



LOWER CHURCHILL PROJECT
DRAFT BID EVALUATION AND AWARD RECOMMENDATION
CD 0504 – CIVIL WORKS AND BUILDINGS HVDC SPECIALITIES

Alstom	TITLE	NAME	SIGNATURE	DATE
PREPARED BY:	LCP Change Manager	John Flitcroft		
REVIEWED BY:	Construction Manager	Antoine Tabet		
ACCEPTED BY:	Sourcing Manager	Nick Moss		
APPROVED BY:	LCP Project Director	Thierry Martin		

Company	TITLE	NAME	SIGNATURE	DATE
REVIEWED BY:	Sr. Contracts Administrator	Anthony Jackman		
REVIEWED BY:	Sr. Contracts Administrator	Pierre Sasseville		
REVIEWED BY:	Area Manager – HVdc Converters and Transition Compounds	Ken Almon		
REVIEWED BY:	Deputy Project Manager – HVdc Specialties	Trina Troke		
REVIEWED BY:	Civil Engineering Lead – HVdc Specialities	Blair Mc Niven		
APPROVED BY:	Project Manager – HVdc Specialities	Darren DeBourke		

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1 PURPOSE

The purpose of this document is to provide the results of the Bid Evaluation and to make an award recommendation for CD 0504 Civil Works and Buildings for HVdc Specialties.

The Award Recommendation is based on evaluating the following criteria:-

- Commercial
- Technical
- Quality
- Health and Safety
- Environmental
- Benefits
- Risk Management

The Bid Evaluation was completed in accordance with the approved Bid Evaluation Plan dated 17-Mar-2015. ([Attachment2](#))

2 RECOMMENDATION

The Overall Scoring Matrixes are included in [Attachment Appendix 1](#). Bidders are scored as follows:

Soldiers Pond	Overall Score	Muskrat Falls	Overall Score	Churchill Falls	Overall Score
<u>H.J. O’Connell Construction</u> <u>H.J. O’Connell Construction</u>	<u>72.64</u>	Pomerleau Limited	<u>72.7</u>	Pomerleau Limited	<u>72.7</u>
<u>Pomerleau Limited</u> <u>Pomerleau Limited</u>	<u>69.4</u>	H.J. O’Connell Construction	<u>69.4</u>	H.J. O’Connell Construction	<u>69.4</u>
				<u>Johnson Construction</u>	<u>48.0</u>
<u>Pennecon Limited</u>	<u>Pennecon Limited</u>	<u>Johnson’s Construction</u>			
		<u>Pennecon Limited</u>			

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Based on the above, ~~and in accordance with the included evaluation,~~ it is recommended that a Limited Notice to Proceed (LNTP) is issued to the following Bidders followed by Agreement Award on, or before, 08-June-2015. The LNTP will allow time for final agreement on the documents including the Articles and Exhibit and will allow further cost optimization. Most importantly the LNTP will allow the Bidder to mobilize.

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1. Package CD 0504–001 Civil works and Buildings for HVdc Specialties – Soldiers Pond is awarded to H.J. O’Connell Construction for an estimated total contract value of **\$32,133,377.63.** ~~XXM.~~
2. Package CD 0504–002 Civil works and Buildings for HVdc Specialties – Muskrat Falls and Churchill Falls is awarded to Pomerleau Limited for an estimated total contract value of **\$67,176,430.73** ~~XXM.~~

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3 BIDDERS LIST



RFPs were issued to the following approved Bidders:-

- Pittman’s Enterprises
- Chimo Construction
- Canam Division of Canam Group
- EBC Inc.
- H.J. O’Connell Construction
- Johnson’s Construction
- Marco Maritimes Limited
- N.D. Dobbin
- Olympic Construction
- Pennecon Limited
- Pomerleau Limited
- Robertson Building Systems Limited
- Valard Construction LP

The following Bidders submitted an offer:-

- H.J. O’Connell Construction
- Johnson’s Construction ¹
- Pennecon Limited
- Pomerleau Limited

Note ~~1-1~~: Only offered a proposal for work at Churchill ~~F~~falls

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4 SCOPE

This RFP package includes the following civil works and buildings for the ~~Agreement number~~ ~~CDnumbers~~ CD 0501 and CD 0502. The works is to be carried out in 2015/6.

