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To: [Scott O'Brien](#)
Cc: [Ed Over](#); johnmulcahy@lowerchurchillproject.ca
Subject: Award Recommendation Draft
Date: Wednesday, August 5, 2015 2:11:44 PM
Attachments: [.png](#)
[.png](#)
[CH0009 - 1Bid Evaluation and Award Recommendation.docx](#)
[Document1.docx](#)
Importance: High

CONFIDENTIAL.....

Scott

As discussed, here is the final Draft of the Award Recommendation. I just need to re-order the Attachments file and add the Bid Opening Record.

Please provide your comments, together with next steps on how to get this signed off.

Cheers Ken





**LOWER CHURCHILL PROJECT
 BID EVALUATION AND AWARD RECOMMENDATION
 CH0009-001 CONSTRUCTION OF THE NORTH AND SOUTH DAMS**

| SLI | TITLE | NAME | SIGNATURE | DATE |
|----------------------|--------------------------------|----------------|------------------|-------------|
| <i>PREPARED BY:</i> | Contract Administrator | Ed Over | | |
| <i>REVIEWED BY:</i> | Sr. Commercial Advisor | Ed Over | | |
| <i>REVIEWED BY:</i> | C1 Project Controls Lead | Jill Hawkins | | |
| <i>REVIEWED BY:</i> | Package Lead/Area Manager | Ken McClintock | | |
| <i>APPROVED BY :</i> | Project Manager | Scott O'Brien | | |
| <i>APPROVED BY:</i> | Supply Chain Manager | Pat Hussey | | |
| <i>REVIEWED BY:</i> | Project Controls Manager | Ed Bush | | |
| <i>REVIEWED BY</i> | Deputy Project General Manager | Jason Kean | | |
| <i>APPROVED BY:</i> | Project General Manager | Ron Power | | |


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1 PURPOSE

The purpose of this document is to provide the results of the bid evaluation and recommend award of CH0009-Construction of the North and South Dams.

2 RECOMMENDATION

Bidders are ranked as follows based on the calculated Final Estimated Contract Value:

First Place - Barnard-Pennecon JV (BPJV)

Second Place - H.J. O'Connell-Dragados JV

Alstaldi Canada Inc. – not evaluated for reasons stated below

Based on the approved Evaluation Plan, the Final Estimated Contract Value is a composite value which takes into account the initial bid price, bid normalization, commercial assessment and technical evaluation for each bidder. The ranking above takes into account the addition of 113,295 Mhrs (\$9,970,000 or \$6,100,000 after application of the bidder's Risk/Reward credit) as a normalizing factor to account for the additional site craft labour Mhrs believed to be required to complete the work by Barnard-Pennecon JV. In addition, and to account for the fact that Barnard-Pennecon JV does not include a cap on its craft labour Mhrs, whilst H.J. O'Connell-Dragados JV includes a lump sum, a further sensitivity analysis was conducted. The result indicates that the Final Estimated Contract Value would only become equal between the two bidders following the addition of 366,545 craft labour Mhrs to the Barnard-Pennecon JV bid. This would be equivalent to a 65% overrun in at risk craft labour Mhrs.

The following Attachments are provided to support the above analysis and conclusion:

Attachment 1 – Overall Scoring Matrix


Attachment 1a – BPJV Mhrs. Normalization & Cost Impacts

Attachment 1b - Sensitivity Analysis

Attachment 1c - Craft Labour Target Price Model

Based on the above, it is recommended that CH0009 –Construction of the North and South Dams be awarded to **BPJV** at an **Estimated Contract Value of \$287,171,000**. BPJV's defining factors are schedule assurance, solid execution plan and an experienced project team.

In order to allow **Barnard-Pennecon JV** to proceed with early activities while the final Agreement is conformed, it is also recommended to issue a Limited Notice to Proceed (LNTP) to **Barnard-Pennecon JV** for a 60 day period, the value and scope of which will be determined immediately following approval of this recommendation.

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3 BIDDERS LIST

Request for proposals were issued to the following companies:

1. Alstaldi Canada Inc.
2. Barnard-Pennecon JV
3. H.J. O'Connell-Dragados JV

4 SCOPE

The work consists of the following:

- a) Construction of the North and South Dams
- b) Construction of the upstream, downstream and intake channel cofferdams
- c) Removal of Cofferdams 1, 2 and 3 and downstream section of the RCC riverside cofferdam
- d) Excavation of the Tailrace Rock plug and
- e) Supply, installation and removal of the temporary upstream bridge over the spillway approach channel.

5 RFP SCHEDULE AND EVALUATION KEY DATES


RFPs were issued on 01-August-2014 with a closing date of 22-October-2014. All proposals were received before the closing date and time and were opened on 24-October-2014 at Nalcor's office in St. John's, NL. The Bid Opening Record is included in Attachment 9.

Although the original schedule was to award the package by Dec 23, 2014, two serious issues prevented this from occurring.

Firstly, there was a great deal of uncertainty around the completion dates related to the construction of the powerhouse, spillway and gate installation. As CH0009 delivery performance is highly dependent on interfaces with the other contractors executing this scope, it would not be prudent to award CH0009 without more certainty on completion dates. This focus of this strategy was claims avoidance.

Secondly, the Estimated Contract Value exceeded the budget by more than 50%. It was decided, therefore, to carry out a cost reduction program to identify areas of cost savings, which could be achieved.

Both these issues have been addressed and taken into account in this recommendation.

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6 EVALUATION TEAM

- Commercial: Ed Over (Lead), Ken McClintock, Steve Goulding, John Mulcahy, Aiden Meade
- Technical: Ken McClintock (Lead), John Mulcahy, Greg Snyder, Abdellah El-Bensi, Todd Smith
- Health and Safety: Sean Lee
- Environmental: Dave Haley
- Quality: Paul Fraser
- Benefits: Maria Moran
- Risk: Carlos Fernandez
-

7 EVALUATION CRITERIA

The Bid Evaluation was completed in accordance with the approved Bid Evaluation Plan dated 15 September 2014.

The following evaluation criteria were used to evaluate Bidders' Proposals:

Criteria


- Commercial
- Technical
- Newfoundland Benefits
- Quality
- Environmental
- Risk
- Health & Safety

8 COMMERCIAL

The commercial evaluation included an analysis of the Schedule of Price Breakdown (Appendix A2.1) against the estimate, review and assessment of the bidder's exceptions and proposed changes to the payment terms and conditions and the Articles of the Agreement, and the development of a Final Estimated Contract Value. The Commercial Evaluation is included in Attachment 2.

The package is forecasted to be \$105,000,000 over budget. A recent bottoms up estimate was completed by Company, which indicated an overrun of \$86,000,000. The scope of work has been reviewed in detail with the two lowest priced proponents to identify potential cost reduction opportunities. The two major cost contributors to the budget overrun are the Bidder's indirect costs and labour costs associated with low productivity.

See Attachment 2a – Estimated Contract Value and Comparison to Estimate

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8.1 BID OPENING

The commercial evaluation of the bids concluded that:

- All bids significantly exceeded the DG3 project budget.
- There was a need to bring the bids to a common basis.
- Following a preliminary evaluation it was determined that the bid received from Astaldi was not commercially attractive from a cost and risk perspective. The proposed price was significantly higher than the two other bids. Accordingly, Astaldi was excluded from further evaluation and was informed that they were not the successful bidder.
- There was a need to explore potential cost reduction opportunities.

8.2 CLARIFICATIONS AND COST CUTTING ACTIVITIES

As identified in Section 5 above, a cost cutting program was initiated following an initial review of the proposals received.


In the period between January and mid May.....

After an in-depth commercial and technical evaluation including face to face meetings with the two of the Bidders (Barnard-Pennecon JV and O’Connell- Dragados JV) in February, the two Bidders tabled in early March cost reduction opportunities including changing the cost risk for trades labour. The two Bidders proposed unit prices with hybrid target cost models for the labour portion of the work.

While the hybrid target cost proposals both presented the opportunity for lower labour costs they also increased the Company’s cost risk. Further discussions have been held with the Bidders to mitigate this risk, with some movement by one of the bidders by removing the staff labour risk from the target cost.

TABLE 1 – March-2015

From mid May until July 24, all technical exceptions were evaluated with responses provided. Clarification teleconferences were held with each Bidder to introduce cost saving ideas generated by Company. At Company’s request, and due to the extent of the execution and specification changes introduced by Company, both bidders submitted updated proposals on June 30. Subsequent to the receipt of the updated proposals, further changes to site access and laydown areas were required to accommodate current field activities. These changes were communicated to both bidders to advise the impact, if any, on their proposals. The bidders’ responses have been incorporated into this recommendation. See Section 9 for a summary of the changes incorporated into the revised proposals.

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8.2 FINALIZATION

On July 24, **Barnard-Pennecon JV** was recommended during a meeting with senior management. After this meeting work proceeded to finalize all documents and gain required approvals.

8.3 TOTAL EVALUATED PRICE

Commercial score is based on Total Evaluated Price.

