

From: edover@lowerchurchillproject.ca
To: ken.mcclintock@lowerchurchillproject.ca; [John Mulcahy](#)
Date: Monday, July 27, 2015 12:46:01 PM
Attachments: [.png](#)
[.png](#)
[Copy of Copy of Bid Evaluation CH0009 - Commercial.xls](#)
[Copy of Bid Evaluation CH0009 - Evaluation Summary.xls](#)

Ken,

Attached is my commercial evaluation of Bidder 2 and Bidder 3 (Alt proposal) per the original evaluation plan. I have left Bidder 1's score as evaluated by the original team.

I have also included some notes to explain the background to the score.

Ed Over

Sr. Advisor-Commercial Strategies

PROJECT DELIVERY TEAM

Lower Churchill Project

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Copy of Copy of Bid Evaluation CH0009 - Commercial.xls



Copy of Bid Evaluation CH0009 - Evaluation Summary.xls

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Labour Relations Evaluation

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
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- 2 - Response only meets a few of the key criteria
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- 5 - Response meets and exceeds key criteria

Item	Labour Relations	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
			Answer	Score	Answer	Score	Answer	Score
1	Labour Union Relationship	20	2	8	4	16	5	20
2	Strike/Lock-out History	10	4	8	4	8	5	10
3	Knowledge of existing local workforce	20	2	8	4	16	5	20
4	Labour Relations Key Personnel	20	2	8	4	16	4	
5	Current experience with existing SPO.	30	1	6	3	18	5	30
				0		0		0
				0		0		0
Score Part B		100		38.00		74.00		80.00
Total Percentage				38.00%		74.00%		80.00%

Scored By:

Date:

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Commercial - Summary Evaluation

RFP #: CH0009

RFP Name: Construction of North and South Dams

Item	Commercial Summary	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
			Answer	Score	Answer	Score	Answer	Score
1	Warranties	10	4	8	2	4	1	2
2	Limit of Liability	15	2	6	4	12	3	9
3	LD Value & Cap	10	1	2	1	2	1	2
4	Proposal Validity	10	5	10	5	10	5	10
5	Rate(s) for extra work & OH&P identified	10	1	2	3	6	4	8
6	Provincial Benefits (BF from table)	5	67.50	3.38	77.00	3.85	79.50	3.98
7	Performance Security (BF from table)	10	56	5.60	80	8.00	78	7.80
8	Insurances (BF from table)	10	68	6.80	68	6.80	68	6.80
9	Co-ordination Procedures (BF from table)	10	74	7.36	80	8.00	80	8.00
10	Financial Data, Staus etc. (BF from table)	10	100	10.00	100	10.00	98	9.80
11	Escalation (if included - normalise in total tender price exercise)							
Score		100	61.14		70.65		67.38	
Percentage			61.14%		70.65%		67.38%	

Notes:

Bidder 3 wants latent defect limitation
Bidder 3 wants 50% LOL of contract price
No schedule LDs
okay
Bidder 2 wants higher mark-ups
no change from original scoring
securities both acceptable
no change from original scoring
no change from original scoring

Scored By: Ed Over

Date: 27-Jul-15

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BID EVALUATION
DISCIPLINE SCORE SHEETS

Provincial Benefits (including INNU Content) - Labour RFP Evaluations
(for use on Civil, Supply & Install, and Services RFPs)