HVdc Converter Station at Soldiers Pond and Muskrat Falls:-

- o Building Foundations and buildings for Valve Hall & Control Building, walls, slabs and cable accesses
- o Six Delta Star Converter Transformer foundations
- o Six Delta Star Converter Transformer oil spill containments
- o Convertor Transformers firewalls and footings
- o One Spare Converter Transformer foundation
- o Spare transformer oil spill containments
- o Oil/water separator
- o Gantries Foundations
- o Miscellaneous equipment footings and piers including Valve Coolers, and HVAC equipment.
- o Fuel tank foundations
- o Generator foundations
- o Domestic/Potable Water and Sewage connections

AC Substation at Soldiers Pond, Muskrat Falls and Churchill Falls new station & Extensions:-

- o Control Buildings Foundation
- o Yard equipment foundations for (CB, DS, CT, PT, SA, PI, Cable terminations).
- o Gantries foundations
- o GIS Building and Foundations at Muskrat Falls and Churchill Falls
- o Transformer Foundations
- o Transformer oil spill containments

5 RFP SCHEDULE

RFPs were first issued on 13-Feb-2015 with a closing date of 23-Mar-2015, several addendums were issued (detailed below) and final bid closing was 11-May-2015.

All proposals for the first issue of the RFP were received on the closing date and were opened on 24-Mar-2015 at Alstom’s office in La Prairie, Quebec.

Following the first round of Bidder clarification meetings held on 31-Mar-2015 and 1-Apr-2015, Bidders were asked to review their offers to correct errors and omissions, reduce the cost and offer alternatives that would reduce the overall cost. The revised offers were received from Bidders on 09-Apr-2015 and opened at 16:00H EST in La Prairie, Quebec.

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Second round Bidder clarification meetings were held in St John’s on 22-24 April 2015 to further clarify and reduce costs (this second round did not include Pennecon as their prices were significantly higher than their competition). Revised offers were received from Bidders on 27-Apr-2015 and opened at 16:00H EDT in La Prairie, Quebec. A revised Bill of Quantities (BOQ) was sent on 27-Apr-2015 to Pomerleau and HJOC for the Soldiers Pond Site reflecting the latest quantities from CW Engineer. Revised offers based on the revised BOQs were received from Bidders on 30-Apr-2015 and opened at 16:00H EDT in La Prairie, Quebec.


On 30-Apr-2015, revised BOQs and drawings were sent to Pomerleau and HJOC for the Muskrat Falls and Churchill Falls sites reflecting the latest design and quantities from CW Engineer, revised prices offers based on these BOQs were received from Bidders on 06-May-2015 and opened at 16:00H EDT in La Prairie, Quebec.

The further negotiations took place on 08-May-2015, revised information including re-pricing were received at 12.00H EDT in La Prairie Quebec.

6 EVALUATION TEAM

Alstom Evaluation Team	Representative
Commercial	Thierry Martin Walter Feletto Jean-Luc Baudry Nick Moss John Flitcroft Kenza Arab Tony Pilgrim
Technical	Antoine Tabet Ion Nicolau (as the delegate of Antoine Tabet Mazhar Khan Innocent Ariajegbe
Project Controls	Myrtelle Chery John Flitcroft
Quality	Driss Abdellahi Michel Raymond
Risk Management	Kenza Arab
Provincial Benefits	John Flitcroft
Health, Safety, and Environment	Josiane Kratzenberg
Legal	Marie-Catherine Girouard

Bold = lead

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LCP Evaluation Team

LCP Evaluation Team	Representative
Commercial	Anthony Jackman Pierre Sasseville
Technical	Blair Mc Niven
Project Controls	Tanya Power
Legal	Aiden Meade

7 EVALUATION CRITERIA

The following weighted evaluation criteria were agreed by the Evaluation Team and used to assess Bidder's Proposals.

<u>Criteria</u>	<u>Weighted Rating (%)</u>
Commercial	65%
Technical	35%
Quality	Pass/Fail
Risk Management	Pass/Fail
Provincial Benefits	Pass/Fail
Health & Safety	Pass/Fail
Environmental	Pass/Fail

For Health & Safety, Bidders had to obtain a score of 70% or greater to pass. For Environmental, Quality, Provincial Benefits, Risk Management, Bidders had to obtain a score of 60% or greater to pass. All bidders passed the Quality, Risk Management, Provincial Benefits and Health, Safety and Environmental criteria.

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8 COMMERCIAL EVALUATION

The initial review of the Bidders price breakdown indicated a number of areas where Bidders were significantly above the Contractor internally evaluated pricing and ultimately above the Contractor Budget. Bidders were called to a series of meetings to present their offers and to explain the cost variances from the CW Engineer Budget as well as the rationale for their commercial exceptions.