Adjustments follow:

- xxx
??????


TABLE 3– Total Evaluated Price

8.4 ARTICLES

The **Barnard-Pennecon JV** made very few minor changes to the terms and conditions. The only major exception was that they refused to accept the trades labour risk. The H.J. O’Connell- Dragados JV initially submitted many exceptions to the terms and conditions, which during the clarification phase were withdrawn. We have negotiated satisfactory terms and conditions with both bidders.

8.5 PAYMENT TERMS AND CONDITIONS

The Company has negotiated acceptable payment terms.

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9 TECHNICAL EVALUATION REPORT

The Technical Evaluation was completed based on scoring the bidders' responses to the RFP requirements as well as all subsequent information received.

Following bid closing, technical review meetings were held with all Bidders. Further technical and commercial clarification meetings were held with two of the Bidders in February and again in May 2015 to better understand their respective proposals, and to discuss potential cost reduction opportunities.

The two bidders were asked to update/revise their proposals based on review of all technical exceptions, and incorporation of the following changes to the technical requirements and schedule:

- Transmission line ROW was removed as an available laydown/staging area
- Provision (Option) for possible delay of River Diversion into 2017
- Delay in availability of Spillway to 15-Jul-2016
- Change in RCC mix design responsibility from Company to Contractor
- Cost reductions related to new spec for roads & culverts, tailrace bridge removal and selection method for 3C material
- Option for road to C1 & jet grouting

In addition, the attached Technical evaluation incorporates both bidders' responses related to interface issues with other site contractors (Area J & Intake Cofferdam area) and the thorough review of the proposed execution plans, schedule and project teams.

The evaluation concluded with scores of 73.4 for the Barnard-Pennecon JV and 70.4 for the O'Connell-Dragados JV. The Technical Evaluation is included in Attachment 3.

10 QUALITY ASSURANCE EVALUATION REPORT


All Bidders scored above 70% for their quality processes. The Quality Assurance Evaluation is included in Attachment 4

11 BENEFITS EVALUATION REPORT

The H.J. O'Connell-Dragados JV scored slightly higher than the Barnard-Pennecon JV in this category (79.5 versus 77.0). The Benefits Evaluation is included in Attachment 5

12 RISK MANAGEMENT EVALUATION REPORT

Top risks seen by the H.J. O'Connell JV are labour unrest, camp space, water diversion, interface points, and critical items. Top risks seen by the **Barnard-Pennecon JV** are labour

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productivity, spillway availability, bridge removal before North Dam completion, weather, and RCC construction methodology.

Although neither bidder achieved a passing score of 70%, this element of the evaluation was not considered as a serious flaw and therefore had no bearing on the outcome.

The Risk Management Evaluation is included in Attachment 6.

13 HEALTH AND SAFETY EVALUATION REPORT

The **Barnard-Pennecon JV** and the O’Connell-Dragados JV both obtained a passing grade above 70%. Based on the information provided in its proposal, Astaldi did not obtain a passing grade. The evaluation team did not request further information.

The Health and Safety Evaluation is included in Attachment 7.

14 ENVIRONMENTAL EVALUATION REPORT

All Bidders obtained a passing grade above 70%.

The Environmental Evaluation is included in Attachment 8.

ATTACHMENTS

Attachment 1- Overall Scoring Matrix

Attachment 2 - Commercial Bid Tabulation (Total Evaluated Price)

Attachment 3 - Technical Evaluation Report

Attachment 4 – Quality Evaluation Report


Attachment 5 – Provincial Benefits Evaluation Report

Attachment 6 – Risk Management Evaluation Report

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Attachment 1 - Overall Scoring Matrix

Attachment 1a – BPJV Mhrs Normalization and Cost Impacts


Attachment 1b – Sensitivity Analysis

Attachment 1c – Craft Labour Target Price Model

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Attachment 2 - Commercial Evaluation

Attachment 2a – Estimated Contract Value and Comparison to Estimate

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Attachment 3

Technical Evaluation

| | | | |
|--|---|-------------|---------------------|
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Attachment 4

Quality Assurance Evaluation Report

| | | | |
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Attachment 5

Provincial Benefits Evaluation Report

| | | | |
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Attachment 6

Risk Management Evaluation Report

| | | | |
|--|---|-------------|---------------------|
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Attachment 7

Health and Safety Evaluation Report

| | | | |
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Attachment 8

Environmental Evaluation Report

| | | | |
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Attachment 9

Bid Opening Record

Attachment 5

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, Mussey, Waskawatim | 5 | 2.5 | LCP Wuskawim | 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 point, direct contact, NL CO | 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 work | 1.0 | 5 | 0 | | 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 under | 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 they | 2.5 | 5 | 2.5 | LCP | 5 | 2.5 | LCP | 5 | 2.5 | LCP |
| 2.4 b) | Indicate who, within Bidder's organization, will be responsible for benefits monitoring and | 2.5 | 5 | 2.5 | Wilke Keals | 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 | 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 | 5 | |
| 3.0 d) | Use of NL Subcontractors | Yes = 5 No = 0 | 2.5 | 5 | 0 | | 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 Ranking 2.5% 1.9875 1.925 1.6875

Attachment 2

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
 no change from original scoring

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

| Scoring Guide: |
|---|
| 0 - Question not answered or no relevant information provided in response |
| 1 - Response does not meet key Criteria |
| 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 |
| 5 - Response meets and exceeds key criteria |

Attachment 2a

| Contract Value and Comparison to Estimate | | | | | | |
|---|--------------------|--------------------|--------------------|------------------|------------------|----------------|
| Scope Item | Total Price | | | Hours | | |
| | Bidder 2 (Jul 7) | Bidder 3 (Jul 7) | Estimate | Bidder 2 (Rebid) | Bidder 3 (Jul 7) | Estimate |
| IND | 162,106,689 | 97,540,000 | 68,240,172 | 459,652 | 449,425 | 428,722 |
| GEN | 5,913,470 | 6,085,875 | 6,158,218 | 13,798 | 27,841 | 27,076 |
| TB | 10,275,000 | 6,615,000 | 8,085,000 | 16,250 | 19,297 | 32,941 |
| USCD | 16,282,950 | 19,320,130 | 19,678,051 | 45,705 | 78,291 | 85,196 |
| DSCD | 757,300 | 930,100 | 594,833 | 3,254 | 4,624 | 2,999 |
| ICD | 1,347,300 | 1,958,600 | 983,361 | 5,279 | 8,696 | 4,743 |
| SD | 9,516,260 | 10,559,660 | 6,580,254 | 29,461 | 47,184 | 30,722 |
| ND | 93,764,230 | 133,944,560 | 81,434,623 | 272,303 | 599,580 | 248,376 |
| TRW | 6,843,210 | 10,768,975 | 9,551,543 | 19,991 | 37,254 | 41,006 |
| Optional | 7,314,282 | 6,986,525 | 154,770 | 4,574 | 17,657 | 659 |
| ADJ | - | - | - | - | - | - |
| ADJBid2 (1) | (23,826,584) | - | - | - | - | - |
| ADJBid3 | - | 125,000 | - | - | - | - |
| Craft travel | 4,191,689 | | | | | |
| <i>Note: Subcontractors incl. in estimate</i> | - | - | - | - | - | - |
| Totals w/o Optional Scope | 287,171,514 | 287,847,900 | 201,306,057 | 865,693 | 1,272,192 | 901,782 |
| Totals incl. Optional Scope | 294,485,796 | 294,834,425 | 201,460,827 | 870,266 | 1,289,849 | 902,441 |

RFP - Risk Management Questionnaire Evaluation

| | |
|----------------------------------|---|
| Package Number: CH0009 | Package Name: Construction of North and South Dams |
|----------------------------------|---|

| |
|---|
| Scoring Guide: 0 - Question not answered or no relevant information provided in response 1 - Response does not meet key Criteria 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 5 - Response meets and exceeds key criteria |
|---|