RFP #: CH0009 Title: Construction of North and South Dams

Section	Description / Expectation	Weighting Assigned	O'Connell-Dragados		Comments	Barnard-Pennecon		Comments	Astaldi		Comments
			Score Given	Weighted Score		Score Given	Weighted Score		Score Given	Weighted Score	
2.1	Contracting and Procurement (7.5%)										
2.1 a)	Describe Bidder's experience with implementing local benefits strategies and agreements, including Aboriginal agreements	2.5	5	2.5	Excavation, Voisey, Waskw	5	2.5	LCP Wuskawtim	5	2.5	LCP
2.1 b)	Describe Bidder's procurement policies and procedures that will ensure reasonable advance notice to NL supply community of all procurement opportunities	2.5	5	2.5	local print,direct contact, NLCO	0	5	300 approved local suppliers	5	2.5	Website
2.1 c)	Describe Bidder's familiarity with NL contractor/supply capabilities. If Bidder is not currently familiar with these capabilities, describe proposed steps to ensure familiarity	2.5	5	2.5	40 years in Province	5	5	In Province since 1970	3	1.5	Little knowledge outside Goose Bay
2.2	Employment (5%)										
2.2 a)	Describe Bidder's familiarity with Newfoundland & Labrador workforce	2.5	5	2.5	fully engaged, unionized	5	2.5	Unionized	3	1.5	Little knowledge outside Goose Bay
2.2 b)	Describe Bidder's human resource policies that will optimize Newfoundland and Labrador employment benefits	1.5	5	1.5	Benefits strategy, PLA	5	1.5	Benefits Strategy, PLA	5	1.5	Benefits Strategy-PLA
2.2 c)	Describe Bidder's human resource policies that will optimize Innu employment benefits for	1.0		0			0			0	
2.3	Gender Equity and Diversity (5%)										
2.3 a)	Does Bidder have gender equity and diversity plans? If so, describe Bidder's policies, including harassment and discrimination policies that support gender equity and diversity	1.5	5	1.5	Provided	5	1.5	Provided	5	1.5	Support LCP Diversity Plan
2.3 b)	Does Bidder's human resource policies enable the voluntary identification of members of	1.5	5	1.5	Benefits Reporting	5	1.5	yes	5	1.5	
2.3 c)	Is the Bidder a woman-owned business?	1.0					0	0			
2.3 d)	List any intended subcontractors / suppliers that are woman-owned business	1.0					0	0			
2.4	NL Benefits Reporting (5%)										
2.4 a)	Indicate Bidder's previous experience at capturing employment and expenditure data as	2.5	5	2.5	LCP	5	2.5	LCP	5	2.5	LCP
2.4 b)	Indicate who, within Bidders organization, will be responsible for benefits monitoring and	2.5	5	2.5	willie Keats	5	2.5	HR Manager	5	2.5	External Affairs Manager
	Scoring Grid										
	5				Response meets and exceeds all key criteria						
	4				Response meets all key criteria						
	3				Response meets a majority of all key criteria						
	2				Response meets only a few of the key criteria						
	1				Response meets none of the key criteria						
3.0	Provincial and Innu Content										
3.0 a)	Is Bidder a registered Innu Company with IBDC? Yes = 5 No = 0	5.0		0			0			0	
3.0 b)	Use of registered Innu subcontractors? Yes = 5 No = 0	2.5	5	2.5	Listed		0		5	2.5	Listed
3.0 c)	Is Bidder an NL Company Yes = 5 No = 0	5	5	5		5	5			0	
3.0 d)	Use of NL Subcontractors Yes = 5 No = 0	2.5		0			0			0	
3.0 e)	Bidder has experience working with aboriginal IBAs Yes = 5 No = 0	2.5	5	2.5		5	2.5		5	2.5	LCP
4.0 a)	NL BENEFITS CONTENT - PERSON HOUR ESTIMATE by Residency (25.0)	25	4	20			3	15		4	20
	Score = 5 If NL percentage of total hours is > 80%										
	Score = 4 If NL percentage of total hours is 60 to 80 %										
	Score = 3 If NL percentage of total hours is 40 to 60 %		80%				51%			63%	
	Score = 2 If NL percentage of total hours is 20 to 40 %										
	Score = 1 If NL percentage of total hours is < 20%										
4.0 b)	NL BENEFITS CONTENT - PERSON HOUR ESTIMATE by Location of Work (10.0)	10	5	10			5	10		5	10
	Score = 5 If NL percentage of total hours is > 80%										
	Score = 4 If NL percentage of total hours is 60 to 80 %										
	Score = 3 If NL percentage of total hours is 40 to 60 %		99%				82%			95%	
	Score = 2 If NL percentage of total hours is 20 to 40 %										
	Score = 1 If NL percentage of total hours is < 20%										
5.0	NL BENEFITS CONTENT - EXPENDITURE ESTIMATE (25%)	25	4	20			4	20		3	15
	Score = 5 If NL percentage of total expenditures is > 80%										
	Score = 4 If NL percentage of total expenditures is 60 to 80 %										
	Score = 3 If NL percentage of total expenditures is 40 to 60 %		60%				72%			45%	
	Score = 2 If NL percentage of total expenditures is 20 to 40 %										
	Score = 1 If NL percentage of total expenditures is < 20%										