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After the Bidder meeting on 22-24 April 2015, revised prices were received from Bidders on 27-Apr-2015. After analysis of these prices it was decided that we should only continue the process with HJOC and Pomerleau; the other Bidders having such high price it was not considered necessary to go any further with them.

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Only offers that met the CW Engineer Technical Requirements were considered for the purpose of the evaluation. However Bidders did make alternative offers, these offers have not been technically evaluated and although significant, do not change the commercial ranking. Further analysis of these alternatives will take place before Agreement Award.

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Bidders were called to meetings on 08-May-2015 to review the remaining commercial exceptions and to review and explain the pricing of the BOQs. Reviewed prices were received on 11-May-2015 as well as the response to the remaining commercial exceptions. This Award Recommendation is made on the basis of these responses. Whilst there are further discussions and clarifications to be made with the Bidders, in the opinion of the CW Engineer, the Award Recommendation can now be made.

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In parallel to the issuance of the LNTP and finalization of the Agreement further discussions and clarifications will be made with Bidders up to the point of Agreement signature.

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Bid Opening records are included as Attachment 3.

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8.1 SCHEDULE OF PRICE BREAKDOWN

The Commercial Bid Tabulation is included in Attachment 43.



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~~Because Pennecon's price was significantly higher than other Bidders, the evaluation process was discontinued for Pennecon after the first round of commercial and technical clarifications.~~

Commented [AJ1]: Expect a table here with high level summary of Bidders Prices by site. Also should show summary of when offers were submitted based on the revised offers received by Alstom.

8.2 NORMALIZATION

No normalization of the Bidders offers was considered necessary as the scope is sufficiently well defined and the initial set of exceptions from the Bidders have been priced by the Bidders and included in the evaluated price.

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8.3 LIQUIDATED DAMAGES

When the RFP was issued, the Company’s and CW Engineer’s position was to include Liquidated Damages (LDs) if the successful Bidder didn’t achieve specified milestones. Pennecon, Pomerleau and HJOC made exception to the initial proposal but in later negotiations HJOC made a counter proposal limiting the maximum LD’s to \$1.2M (at \$15k per day). and Pomerleau accepted the original proposal. Pomerleau agreed to the original RFP requirements but have commented that they would seek alternate arrangements before Agreement Award.

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- Commented [AJ2]: What was the counter proposal?
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8.4 PERFORMANCE SECURITY

The prices for two forms of performance security were requested from Bidders; Letter of Credit (LOC) and Bond (Performance Bond and Labour and Material Payment Bond). The price was requested as a cost per thousand dollars of Contract price.

- Commented [AJ3]: Not correct

The prices offers are tabulated below.

Type of Security	H.J. O’Connell Construction	Pomerleau Limited
<u>Labour and Material Payment Bond (refer to Article 7) Bond \$ per \$K</u>	<u>11.10</u>	<u>1.403.05</u>
<u>Letter of Credit OC \$ per \$K</u>	<u>14.50</u>	17.50



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The recommendation of the CW Engineer to Company is to use Labour and Material Payment Bond Bonds as the performance security based on the security prices offered.

Based on the Award recommendation the costs of the Labour and Material Payment Bond would be as follows.

<u>Soldiers Pond</u>	<u>Cost</u>	<u>Muskrat Falls</u>	<u>Cost</u>	<u>Churchill Falls</u>	<u>Cost</u>
<u>H.J. O’Connell Construction</u>	<u>\$35,346.71</u>	<u>Pomerleau Limited</u>	<u>\$53,975.52</u>	<u>Pomerleau Limited</u>	<u>\$40,071.48</u>

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Nalcor Treasury’s Creditworthiness Report is included in Attachment 115.

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8.5 ARTICLE EXCEPTIONS

With the exception of Johnson Construction all Bidders made exceptions to the Articles.

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The following is a list of the main points that still need to be settled with the Bidders selected for Award Recommendation.

Pomerleau

Whilst Pomerleau reinstate their commitment to meet the delivery dates, they request opportunity to look at alternative to foster a partnership approach with fewer penalties including Liquidated Damages.

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For changes they require a 10% mark-up on materials, equipment, subcontractors and other miscellaneous expenses.

For dispute resolution, they request an accelerated process with 10 day where it currently stats 30 days for the different steps in Exhibit 15. They suggest a \$250k maximum for change orders that remain unsettled.

There are still a number of other less significant points related to the Articles and Exhibits 2, 14 and 15 to resolve.