| Item | Risk Management | Question Weight (%) | Bidder 1 | | | Bidder 2 | | | Bidder 3 | | |
|---------------------------------------|--|-------------------------|---------------|-------|--|---------------|-------|---|---------------|-------|--|
| | | | Answer | Score | Comments | Answer | Score | Comments | Answer | Score | Comments |
| 1 | Risk Management system in place. | 5 | 4 | 4 | Implemented in 2010 | 4 | 4 | | 4 | 4 | Implemented in 2008 |
| 2 | Risk Management Plan - Risk Register sample. | 3 | 3 | 1.8 | Only Risk Management Plan no Risk Register | 1 | 0.6 | No samples provided. | 4 | 2.4 | Risk Management Plan and Register provided. |
| 3 | Top 5 Risks - Identification. | 7 | 4 | 5.6 | Response plans included | 3 | 4.2 | Response plans very generic. | 4 | 5.6 | Response plans included |
| 4 | Loss Control Program. | 3 | 4 | 2.4 | Sample provided | 3 | 1.8 | | 2 | 1.2 | No Loss Control Plan, aiming to produce one for this project. |
| 5 | Records of Successful on-time construction completion (last 05 years). | 3 | 3 | 1.8 | | 3 | 1.8 | | 3 | 1.8 | |
| 6 | Root Causes of late construction completion (last 05 years). | 3 | 3 | 1.8 | | 3 | 1.8 | | 3 | 1.8 | |
| 7 | Measures implemented to improve performance (last 03 years). | 3 | 3 | 1.8 | General statement - Corporate policy | 3 | 1.8 | General statement - Safety, operations and risk | 4 | 2.4 | Specific ones for construction: training, play of the day, work plans, site tours and recognition program. |
| 8 | Discussion on Schedule Critical Path. | 5 | 4 | 4 | Sequence of work and critical path described. | 4 | 4 | Sequence of work and critical path described. | 4 | 4 | Sequence of work and critical path described. |
| 9 | Examples of on-time and late mobilization & deployment of crews & equipment. | 4 | 3 | 2.4 | | 3 | 2.4 | | 3 | 2.4 | |
| 10 | Materials sourcing strategy (cement & fly-ash) - Suppliers planned capacity utilization. | 7 | 3 | 4.2 | 03 quotations for fly-ash and cement | 3 | 4.2 | | 4 | 5.6 | Providers and logistic process defined. |
| 11 | Mitigation measures for contamination of water LC river - regular activities. | 7 | 3 | 4.2 | Specific emergency plan will be developed. | 3 | 4.2 | | 3 | 4.2 | |
| 12 | Mitigation measures for increased water seepage and inflow in work areas. | 5 | 4 | 4 | Pumping stations in accordance to specifications. | 4 | 4 | Increase pumping stations | 3 | 3 | trench drains |
| 13 | Mitigation of lower productivity due to adverse weather. | 5 | 3 | 3 | Weather dependent | 3 | 3 | Weather dependent | 3 | 3 | Weather dependent |
| 14 | Batch Plant, Crusher, major equipment production plan. Back-up and redundancies. | 7 | 4 | 5.6 | Arrangements to be made with a Canadian Supplier (BMH) and Caterpillar. | 3 | 4.2 | No details of equipment providers. | 4 | 5.6 | Equipment listed, no details of providers but aiming to spent in spare parts. |
| 15 | Description HSE Risk Management system. | 3 | 4 | 2.4 | Safety Management Plan provided and this document will be detailed following execution plan. | 3 | 1.8 | Very generic based in H&S indicators and aimed to work with Company for response plans. | 4 | 2.4 | Description of the plan provided. |
| 16 | Control for Tower cranes not used outside of manufacturer's operating limitations. | 4 | 4 | 3.2 | Anti-collision devices to be part of the equipment. | 1 | 0.8 | Tower cranes are not used. | 1 | 0.8 | Tower cranes are not used. |
| 17 | Processes and procedure to manage Change. | 3 | 3 | 1.8 | Trend methodology - Oracle Primavera Contract Management. | 3 | 1.8 | Weekly meetings and electronic log for potential deviations. | 2 | 1.2 | Change related with the Quality Program. |
| 18 | Familiarity with Canadian standards specified throughout the Agreement. | 4 | 3 | 2.4 | General statement. | 3 | 2.4 | Educational efforts. | 3 | 2.4 | Quality Assurance Program |
| 19 | Measure to be implemented if English is not the first language. | 3 | 3 | 1.8 | | 4 | 2.4 | English is first language | 4 | 2.4 | English is first language |
| 20 | Skills critical to the success of the project and number of people. | 5 | 3 | 3 | List provided, no quantities estimated | 3 | 3 | Generic statement | 3 | 3 | List provided, no quantities estimated. |
| 21 | Lessons learned to retain skilled labor to comply with contractor's cost & schedule. | 3 | 4 | 2.4 | | 4 | 2.4 | | 4 | 2.4 | |
| 22 | Statement concerning Strikes and Labour Agreements. | 5 | 4 | 4 | | 4 | 4 | | 4 | 4 | |
| 23 | Responsibility statement | 3 | 4 | 2.4 | | 4 | 2.4 | | 4 | 2.4 | |
| Score - transfer to Technical Summary | | 100 | 70.00 | | | 63.00 | | | 68.00 | | |
| | | Total Percentage | 70.00% | | | 63.00% | | | 68.00% | | |

Scored By: C. Fernandez: Deputy Project Control Manager
Date:

Attachment 1a

| BPJV Mhrs Normalization & Cost Impact | | | | | |
|---------------------------------------|---------------------|------------------------|------------------|----------|---------------------|
| Item | BPJV Proposed Mhrs. | Nalcor Estimated Mhrs. | Normalized Mhrs. | Variance | Remarks |
| 1. U/S cofferdam | 45,705 | 68,000 | 68,000 | 22,295 | Use Nalcor estimate |
| 2. North Dam | 272,300 | 248,400 | 342,300 | 70,000 | see Note 1 |
| 3. Tailrace | 20,000 | 41,000 | 41,000 | 21,000 | Use Nalcor estimate |
| Total Mhrs | 338,005 | 357,400 | 451,300 | 113,295 | |

Notes:

1 As Nalcor estimate based on productivity of 1, must make adjustment for recognized productivity norms at MF

a) Reduce productivity to .5 from estimate on concrete and formwork based on performance of CH0007
 106,000 man-hrs. -> 159,000 mhrs: Variance = 53,000 mhrs

b) Reduce productivity to .75 for RCC placement
 58,000 mhrs. -> 72,500 mhrs: Variance =15,000 mhrs.

Total: 53,000 + 15,000.....say 70,000 mhrs

2 Cost Impact: 113,295 Mhrs * \$88 = \$9,969,960
 Risk Reduction = \$3,856,000
 Additional Mhrs Cost = \$6,113,960.....say \$6,100,000

Attachment 1c

Craft Labour Target Price Model

| BPJV Target Price Model | | |
|---------------------------|---------------|---|
| Craft Labour Target Price | \$ 46,462,521 | 551,878 mhrs @ \$84.19/hr |
| 7.9% G&A Fixed Fee | \$ 3,670,539 | G&A fixed at Craft Labour Target, no adjustment |
| 8.3% At Risk Fee | \$ 3,856,389 | Risk/Reward = 50/50 depleated after 45,800 mhrs |
| Total | \$ 53,989,449 | |

Note: Craft labour target excludes subcontractors approx. 70,000 mhrs

Attachment 1

| Lower Churchill Project Muskrat Falls Hydroelectric Development | | Overall Scoring Matrix | | | 27-Jul-15 |
|--|---|-------------------------------|----------------------|--|----------------------|
| CH0009 | | | | | |
| CONSTRUCTION OF NORTH AND SOUTH DAMS | | | SUMMARY | | |
| | | | | | |
| Item No. | Description | | BPJV | | ODJV |
| | TOTAL Contract Price (C/F from Appendix A2.1 Schedule of Price Breakdown) excl. Optional Scope | | \$287,171,000 | | \$288,573,000 |
| 1 | NORMALISATION Deviations not identified by Bidder <i>(Additional 113,295 Mhrs)</i> | | \$6,100,000 | | n/a |
| 2 | Exceptions by Bidder (none priced by Bidder) | | incl. above | | incl. above |
| 3 | Other (Define) | | incl. above | | incl. above |
| | TOTAL ESTIMATED VALUE AFTER NORMALISATION | | \$293,271,000 | | \$288,573,000 |
| | Adjustment to Low Bid | | 10.0 | | 10 |
| | Conditioned Contract Price | | \$293,271,000 | | \$288,573,000 |
| | Commercial Weighting | | 70.65 | | 67.38 |
| | Final Conditioned Contract Price | | \$415,104,034 | | \$428,276,937 |
| | Technical Weighting | | 73.44 | | 70.40 |
| | FINAL ESTIMATED CONTRACT VALUE | | \$565,228,804 | | \$608,347,922 |

| | | | |
|------------------------------|------|------|------|
| Health & Safety * | Fail | Pass | Pass |
| Quality* | Pass | Pass | Pass |
| Risk Management* | Fail | Fail | Fail |
| Environmental* | Pass | Pass | Pass |

* 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.