Scored By: Maria Moran Total **100** 79.5 77 67.5
 Date: _____ Sectional Weighting **2.5%** 1.9875 1.925 1.6875
 Ranking

**BID EVALUATION
DISCIPLINE SCORE SHEETS**

RFP - Commercial - Performance Security

RFP #: CH0009

RFP Name: Construction of North and South Dams

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Item	Commercial - Performance Security	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
			Answer	Score	Answer	Score	Answer	Score
1	Performance Bond	40	3	24	4	32	4	32
2	Labour & Material Payment Bond	40	3	24	4	32	4	32
3	Letter of Credit	10	1	2	4	8	3	6
4	Parental Guarantee	10	3	6	4	8	4	8
Score - transfer to Commercial Summary		100	56.00		80.00		78.00	
		Percentage	56.00%		80.00%		78.00%	

Bidder 2 offered a 15%LOC which is consider

Warranty period covered by PF for Bidder 3
 PG not required by Bidder 3 because of PB

Scored By:	Ed Over
Date:	27-Jul-15

BID EVALUATION
DISCIPLINE SCORE SHEETS

red acceptable

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Commercial - Insurances

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

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Item	Commercial - Insurances	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
			Answer	Score	Answer	Score	Answer	Score
1	Workers Compensation	20	4	16	4	16	4	16
2	Employers Liability	20	4	16	4	16	4	16
3	Comprehensive General Liability	20	1	4	1	4	1	4
4	Automobile Liability	5	4	4	4	4	4	4
5	Owned & Non-Owned Aircraft	5	4	4	4	4	4	4
6	Property	15	4	12	4	12	4	12
7	Property in Transit	15	4	12	4	12	4	12
	Score - transfer to Commercial Summary	100		68.00		68.00		68.00
	Percentage			68.00%		68.00%		68.00%

Scored By:

Date:

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Commercial - Coordination Procedures

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

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 2 - Response only meets a few of the key criteria
 3 - Response meets a majority of the key criteria
 4 - Response meets all key criteria
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Item	Commercial - Coordination Procedures	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
			Answer	Score	Answer	Score	Answer	Score
1	Key Personnel	12	2	4.8	4	9.6	4	9.6
2	Schedule Development and Control Plan	2	4	1.6	4	1.6	4	1.6
3	Control Schedule	2	4	1.6	4	1.6	4	1.6
4	Control Schedule Baseline Document	2	4	1.6	4	1.6	4	1.6
5	Scheduling and Progress Requirements	2	4	1.6	4	1.6	4	1.6
6	Project execution Plan	2	4	1.6	4	1.6	4	1.6
7	Earned Value Measurement	2	4	1.6	4	1.6	4	1.6
8	Recovery Plan Development **	2	2	0.8	4	1.6	4	1.6
9	Progress Reporting	2	4	1.6	4	1.6	4	1.6
10	Company access to data.	2	2	0.8	4	1.6	4	1.6
11	Bi-weekly Progress Report **	10	4	8	4	8	4	8
12	Monthly Progress Report	5	4	4	4	4	4	4
13	Cost Report	15	4	12	4	12	4	12
14	Change Management - Identification	4	4	3.2	4	3.2	4	3.2
15	Change Management - Pricing	4	4	3.2	4	3.2	4	3.2
16	Change Management - Schedule Impact	4	4	3.2	4	3.2	4	3.2
17	Change Management - Register	3	4	2.4	4	2.4	4	2.4
18	Invoicing Summary Report	5	4	4	4	4	4	4
19	Cash Forecast	5	4	4	4	4	4	4
20	Information Systems/Technology	5	4	4	4	4	4	4
21	Data Transfer	5	4	4	4	4	4	4
22	Document Control	5	4	4	4	4	4	4
Score - transfer to Commercial Summary		100		73.60		80.00		80.00
		Percentage		73.60%		80.00%		80.00%

