ul>									
<b>Score this Section:</b>		<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
PROJECT CONTROLS	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
	Part 1, Section 0.5, 15.0								Scored by D. Pardy and J. Kean and input from others as required
<b>Planning and Scheduling</b>									
1. Electronic system used for scheduling (Primavera)		3.50		0		0		0	
2. Establish baseline schedule		3.00		0		0		0	
3. Method for weighting/resourcing schedule activities		3.00		0		0		0	
4. Progress methodology established (physical) Methods for PM/Eng/Procurement/Contracts / Construction (civil, structural etc)		3.00		0		0		0	
5. Schedule analysis and change management in place		3.00		0		0		0	
6. Look ahead (short term / med term)		1.75		0		0		0	
7. Roll-up capability to Owner's project master schedule		0.875		0		0		0	
8. Good sorting / organization coding structure in place including Owner required coding		2		0		0		0	
9. Earn value calculation basis for roll up		3.00		0		0		0	
10. Methodology in place for forecasting and mitigating schedule slippage		1.75		0		0		0	
11. Audit process		0.875		0		0		0	
12. Interface of planning / scheduling system with cost control (progress/cost forecasting time phase)		3.00		0		0		0	
13. Reporting mechanisms in place		1.75		0		0		0	
14. CPM definition and near CPM schedule analysis reviews and updates		1.75		0		0		0	
15. Qualified resources identified/listed		3		0		0		0	
<b>Sub total</b>		<b>35.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	



RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
PROJECT CONTROLS	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by D. Pardy and J. Kean and input from others as required
<b>Cost Management</b>									
	1. Cost / control management system in place	4.00		0		0		0	
	2. Cost control accounts established	3.00		0		0		0	
	3. Cost categories established (i.e. labour, expenses, materials, equipment etc. )	3.00		0		0		0	
	4. Budget/commitment/incurred/invoiced/accrual data management in place	3.00		0		0		0	
	5. Audit process	1.75		0		0		0	
	6. Interface of cost control system with accounting	3.50		0		0		0	
	7. Reconciliation / check process	1.75		0		0		0	
	8. Interface of cost control system with planning/scheduling	4.00		0		0		0	
	9. Change management system	3.50		0		0		0	
	10. Cost management / reporting wrt Benefits reporting	1.75		0		0		0	
	11. Reporting mechanisms in place - high level Tabular Graphical / S-curve	1.75		0		0		0	
	12. Qualified resources identified/listed	4.00		0		0		0	
	<b>Sub total</b>	<b>35.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	
<b>Progress Measurement and Forecasting</b>									
	1. Progress measurement methodology outlined Physical / deliverable / prorated / time now / etc PM/Eng del/procurement/contracts/construction (by discipline, physical component, project etc.)	6.00		0		0		0	

RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
PROJECT CONTROLS	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by D. Pardy and J. Kean and input from others as required
2. Metrics in place		6.00		0		0		0	
Reporting i.e									
m <sup>3</sup> excavation									
m <sup>3</sup> concrete									
unit counts of poles									
km road									
km <sup>2</sup> clearing									
3. Time tracking system		6.00		0		0		0	
4. CPI systems / calculation in place		6.00		0		0		0	
5. SPI system in place		6.00		0		0		0	
<b>Sub total</b>		<b>30.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	
<b>Total Score this Section</b>		<b>100.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>	

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RFP LC-G-002 EPCM Services - EVALUATION CRITERIA									
INFORMATION MANAGEMENT	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by J. Ludlow and input from others as required
IM Plan	Part 2, Section 16.3								
• General IM		3		0		0		0	
- Policy									
- Org. Chart									
- Training Plan									
• Records Management	Part 2, Section 16.5.1	2		0		0		0	
- Procedure									
- Example File Plan									
- Classification / Retention Schedule									
- Sample Correspondence Reg.									
- Systems									
• Document Management/Control	Part 2, Section 16.5.2	20		0		0		0	
- Procedures									
* Engineering/Design									
* Vendor									
* Contractors									
* Change Management									
* Proprietary Information									
* Project Progress/Milestone Measurement									
* Auditing									
* System(s)									
* Sample Doc Register (Flexability to add or delete fields)									
* Sample Transmittal									
* Eng. Codes/ Standards Availability									
* SDRL Type Doc.									
• Data Management		10		0		0		0	
- Procedures									
- Standards									
- Systems									
- Security									
• IS/IT	Part 2, Section 16.5.4								
- Procedures		5		0		0		0	
* Architecture									
* Standards									
* Access									
* Incident/Problem									
* Operations									
* Backup/Restore									
- Network (LAN/WAN)		2.5		0		0		0	

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INFORMATION MANAGEMENT	RFP Reference Item	Percentage Weighting	Bidders						Comments / Remarks
			Bidder 1		Bidder 2		Bidder 3		
			Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	Score (0-10)	Weighted Score	
									Scored by J. Ludlow and input from others as required
	* Wired/Wireless								
	* Guest/Visitor Access								
	* Network Apps								
	* Mgmt								
	- Systems/Hardware	2.5		0		0		0	
	* Servers Config								
	* Desktop/Laptop Auth.								
	* Upgrades								
	- Application Portfolio	5		0		0		0	
	- Patch/Upgrade Mgmt	2.5		0		0		0	
	- Performance Monitoring								
	- Computing Facilities	5		0		0		0	
	* Fitup								
	* Access								
	* Disaster Recovery								
	- Security/Controls	2.5		0		0		0	
	- Compliance/Audit	2.5		0		0		0	
	- Mgmt Reporting/Issue Mgmt	2.5		0		0		0	
	- Service Desk	5		0		0		0	
	- Integration Complexity	5		0		0		0	
	- Voice / Phone / V- Mail	2.5		0		0		0	
	* Mobile Celluar								
	* Video Conf								
	- Remote Camp Capabilities	5		0		0		0	
	* Hosted vs. Replication								
	- Data / Document Exchange Managed File Services	2.5		0		0		0	
	* Managed File Services								
	- Collaboration								
	- Project Management								
	<b>Sub total</b>	<b>50</b>		<b>0</b>		<b>0</b>		<b>0</b>	
	• People	15		0		0		0	
	<b>Score this Section:</b>	<b>100</b>		<b>0</b>		<b>0</b>		<b>0</b>	

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