Attachment 1b

Sensitivity Analysis

| Description | Bidder 2 (Mhrs) | Bidder 3 (Mhrs) | Differential (Mhrs) |
|--------------------------|-----------------|-----------------|---------------------|
| Total Mhrs From Bid | 866,000 | 1,272,192 | 406,192 |
| Staff Mhrs | 236,000 | 286,000 | 50,000 |
| SubTotal | 630,000 | 986,192 | 356,192 |
| Subcontractor Mhrs | 70,000 | 120,000 | 50,000 |
| Total Craft Labor | 560,000 | 866,192 | 306,192 |

| Bidder 2 Normalization | | | | | |
|------------------------|----------|---------|--------------|-----------------------|--------------|
| Case | Manhours | Rate | Cost Adder | Risk/Reward Reduction | Final Value |
| 1 | 113,295 | \$88.00 | \$9,969,960 | \$3,856,000 | \$6,113,960 |
| 2 | 200,000 | \$88.00 | \$17,600,000 | \$3,856,000 | \$13,744,000 |
| 3 | 250,000 | \$88.00 | \$22,000,000 | \$3,856,000 | \$18,144,000 |
| 4 | 306,192 | \$88.00 | \$26,944,896 | \$3,856,000 | \$23,088,896 |
| 5 | 366,545 | \$88.00 | \$32,255,960 | \$3,856,000 | \$28,399,960 |
| 6 | 381,000 | \$88.00 | \$33,528,000 | \$3,856,000 | \$29,672,000 |
| 7 | 382,000 | \$88.00 | \$33,616,000 | \$3,856,000 | \$29,760,000 |

| Evaluation Results Based on Original Bid Evaluation Summary Sheet | | | | | |
|---|----------|---------------|---------------|--|--|
| Case | Manhours | Bidder 2 | Bidder 3 | Notes | |
| 1 | 113,295 | \$569,229,000 | \$608,348,000 | <i>Bidder 3 Mhrs Max Mhrs using Original Evaluation Plan</i> | |
| 2 | 200,000 | \$579,961,000 | \$608,348,000 | | |
| 3 | 250,000 | \$588,442,000 | \$608,348,000 | | |
| 4 | 306,192 | \$597,971,944 | \$608,348,000 | | |
| 5 | 366,545 | \$608,208,173 | \$608,348,000 | | |
| 6 | | | | | |

| Evaluation Results Based on Revised Bid Evaluation Summary Sheet | | | | | |
|--|----------|----------|----------|---|--|
| Case | Manhours | Bidder 2 | Bidder 3 | Notes | |
| 1 | 113,295 | 97.0 | 91.4 | <i>Bidder 3 Mhrs Max Mhrs using Revised Evaluation Plan</i> | |
| 2 | 200,000 | 97.0 | 91.4 | | |
| 3 | 250,000 | 94.0 | 91.4 | | |
| 4 | 306,192 | 94.0 | 91.4 | | |
| 5 | 381,000 | 94.0 | 91.4 | | |
| 6 | 382,000 | 91.0 | 91.4 | | |

| RFP - Quality Assurance Evaluation Report | | | | | | | | | | | | | | | | | | | | | | | |
|---|---------------|---|-----------------|-----------------------|---|-----|-------------------------|--|-----------------|------|---|-----------------------|-----------------|--|-----------------|-----------------------|-----------------|-----------------|--------------|-----------------------|-----------------|--|--|
| RFP #: CH0009 | | RFP Name: Construction of North & South dams | | | | | | | | | | | | | | | | | | | | | |
| Quality Questionnaire Questions | Weight | Max Score | Bidder 1 | | | | Bidder 2 | | | | Bidder 3 | | | | Bidder 4 | | | Bidder 5 | | | Bidder 6 | | |
| | | | Astaldi | | | | Barnard/Pennecon | | | | Dragados/O'Connell | | | | N/A | | | N/A | | | N/A | | |
| | | | Score | Weighted Score | Comments | | Score | Weighted Score | Comments | | Score | Weighted Score | Comments | | Score | Weighted Score | Comments | | Score | Weighted Score | Comments | | |
| 1i) Bidder's quality policy statement and list of current quality objectives. | 0.2 | 5.0 | 4.0 | 0.16 | Quality policy and list of quality objectives provided as requested. | 4.0 | 0.16 | Quality policy and list of quality objectives provided as requested. | 4.0 | 0.16 | Quality policy and list of quality objectives provided as requested. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 1ii) Bidder's Master Documents List or the Table of Contents of your policy and procedures manual. | 0.5 | 5.0 | 4.0 | 0.40 | TOC provided along with a list of internal quality procedures. | 4.0 | 0.40 | TOC provided for these quality manual. | 4.0 | 0.40 | TOC provided for these quality manual. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 1iii) Bidder's current Internal / External Audit Schedules. | 1.0 | 5.0 | 4.0 | 0.80 | Audit schedule provided for 2014. | 4.0 | 0.80 | Audit schedule provided for 2014. | 4.0 | 0.80 | Audit schedule provided for 2014. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 1iv) Bidder's third party ISO 9000 registration, if available. | 0.5 | 5.0 | 4.5 | 0.45 | ISO certification provided, expiry date is 05 APR 2014. | 4.5 | 0.45 | ISO certification provided, expiry date is 16 DEC 2015. | 4.5 | 0.45 | ISO certification provided, expiry date is 01 FEB 2017. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 1v) Most Recent Management Review Minutes of Meeting. | 1.0 | 5.0 | 1.0 | 0.20 | Management review meeting minutes TOC provided, no meeting minutes. Clarification required to improve evaluation score. | 4.5 | 0.90 | Management review meeting minutes provided, no major concerns listed (full disclosure provided). | 0.0 | 0.00 | Management review meeting minutes provided, no major concerns listed (full disclosure provided). | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 1vi) If ISO 9001:2008 registration is held, a copy of last third party surveillance report. | 0.3 | 5.0 | 1.0 | 0.06 | Third party audit report provided but not in English. Clarification required to improve evaluation score. | 4.5 | 0.27 | Third Party Audit report provided as requested, no major concerns listed (full disclosure provided). | 0.0 | 0.00 | Third party audit report not provided. Clarification required to improve evaluation score. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 2) Briefly describe any processes employed to plan the activities related to the requested products / services. If available, provide typical examples of Quality Plans and / or Inspection and Test Plans. | 0.4 | 5.0 | 4.0 | 0.32 | Bidder provided a detailed response to the question but only provided TOC for the management procedures and ITP procedure, they also provided a format for these quality plan process/ITP. | 2.5 | 0.20 | Bidder indicated that the quality plan will be developed upon award, they provided a copy of their quality manual, in their response they indicated that a sample ITP was attached but it could not be found. | 4.5 | 0.36 | Detailed sample quality plan and ITP provided as requested, both documents have already been approved for use on another ICF package CH0006, excellent info submitted. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 3) Describe how this work relates to the total annual productive capacity of Bidder's company and that of Bidder's main suppliers. | 0.5 | 5.0 | 4.5 | 0.45 | Bidder indicate that the SOW is less than 10% of annual capacity. | 4.5 | 0.45 | Bidder has indicated that for Barnard its 10% and for Pennecon its about 50% but have the resources between both companies. | 3.0 | 0.30 | Bidder indicates that they and the subs have the capacity to perform the work but have not answer the question properly regarding annual capacity as requested. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 4) Briefly describe the processes used to control the design of the products / services to be supplied. Include references to the following processes: • Design Planning • Design Review • Design Verification • Design Validation • Design Changes | 1.0 | 5.0 | 4.0 | 0.80 | Bidder provided a very detailed response, design management procedure TOC indicated the use of external help as required, information on design planning / review / verification / validation and design changes. | 0.0 | 0.00 | Bidder indicated that design is not applicable which is not the case, the SOW requires bridge design work. Clarification required to improve evaluation score. | 4.0 | 0.80 | Bidder has indicated that the design work will be sub contracted to a qualified firm and all drawings will be stamped by a P.Eng in the province of B.C. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 5) Briefly describe the Bidder's Supplier / Sub-contractor selection process and any processes employed to monitor continued performance against contract requirements. In Bidder's response include a list of any services associated with the scope of work that would be sub-contracted out and where appropriate, the contract details for that Sub-Contractor. | 1.0 | 5.0 | 4.0 | 0.80 | Bidder provided well detailed response to support supplier and sub contractor selection, monitoring and roles/responsibilities. | 4.0 | 0.80 | Process provided for the selection and monitoring of supplier's and subcontractors, procedure provided. | 4.0 | 0.80 | Process provided for the selection and monitoring of supplier's and subcontractors, procedure provided. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 6) What techniques does the Bidder employ to verify that the product / service have been delivered appropriately and in accordance with the contract requirements? What verification records are generated? | 0.4 | 5.0 | 3.5 | 0.28 | Response provided to support quality system of bidder but only included TOC for inspection/testing and Receiving inspection. | 4.0 | 0.32 | Bidder's quality manual identifies that client requirements, work instructions, appropriate equipment/calibrated, receiving process, inspection, acceptance of work, validating, code requirements and traceability processes are in place but no verification records identified. | 4.0 | 0.32 | Quality representative on site to ensure quality plan is followed, the authority on quality issues, ITP procedure provided, verification documents, subs are required to have ITPs. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 7) Briefly describe the Bidder's records retention system and the normal records retained (or supplied to the client) as part of this product / service delivery. Bidder's response should make reference to records such as Material Test Reports, Non-destructive examination records, in process inspections and Factory Acceptance tests. | 0.2 | 5.0 | 3.0 | 0.12 | Detailed response provided for record process but no timeline regarding storage of records, TOC for document control provided, did not list retention timelines. | 3.5 | 0.14 | Bidder provided a detailed procedure for the control of records, timeline for retention not listed. | 3.5 | 0.14 | Bidder provided a detailed procedure for the control of records, timeline for retention not listed. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |
| 8) What processes does the Bidder employ to ensure that Inspection is performed and Measuring and Test Equipment is fully calibrated and functioning appropriately? | 0.5 | 5.0 | 3.5 | 0.35 | Process in place regarding calibration and inspection of equipment but only TOC provided for these procedure. | 3.5 | 0.35 | Bidder provided well define response but no procedure. | 4.0 | 0.40 | Bidder provided a procedure for the calibration and control of measuring equipment. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 | | | | |