Scored By:

Date:

88 Based on CH0007 performance

BID EVALUATION
DISCIPLINE SCORE SHEETS

RFP - Commercial - Financial Data

RFP #: CH0009

RFP Name: Construction of North and South Dams

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Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3		
		Answer	Score	Answer	Score	Answer	Score	
Commercial - Financial Data								
A	Organisation							
1	Business Organisation	10	5	10	5	10	5	10
2	Joint Venture/Partnership	5	5	5	5	5	5	5
3	Business Registration	5	5	5	5	5	5	5
4	Ownership %	10	5	10	5	10	5	10
5	Company/Bidder Relationship	5	5	5	5	5	5	5
B	Financial Data							
1	Financial Responsibility	5	5	5	5	5	5	5
2	Willingness to Guarantee	5	5	5	5	5	5	5
3	LOC Maximum Value	5	5	5	5	5	5	5
4	Credit References	5	5	5	5	5	5	5
5	Claims & Judgements	5	5	5	5	5	5	5
6	Bankruptcy	5	5	5	5	5	5	5
7	Contract Cancellation	5	5	5	5	5	5	5
8	Litigation History	5	5	5	5	5	3	3
C	Legal Status							
1	LLC/Corporation	5	5	5	5	5	5	5
2	Partnership	5	5	5	5	5	5	5
3	Bank References	5	5	5	5	5	5	5
4	Work Experience Table	Technical						
5	Signing Authority	5	5	5	5	5	5	5
6	Bank Clearance Letter	5	5	5	5	5	5	5
	Score - transfer to Commercial Summary	100		100.00		100.00		98.00
	Percentage			100.00%		100.00%		98.00%

Scored By:
 Date:



Lower Churchill Project Muskat Falls Hydroelectric Development CH0009		MAIN SUMMARY NORMALISED			27-Jul-15
CONSTRUCTION OF NORTH AND SOUTH DAMS		SUMMARY			
Item No.	Description	Bidder 1	Bidder 2	Bidder 3 Base	Bidder 3 Alternative
	TOTAL Contract Price (C/F from Appendix A2.1 Schedule of Price Breakdown)	394,380,086	287,171,000	340,368,175	288,573,000
	NORMALISATION				
1	Deviations not identified by Bidder	4,759,660	6,100,000		
2	Exceptions by Bidder (none priced by Bidder)	incl. above	incl. above	incl. above	incl. above
3	Other (Define)	incl. above	incl. above	incl. above	incl. above
	TOTAL ESTIMATED VALUE AFTER NORMALISATION	399,139,746	293,271,000	340,368,175	288,573,000
	Adjustment to Low Bid	7	9.5	8	10
	Conditioned Contract Price	570,199,638	308,706,316	425,460,219	288,573,000
	Commercial Weighting	61.14	70.65	67.38	67.38
	Final Conditioned Contract Price	932,689,356	436,951,615	631,433,984	428,276,937
	Technical Weighting	56.64	66.56	73.68	73.68
	FINAL ESTIMATED CONTRACT VALUE	1,646,697,309	656,477,787	856,995,093	581,266,201
	% of low bid	38%	2%	18%	
	Health & Safety *	Fail	Pass		Pass
	Quality*	Pass	Pass		Pass
	Risk Management*	Fail	Fail		Fail
	Environmental*	Pass	Pass		Pass

Notes:

Bidder 1 and Bidder 3 (base bid) dropped from further evaluation

Bidder 3 Alt includes cost of Retention bond (\$425K)

Bidder 2 cost assessed by team. NPV cost of two bidders not assessed - cost not significant.

Needs to be updated

* Pass/Fail Threshold is 70%

A score of less than 70% is not considered a fatal flaw but shall be used for guidance purposes in the overall Proposal evaluation.

Questionnaire Weightings have been agreed by the following Package Team:

Package Scope Lead	Mark Turpin
Commercial Rep.	Roy Lewis
Technical Rep.	Abdellah El-Bensi
H&S Rep.	Sean Lee
QA Rep.	Paul Fraser
Env. Rep.	David Haley
Risk Management Rep.	Carlos Fernandez
Benefits Rep.	Maria Moran