QA Evaluation Report

| | | | | | | | | | | | | | | | | | | | |
|--|-------------|-----|-----|------|--|-----|------|---|-----|------|--|-----|------|-------------|-----|------|-------------|-----|-------------|
| 9) When products / services do not meet requirements, what processes are employed to ensure timely resolution of the problem? If so, what records of the problem and solution are generated? | 0.2 | 5.0 | 3.5 | 0.14 | MCIR process in place to cover non conforming conditions, they have a procedure but only the TOC was provided. | 4.0 | 0.16 | Bidders provided a procedure on the control of MCIR's. | 4.0 | 0.16 | Bidders provided a procedure on the control of MCIR's. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| 10) Does the Bidder employ any continuous improvement processes or other methods to monitor evaluate and improve the quality of products / services provided? If so, briefly describe them. Include in your response details on the following: • Processes to monitor and measure effects of continuous improvement changes. • Processes for the evaluation and implementation of innovative and cost reduction ideas. | 0.5 | 5.0 | 3.5 | 0.35 | Bidder provided a detailed response on continuous improvement process and TOC for these procedure. | 3.5 | 0.35 | Bidder has a continuous improvement process, quality policy, quality objectives, audits, analysis of data and a suggestion process for employees. | 4.0 | 0.40 | Bidder has an excellent continuous improvement process in place and provided a lot of detail in there response, also provided a copy of these procedure. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| 11) Does the Bidder employ any processes to monitor internal / external audit activities to ensure conformance to procedures? If so, briefly describe them. | 0.5 | 5.0 | 3.5 | 0.35 | Bidder provided a response on auditing and TOC for these auditing procedure. | 4.0 | 0.40 | Bidder has an audit process covered in quality manual which was provided and a detailed audit checklist for civil works. | 4.0 | 0.40 | Bidder has an audit process in place and provided a copy of these internal procedure. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| 12) Briefly describe the Bidder's Training Policy and any controls used to ensure personnel are competent to perform their defined functions and responsibilities. | 0.5 | 5.0 | 4.0 | 0.40 | Bidder indicates that they have a training process in place for new hires and reviewed by department management, procedure in place but only TOC provided. | 4.0 | 0.40 | Bidder has a training process in place, it is covered in the re quality manual and a detailed procedure was provided. | 4.0 | 0.40 | Bidder indicates that they have a training process in place and a copy of these training procedure was provided. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| 13) Briefly describe any servicing and / or product support required / recommended as part of the delivery of this equipment / service. | 0.5 | 5.0 | 4.0 | 0.40 | Score of 4 given for service of equipment because it is not part of main SOW. | 4.0 | 0.40 | Score of 4 given for service of equipment because it is not part of main SOW. | 4.0 | 0.40 | Score of 4 given for service of equipment because it is not part of main SOW. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| 14) Briefly describe any processes employed to monitor Customer Satisfaction and how these processes will be applied to the proposed scope of work. | 0.2 | 5.0 | 4.5 | 0.18 | Customer satisfaction process in place. | 4.5 | 0.18 | Customer satisfaction process in place. | 4.5 | 0.18 | Customer satisfaction process in place. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| 15) The Bidder shall confirm that it has reviewed and can comply with any Quality Assurance requirements outlined in the contract agreement and that the responses to this questionnaire are true and accurate. | 0.1 | 5.0 | 4.0 | 0.08 | Questionnaire signed off as requested by company representative. | 4.0 | 0.08 | Questionnaire signed off as requested by company representative. | 4.0 | 0.08 | Questionnaire signed off as requested by company representative. | 0.0 | 0.00 | | 0.0 | 0.00 | | 0.0 | 0.00 |
| Total Weighed Score | 10.0 | | | | 7.08 | | | 7.21 | | | 6.95 | | | 0.00 | | | 0.00 | | 0.00 |

**Proponent must achieve a minimum Total Weighted Score of 70 percent to be considered acceptable.

| | | | | | | | |
|---|--------|-----|-----|-----|----|----|----|
| Recommended | Green | 71% | 72% | 70% | 0% | 0% | 0% |
| Clarification / Pre Award Audit (Desk Top and/or Site) Recommended | Yellow | | | | | | |
| Not Recommended | Red | | | | | | |

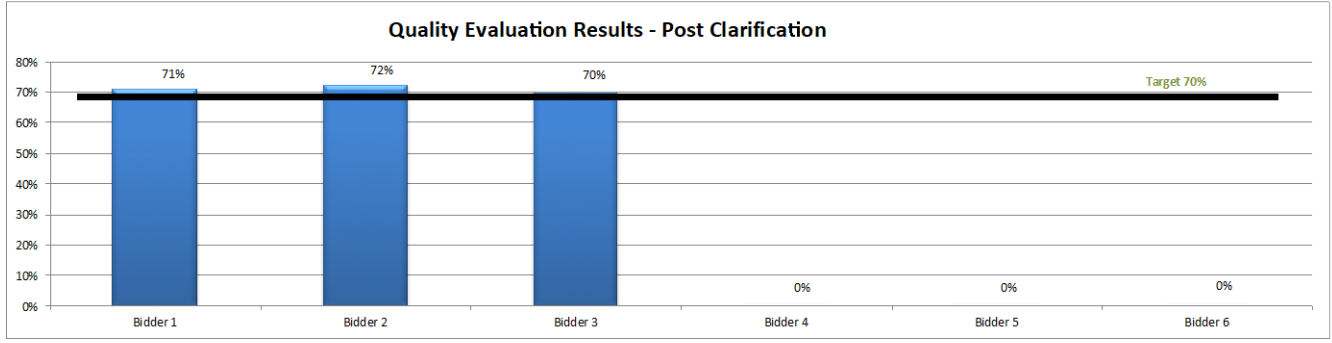
**Proponent must achieve a minimum Total Weighted Score of 70 percent to be considered acceptable.

Comments: (Overall impression of the Bidder and how the evaluation as it relates to the recommendation)

- Bidder 1:** Bidder is recommended.
- Bidder 2:** Bidder is recommended.
- Bidder 3:** Bidder is recommended.
- Bidder 4:**
- Bidder 5:**
- Bidder 6:**

| | |
|---|--|
| Scoring Guide: | |
| 0 - Question not answered or no relevant information provided in response | |
| 1 - Response does not meet key criteria | |
| 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 | |
| 5 - Response meets and exceeds key criteria | |

Quality Representative: Paul Fraser
Date: 14-NOV-2014



Attachment 7

RFP - Health and Safety Evaluation

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 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
- 5 - Response meets and exceeds key criteria

| Question | Weight | Astaldi | | Comments | Barnard | | Comments | HJOC | | comments |
|--|--------|---------|-------|---|---------|-------|--|--------|-------|---|
| | | Answer | Score | | Answer | Score | | Answer | Score | |
| Health and Safety | | | | | | | | | | |
| | | | | Review based on documentation and current field performance at MF Site | | | Review based on documentation only, review based on Barnard being the managing partner | | | Review based on documentation and current field performance at SP Site. Review will be completed based on HJOC as Managing Partner |
| 1.0 HEALTH AND SAFETY MANAGEMENT PERFORMANCE - Please provide the following safety statistics, referencing the attached incident definitions and frequency calculation. | 10 | 0 | 0 | Since January 1, 2014, Bidder has had 203 project reported incidents including 36 high potentials, 5 medical aids and one LTI | 3 | 6 | Stats provided. TRIFR above 2 | 5 | 10 | TRIFR 1.15, Only 3 first aids and 1 medical aid over past 9 months ofwork |
| 2.0 WORKER'S COMPENSATION RATES - Indicate the jurisdiction where you are registered. List your overall Worker's Compensation industry rating for the current year and past three (3) years. Attach a WCB clearance letter and experience rating statements for the past three years. | 5 | 3 | 3 | Clearance letter Provided | 5 | 5 | Clearance letter provided | 5 | 5 | Clearance letter Provided |
| 3. H&S MANAGEMENT SYSTEM CERTIFICATION - Do you have a certificate of recognition or is your health and safety management system certified by an outside agency? (OHSAS 18001, CSA Z-1000 etc.) If yes, provide a copy of the certificate. | 2 | 5 | 2 | 18001 Certified | 0 | 0 | Bidder answered no | 4 | 1.6 | COR Certified |
| 4. H&S POLICY STATEMENT - Does your health and safety program have a policy statement that clearly outlines the Company's commitment to health and safety? | 3 | 1 | 0.6 | There is a document in place, but current H&S Field performance does demonstrate commitment | 4 | 2.4 | H&S Policy provided, and meets project requirements | 4 | 2.4 | Policy provided and field performance demonstrates commitment and understanding |
| 5. REGULATORY COMPLIANCE PERFORMANCE - Has your company received an occupational health and safety stop work order, charges or equivalent from any regulator in the last three (3) years? If yes, provide details. | 3 | 0 | 0 | Bidder and it's sub-contractors has received 45 written directives from OH&S in 2014 YTD. | 4 | 2.4 | Bidder answered no. There was no evidence to indicate otherwise | 3 | 1.8 | Bidder has not received any Stop Work Orders or Directives during recent field Program. It's Sub-contractor has received 11 directives on the crusher operation |

Health & Safety Evaluation

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|--|---|---|-----|---|---|-----|---|---|-----|---|
| 6. SAFETY PROFESSIONALS - Please list the highest ranking safety professional in your organization: (attach résumé). Do you plan to have a safety representative(s) for this Work full time or part time (Y or N)? If "Yes", provide a résumé(s). | 3 | 1 | 0.6 | CV's provided do not have individuals with any local legislative experience | 3 | 1.8 | CV Provided are adequate | 4 | 2.4 | CV reviewed and approved |
| 7. KEY PROGRAM ELEMENTS - Does your health and safety management system address the following key elements? Management leadership and commitment; hazard/risk identification, evaluation and control; risk assessments on all critical and non-routine jobs/job functions; a permit to work system; ongoing inspection. If yes to any of these, reference appropriate Health and Safety manual section(s). | 8 | 3 | 4.8 | Documents are in place, no evidence of implementation in the field. Supervisory leadership training has not yet occurred. | 4 | 6.4 | Documents Provided meet requirements | 4 | 6.4 | Documents in place and being followed in the field based on observation made during site visits |
| 8. KEY PROGRAM ELEMENTS - Does your health and safety management system include work practices and procedures, such as: lockout and tagout; traffic control; excavation and trenching; confined space entry; hoisting and rigging; working near power lines; handling and transporting hazardous substances; unloading large/long materials (such as piles); vehicle recovery. If yes to any of these, reference appropriate Health and Safety manual section(s). | 8 | 3 | 4.8 | Procedures are in place but high potential recurrence around isolation and working at heights demonstrates a lack of full implementation. | 4 | 6.4 | Documents Provided meet requirements | 4 | 6.4 | Documents in place and being followed in the field based on observation made during site visits |
| 9. WRITTEN PROGRAM ELEMENTS - Do you have written programs for the following? Duty to refuse work; fall protection; noise management; workplace violence; working alone; personal protective equipment (PPE); WHMIS (Workplace Hazardous Materials Information System); respiratory protection. If yes to any of these, reference appropriate Health and Safety manual section(s). In regards to respiratory protection, have your employees been: trained? fit tested? medically approved? | 8 | 3 | 4.8 | Documents in place, observation, incident investigations and inspection findings demonstrate not fully implemented. | 4 | 6.4 | Documents Provided meet requirements | 4 | 6.4 | Documents in place and being followed in the field based on observation made during site visits |
| 10. MEDICAL EXAMINATIONS - Do you conduct medical exams for the following? Pre-employment; replacement job capacity; pulmonary; respiratory. If yes to any of these, reference appropriate Health and Safety manual section(s). | 2 | 4 | 1.6 | Program in place and being followed | 0 | 0 | Bidder answered no to conducting pre-employment medicals, this is a project requirement | 4 | 1.6 | Program in place and being followed |
| 11. DRUG AND ALCOHOL PROGRAM - Do you have a drug and alcohol program? If "Yes", does it include the following? Pre-employment testing; testing for cause; post incident testing; formalized arrangements with a collection and testing agency (if "Yes", provide testing agency information); does your drug and alcohol policy follow the guidelines as laid out in The Canadian Model for Providing A Safe Workplace – Alcohol and Drug Guidelines and Work Rule Version 2 – Effective October 1, 2010? If yes to any of these, reference appropriate Health and Safety manual section(s). | 3 | 4 | 2.4 | Program in place and being followed | 4 | 2.4 | Documented program provided meets project requirements | 4 | 2.4 | Program in place and being followed |

Health & Safety Evaluation

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|---|---|---|-----|--|---|-----|---|---|-----|---|
| <p>12. TOOL AND EQUIPMENT PREVENTATIVE MAINTENANCE, USAGE AND INSPECTIONS : Do you have a written list of equipment requiring pre-use inspections? Do you have a documented list of equipment requiring scheduled servicing in accordance with manufacturer's recommendations, legislated requirements, and industry standards? Is frequency of equipment inspections and maintenance identified? Are corrections of deficiencies documented? Do you have follow-up mechanism for corrective actions? If yes to any of these, reference appropriate Health and Safety manual section(s).</p> | 4 | 4 | 3.2 | Bidder has a fully staffed maintenance department and use an electronic system called Enterprise Asset Management. | 4 | 3.2 | Documented program provided meets project requirements. Requirements for different types of equipment and inspection forms detailed in H&S Plan | 4 | 3.2 | Maintenance program and fiels staff in place, use electronic MCS System |
| <p>13. ORIENTATION PROGRAM - Do you have a health and safety orientation program? Does the program include new, transferred and temporary workers? Does the program provide instruction on the following: employer health and safety responsibilities; employee health and safety responsibilities; obligation to refuse imminent danger work; progressive discipline policies and procedures; safe work practices and/or procedures; emergency response procedures; first-aid procedures; incident/near miss reporting; does you orientation program include a quiz? If yes to any of these, reference appropriate Health and Safety manual section(s).</p> | 5 | 4 | 4 | Orientation program in place and being followed | 4 | 4 | Bidder has program for Orientation docuemnted in Sections: 2.4, 2.5, 2.7 and 29 of H&S Manual | 4 | 4 | Orientation program in place and being followed |
| <p>14. INCIDENT REPORTING AND INVESTIGATION - Do you have a written procedure for incident reporting and investigation?; Do you utilize a root cause determination process such as "Tap-Root"? If yes to any of these, reference appropriate Health and Safety manual section(s).</p> | 5 | 3 | 3 | Bidder follows project standard and consistantly follow it. Corrective actions are weak and often not long term | 2 | 2 | There is an incident reporting process defined in Section 29 of the H&S manual but it does not detail Root Cause analysis process. | 4 | 4 | All incidents were reported, investigated, root cause determind and corrective actions implemented. Consistantly met project timelines for investigations |
| <p>15. EMERGENCY RESPONSE PROGRAM - Do you have an emergency response plan related to activities and specific locations? If yes reference appropriate Health and Safety manual section(s).</p> | 4 | 4 | 3.2 | Follow site and have their own working at Heights plan | 3 | 2.4 | Documents Provided meet requirements | 4 | 3.2 | Site ERP in place |
| <p>16. FIREARM AND WEAPON POLICY - Do you have a policy pertaining to prohibited items on (e.g. knives, firearms)? Are all employees made aware of the prohibited items policy and is it enforced? If yes to any of these, reference appropriate Health and Safety manual section(s).</p> | 1 | 3 | 0.6 | Follow site rules and procedures | 3 | 0.6 | Documents Provided meet requirements | 3 | 0.6 | Site rules and orientation |
| <p>17. LEGISLATIVE AND REGULATORY COMPLIANCE PROGRAM - Do you make reference to following legislative requirements where work is being performed?; violence policies and procedures; harassment policies and procedures. If yes to any of these, reference appropriate Health and Safety manual section(s).</p> | 1 | 4 | 0.8 | Procedures are in place and followed in the field | 4 | 0.8 | Documents Provided meet requirements | 4 | 0.8 | Procedures are in place and followed in the field |
| <p>18. PERSONAL PROTECTIVE EQUIPMENT PROGRAM - Do you have a policy or specific rules with respect to the use of personnel protective equipment (PPE)? Do you have a formal process in place for determining PPE requirements? If yes to any of these, reference appropriate Health and Safety manual section(s).</p> | 3 | 2 | 1.2 | PPE requirements in place but often lacking adequate supply chain | 4 | 2.4 | Documents Provided meet requirements | 4 | 2.4 | Program in place, always adequate supply on site |

Health & Safety Evaluation

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|---|------------|---------------|-----|--|---------------|---|--|---------------|-----|--|
| 19. CONTRACTOR MANAGEMENT - Do you pre-qualify subcontractors? Do you include subcontractors in: orientations, health and safety meetings, inspections, audits. If yes to any of these, reference appropriate Health and Safety manual section(s). | 5 | 1 | 1 | There is a document in place, but current H&S Field performance does demonstrate commitment | 3 | 3 | Documents Provided meet requirements. Many references to contractor management throughout the plan. | 3 | 3 | Subcontractors were managed no differently than Bidder's own personnel |
| 20. COMMUNICATIONS - Do you inform employees and subcontractors on Health and Safety alerts, programs, practices, procedures, rules, revisions and related information? Do you have a joint Health and Safety committee? Do you hold scheduled safety meetings, such as weekly general safety meetings for all crew and weekly departmental meetings for each department at all worksites? Are Health and Safety meeting minutes and attendance recorded? If yes to any of these, reference appropriate Health and Safety manual section(s). | 5 | 4 | 4 | Meetings are held, Incidents flashes are sent out, tool box talks are happening | 4 | 4 | Safety meetings, tool box talks, JOHS Committee and other communications tools all defined in the plan provided. | 4 | 4 | Weekly safety meetings are held, daily tool box talk are performed and led by supervision. There is also a JOHSC set up and meeting as required. |
| 21. SUPERVISOR SAFETY INSPECTIONS - Does your Health and Safety program outline the requirements for supervisors and employees to conduct regular Health and Safety inspections of equipment and work conditions at all worksite(s)? If yes reference appropriate Health and Safety manual section(s). | 3 | 1 | 0.6 | Documents are in place but there is no records, a lack of evidence to show consistent compliance | 4 | 4 | Inspection program documented | 4 | 2.4 | Program in place and inspections are carried out |
| 22. HAZARD REPORTING - Does your Health and Safety program require the prompt reporting of hazardous conditions at all worksite(s)? If yes reference appropriate Health and Safety manual section(s). | 5 | 4 | 4 | Reporting has been very good at the site | 4 | 4 | There are several tools used to report hazards | 4 | 4 | Reporting has been very good at the site |
| 23. HEALTH AND SAFETY TRAINING Have your employees received the required Health and Safety training and retraining? Do you have a specific Health and Safety training program for supervisors? If yes to any of these, reference appropriate Health and Safety manual section(s). | 3 | 3 | 1.8 | Bidder has hired a new training Manager and a documented process in place | 2 | 2 | Safety training in place but bidder answered no to specific supervisor training | 3 | 1.8 | Program in place and being followed |
| 24. TRAINING RECORDS - Do you have Health and Safety training records for your employees? How do you verify competency of the training (job monitoring? written test? competency check? oral test? other?). Are all training records available upon request? If yes to any of these, reference appropriate Health and Safety manual section(s). | 3 | 3 | 1.8 | Training records are maintained. | 3 | 3 | Training records are kept on available for review at project level. | 3 | 1.8 | Records are available |
| Score | 102 | 53.80 | | | 74.60 | | | 81.60 | | |
| Percentage | | 52.75% | | | 73.14% | | | 80.00% | | |
| Pass/Fail | | FAIL | | | PASS | | | PASS | | |

Minimum Pass Mark is 70%

Evaluated By Sean Lee / Chris Browne
Reviewed By _____
Date: _____

| RFP - Environmental Evaluation | | | | | | | | | | | | |
|--|--------|--|---------------------|----------------|------------------|--------------------|----------------|------------------|----------------|----------------|-------------------|--|
| Contract Reference# CH0009 | | RFP Name: Construction of North and South Dams | | | | | | | | | | |
| Bid Evaluation Plan Appendix B | Weight | Max. Score | Barnard/Pennecon JV | | | O'Connell/Dragados | | | Astaldi Canada | | | Scoring Instructions (Pass Mark 60%) |
| | | | Score | Weighted Score | Score Comments | Score | Weighted Score | Score Comments | Score | Weighted Score | Score Comments | |
| 1. MANAGEMENT INVOLEMENT, LEADERSHIP AND ADMINISTRATION | | | | | | | | | | | | |
| 1.1 Environmental Management System (ISO or Not)? | 3.0 | 3.0 | 0.0 | 0.00 | | 0.0 | 5.00 | ISO 14001 | 5.0 | 3.00 | | If ISO Score 5, If not ISO Score 3, If No System score 0 |
| 1.1a Adequacy of TOC (if provided) | 3.0 | 3.0 | 4.0 | 2.40 | Pennecon EMS | 5.0 | 3.00 | | 3.0 | 1.80 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 1.1b Adequacy of Environmental Policy (if provided) | 3.0 | 3.0 | 0.0 | 5.00 | | 5.0 | 3.00 | | 5.0 | 3.00 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 1.3 Are environmental targets developed and reviewed on a regular basis? | 3.0 | 3.0 | 4.0 | 2.40 | Project specific | 5.0 | 3.00 | Quarterly | 5.0 | 3.00 | | Yes = 5; No = 0 |
| 1.3a Adequacy of Environmental targets | 3.0 | 3.0 | 4.0 | 2.40 | | 4.0 | 2.40 | | 4.0 | 2.40 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 1.4 Has a formal system, including the use of audits and inspections, been developed to define responsibilities for verifying that environmental performance objectives are met? | 1.5 | 3.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | Yes = 5; No = 0 |
| 1.4a Adequacy of audit and inspection information | 1.5 | 3.0 | 4.0 | 1.20 | Few details | 5.0 | 1.50 | | 2.0 | 0.60 | CH0007 experience | Rank adequacy 1 - 5; If not provided Score 0 |
| 2. ENVIRONMENTAL HAZARD IDENTIFICATION AND RISK MANAGEMENT | | | | | | | | | | | | |
| 2.1 Does the Bidder conduct formal risk assessments when planning and implementing operations and activities? | 2.0 | 3.0 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | | Yes = 5; No = 0 |
| 2.2 If "Yes", does that risk assessment include environmental risks? | 1.5 | 3.0 | 5.0 | 1.50 | | 3.0 | 0.90 | Not demonstrated | 3.0 | 0.90 | Not demonstrated | Yes = 5; No = 0 |
| 2.2a adequacy of risk management system | 1.5 | 3.0 | 4.0 | 1.20 | Flow chart | 4.0 | 1.20 | Dragados | 3.0 | 0.90 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 2.3 Has a formal hazard observation program been implemented at the Bidder's worksites? | 0.5 | 3.0 | 0.0 | 0.00 | | 5.0 | 0.50 | | 5.0 | 0.50 | | Yes = 5; No = 0 |
| 2.3a Adequacy of hazard observation program | 0.5 | 3.0 | 2.0 | 0.20 | Training only | 5.0 | 0.50 | | 4.0 | 0.40 | | Rank adequacy 1 - 5; If not provided Score 0 |

Environmental Evaluation

| 3. ORGANIZATIONAL RULES AND WORK PROCEDURES | | | | | | | | | | | | |
|---|----|----|-----|--------------|------------------|-----|------|-------------|-----|------|-------------------|---|
| 3.1 Does the Bidder have documented environmental protection plans for all jobs/work activities? | 15 | 50 | 5.0 | 1.50 | | 5.0 | 1.50 | C-SEPP | 5.0 | 1.50 | | Yes = 5; No = 0 |
| 3.1a adequacy of EPP | 25 | 50 | 4.0 | Pennecon EPP | | 5.0 | 2.50 | Very good | 5.0 | 2.50 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 3.2 Does the Bidder have environmental contingency plans? | 15 | 50 | 5.0 | 1.50 | | 5.0 | 1.50 | | 4.0 | 1.20 | | Yes = 5; No = 0 |
| 3.2a adequacy of contingency plans/Does the plan outline responsibilities, available resources and actions to be taken in the event of an environmental incident? | 25 | 50 | 5.0 | 2.50 | Verg good | 5.0 | 2.50 | Very good | 2.0 | 1.00 | CH0007 experience | Rank adequacy 1 - 5; If not provided Score 0 |
| 4. EMPLOYEE KNOWLEDGE, TRAINING AND AWARENESS | | | | | | | | | | | | |
| 4.1 Does the Bidder have an environmental awareness program? | 15 | 50 | 5.0 | 1.50 | | 5.0 | 1.50 | | 2.0 | 0.60 | CH0007 experience | Yes = 5; No = 0 |
| 4.1a Adequacy of Program? | 20 | 50 | 5.0 | 2.00 | | 5.0 | 2.00 | | 2.0 | 0.80 | CH0007 experience | Rank adequacy 1 - 5; If not provided Score 0 |
| 4.2 Does the Bidder provide environmental awareness training to supervisory staff? | 20 | 50 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | | Yes = 5; No = 0 |
| 4.3 What is frequency of environmental awareness training? | 20 | 50 | 2.0 | 0.80 | Only as required | 4.0 | 1.60 | | 3.0 | 1.20 | | Score 1-5. If monthly score 5; if bimonthly score 4; if quarterly score 3; if biannually score 2; if annually score 1 |
| 4.3a Adequacy of content environmental awareness training | 20 | 50 | 2.0 | 0.80 | Only as required | 4.0 | 1.60 | Few details | 3.0 | 1.20 | Few details | Rank adequacy 1 - 5; If not provided Score 0 |
| 5. PERSONAL COMMUNICATIONS AND ENVIRONMENTAL MEETINGS | | | | | | | | | | | | |
| 5.1 Are personal communications conducted to impart environmental awareness with other workers and thereby reducing the likelihood of non compliances or environmental incidents? | 15 | 50 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | Yes = 5; No = 0 |
| 5.2 Is there a system for sharing best practices and procedures, incidents and other information across the Bidder's organization? | 10 | 50 | 5.0 | 1.00 | | 5.0 | 1.00 | | 5.0 | 1.00 | | Yes = 5; No = 0 |
| 5.3 Is there an environment committee in place? | 10 | 50 | 4.0 | 0.80 | | 4.0 | 0.80 | | 4.0 | 0.80 | | Yes = 5; No = 0 |
| 5.4 Are regular (minimum monthly) environmental meetings held at all facilities to maintain effective communication of environmental information throughout the organization and with Bidder's contractors? | 20 | 50 | 4.0 | 1.60 | | 4.0 | 1.60 | | 4.0 | 1.60 | | Yes = 5; No = 0 |
| 5.4a Adequacy of content and frequency of environmental meetings? | 15 | 50 | 4.0 | 1.20 | | 4.0 | 1.20 | | 4.0 | 1.20 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 5.5 Are minutes and records of attendance of these meetings maintained? | 05 | 50 | 4.0 | 0.40 | | 4.0 | 0.40 | | 4.0 | 0.40 | | Yes = 5; No = 0 |
| 5.5a Adequacy of meeting minutes | 05 | 50 | 4.0 | 0.40 | | 4.0 | 0.40 | | 4.0 | 0.40 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 5.6 Does the Bidder respond in writing to environmental concerns raised at environmental meetings? | 10 | 50 | 4.0 | 0.80 | | 4.0 | 0.80 | | 4.0 | 0.80 | | Yes = 5; No = 0 |

Environmental Evaluation

| 6. ENVIRONMENTAL MONITORING AND REPORTING | | | | | | | | | | | | |
|--|-----|-----|-----|------|-------------------|-----|------|--------------|-----|------|-----------------------|--|
| 6.1 Has the Bidder developed specific procedures for environmental monitoring and reporting on incidents that occur at its worksites? | 2.0 | 5.0 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | | Yes = 5; No = 0 |
| 6.1a Adequacy of monitoring and incident procedure | 1.5 | 5.0 | 5.0 | 1.50 | Daily inspections | 5.0 | 1.50 | Three step | 3.0 | 0.90 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 6.2 Does the Bidder use an EMS system to establish standards, reporting and follow up and corrective action? | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | Yes = 5; No = 0 |
| 6.2a Adequacy of this process | 1.0 | 5.0 | 5.0 | 1.00 | Comprehensive | 5.0 | 1.00 | | 2.0 | 0.40 | CH0007 experience | Rank adequacy 1 - 5; If not provided Score 0 |
| 6.3 Does the Bidder have dedicated environmental personnel? | 2.0 | 5.0 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | | Yes = 5; No = 0 |
| 6.3a Adequacy of personnel and responsibilities | 0.5 | 5.0 | 4.0 | 0.40 | Few details | 2.0 | 0.20 | HSE combined | 3.0 | 0.30 | No heavy construction | Rank adequacy 1 - 5; If not provided Score 0 |
| 6.4 Are supervisors formally trained in accident/investigations? | 1.0 | 5.0 | 0.0 | 0.00 | | 5.0 | 1.00 | | 5.0 | 1.00 | | Yes = 5; No = 0 |
| 6.4a Adequacy of training program and frequency | 0.5 | 5.0 | 0.0 | 0.00 | | 4.0 | 0.40 | | 3.0 | 0.30 | Few details | Rank adequacy 1 - 5; If not provided Score 0 |
| 7. ENVIRONMENTAL INCIDENT ANALYSIS | | | | | | | | | | | | |
| 7.1 Does the Bidder have in place a formal system for the collection, analysis, trending and evaluation of environmental incident data and statistical analysis? | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | Yes = 5; No = 0 |
| 7.2 Does the Bidder develop monthly environmental incident analysis reports, which are reviewed during management review meetings? | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 4.0 | 1.20 | | Yes = 5; No = 0 |
| 7.3 Does senior management review and comment on serious and significant environmental incidents? | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 3.0 | 0.90 | CH0007 experience | Yes = 5; No = 0 |
| 7.4 Are all incident reports followed through from recommendations to completion and closure? | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 3.0 | 0.90 | | Yes = 5; No = 0 |
| 8. LEADERSHIP TRAINING | | | | | | | | | | | | |
| 8.1 Does Bidder's management receive formal environmental management training which provides a thorough understanding of the philosophies and principles behind environmental management? | 2.0 | 5.0 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | | Yes = 5; No = 0 |
| 8.1a Adequacy of environmental management training | 2.0 | 5.0 | 4.0 | 1.60 | | 4.0 | 1.60 | NICSA | 4.0 | 1.60 | | Rank adequacy 1 - 5; If not provided Score 0 |
| 8.2 Does the Bidder's management receive an orientation to the Bidder's Environmental Management System that includes an introduction to individual accountabilities and responsibilities? | 2.0 | 5.0 | 4.0 | 1.60 | | 5.0 | 2.00 | | 5.0 | 2.00 | | Yes = 5; No = 0 |
| 8.2a Adequacy of orientation | 2.0 | 5.0 | 4.0 | 1.60 | | 3.0 | 1.20 | Few details | 3.0 | 1.20 | | Rank adequacy 1 - 5; If not provided Score 0 |

Environmental Evaluation

| 9. ENVIRONMENTAL AUDITS, INSPECTIONS AND PREVENTATIVE MAINTENANCE | | | | | | | | | | | |
|--|----|----|-----|------|--|-----|------|--|-----|------|--|
| 9.1 Is there a documented process for performing environmental audits? | 25 | 50 | 0.0 | 0.00 | | 5.0 | 2.50 | | 5.0 | 2.50 | Yes = 5; No = 0 |
| 9.2 Has a formal process been developed to ensure routine environmental monitoring? | 20 | 50 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | Yes = 5; No = 0 |
| 9.3 Does the Bidder have planned preventative measures in place to prevent environmental incidents? | 20 | 50 | 5.0 | 2.00 | | 5.0 | 2.00 | | 5.0 | 2.00 | Yes = 5; No = 0 |
| 10. CRITICAL OPERATION AND TASK ANALYSIS | | | | | | | | | | | |
| 10.1 Has a systematic approach been developed to identify and inventory all tasks based on mandatory rules, regulations and applicable codes, guidelines and standards? | 20 | 50 | 5.0 | 2.00 | | 5.0 | 2.00 | | 4.0 | 1.60 | Yes = 5; No = 0 |
| 10.2 Is there a formal process to assess the environmental requirements associated with the tasks and to mitigate the risk to ensure compliance with the requirements? | 20 | 50 | 5.0 | 2.00 | | 5.0 | 2.00 | | 3.0 | 1.20 | Few details Yes = 5; No = 0 |
| 11. SYSTEM REVIEW AND EVALUATION | | | | | | | | | | | |
| 11.1 Do the Bidder's senior management conduct regular reviews of the Environmental Management System, at least annually or at more frequent intervals, as the organization may deem necessary? | 15 | 50 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | Yes = 5; No = 0 |
| 11.1a Adequacy of reviews | 15 | 50 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | Rank adequacy 1 - 5; If not provided Score 0 |
| 11.2 Do these reviews include environmental management policies and procedures and other inputs such as the results and recommendations from environmental audits, monitoring and surveys and analysis of incident investigations? | 10 | 50 | 5.0 | 1.00 | | 5.0 | 1.00 | | 5.0 | 1.00 | Yes = 5; No = 0 |

Environmental Evaluation

| 12. STATISTICS | | | | | | | | | | | | |
|---|-------|-----|-----|-------|------|-----|-------|-------------|-----|-------|-------------------|--|
| 12.1 Number and type of directives from clients or regulators | 1.0 | 5.0 | 5.0 | 1.00 | | 5.0 | 1.00 | | 5.0 | 1.00 | | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.2 Oil spill incidents; | 1.5 | 5.0 | 1.0 | 0.30 | 9.00 | 0.0 | 0.00 | CH0006 data | 0.0 | 0.00 | CH0007 experience | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.3 Waste management incidents; | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.4 Hazardous materials incidents; | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.5 Water degradation incidents; | 1.5 | 5.0 | 5.0 | 1.50 | | 0.0 | 0.00 | CH0006 data | 0.0 | 0.00 | CH0007 experience | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.6 Air degradation incidents; and | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.7 Soil degradation incidents. | 1.5 | 5.0 | 5.0 | 1.50 | | 5.0 | 1.50 | | 5.0 | 1.50 | | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| 12.8 Total Environmental Incidents | 1.0 | 5.0 | 2.0 | 0.40 | | 0.0 | 0.00 | CH0006 data | 0.0 | 0.00 | CH0007 experience | For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5 |
| Total Weighed Scores | 100.0 | | | 82.50 | | | 92.80 | | | 79.70 | | |

Evaluation criteria 5.3 to 5.6 scored the same for all proponents as the questions were omitted from the questionnaire.

Environment and Regulatory Compliance Manager:
 Date: David Haley