HJOC



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For HJOC two points remain for clarification before Agreement Award. Consequential Damages, additional wording is requested and for Termination for Convenience, they request demobilization and third party cancellation costs.

Pomerleau and HJOC

At this time the exceptions have been reviewed by Company and CW Engineer but not settled with the Bidders. The main points for further discussion are the Liquidated Damages and Warranty.

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Notwithstanding the above, it is expected that bringing conclusion to the exceptions with both parties during the coming few days. This will be a relatively short process, requiring no more than one or two meetings to resolve.

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9 TECHNICAL EVALUATION

The Technical Evaluation focused on the Bidders execution plan.

Commented [AJ4]: Company had requested further comments on Bidder's proposed execution plan wrt gravel supply at MF and CF, concrete supply at CF, manpower loading , etc.; however, this has been omitted from this copy of the award recommendation.

The Technical score are as follows:-

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- H.J. O'Connell Construction 64.6%
- Johnson's Construction 54.2%
- Pennecon Limited 67.4%
- Pomerleau Limited 65.0%

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All Bidders scored poorly on Project Controls. Whilst at the Bidder meetings it was confirmed that the Milestones would be respected, this was not fully detailed in the Bidder's proposed schedules for the work. On analysis the discrepancy lack of detail at this stage was determined to be acceptable tolerable, with the current level of details in the schedule, so has not been developed further with the Bidders. It will need to be carefully Confirmation of Bidder ability to meet the schedule was confirmed and number of times.

Commented [AJ5]: What discrepancy, explain.

Commented [AJ6]: This sentence is not clear

Commented [AJ7]: Regardless whether this document is a draft, was this document quality checked before submitting to Company


The score of HJOC, Pennecon and Pomerleau are very similar. To note however, at the first Bidder clarification meetings it was apparent that Pomerleau were less aware of some of the difficulties that could be encountered at Muskrat Falls related to the remote location and Union practices. This is understandable as they are less experienced on this site or similar sites. At Churchill Falls it was also apparent that Pomerleau did not have a clear understanding of the difficulties of working in a live substation in fact they made an exception (which is now withdrawn) that the Substation needs to be de-energised during all of the works. At the second Bidder clarification meeting with Pomerleau, it was clear that they had carried out significant investigations since the first meeting and well prepared with an apparent full understanding of the issues that they failed to show a good understanding at the first meeting.

Commented [AJ8]: Is this statement correct? Believe Pomerleau stated they were part of joint venture that did work on Bulk Excavation at MF. Please investigate.

Commented [AJ9]: Did this result in a cost impact to Pomerleau's price?

HJOC are experienced both working with Company and with the Project Sites. This came through on the meetings and clarifications.

One area of note is the concrete supply strategy for Churchill Falls. Both Johnson Construction and HJOC took the approach of mobilizing a concrete batch plant and rock crusher. Pomerleau

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~~have made commercial arrangements with an existing supplier to Astaldi.~~

Johnson Construction indicated in many ~~places~~ parts of their technical response that they would only be able to provide details on Contract award though they have been receptive to verbal clarifications ~~this gave them a low score compared to other Bidders.~~

Pennecon, whilst experienced with Company and familiar with the sites, had priced significantly higher than other Bidders but offered no significant technical advantage.
~~It was observed that this organization is much leaner than other Bidders.~~

Commented [AJ10]: explain

The Technical Evaluation is included in ~~Attachment~~ appendix 5.

10 HEALTH & SAFETY EVALUATION

The Health and Safety Evaluation is included in ~~Attachment~~ appendix 6.

11 ENVIRONMENTAL EVALUATION

The Environmental Evaluation is included in ~~Attachment~~ appendix 7.

12 QUALITY ASSURANCE EVALUATION

The Quality Evaluation is included in ~~Attachment~~ appendix 8.

13 BENEFITS EVALUATION



The Provincial Benefits Evaluation is included in ~~Attachment~~ appendix 9.

14 RISK MANAGEMENT EVALUATION

The Risk Management Evaluation is included in ~~Attachment~~ appendix 10.

15 ATTACHMENTS

- Attachment 1 – Overall Scoring Matrix
- Attachment 2 – ~~Bid Evaluation Plan~~ Executive Summary
- Attachment 3 – ~~Bid Opening Records~~ Bid Opening Record
- Attachment 4 – ~~Commercial Bid Tabulation~~ Commercial Evaluation
- Attachment 5 – Technical Evaluation
- Attachment 6 – Health and Safety Evaluation
- Attachment 7 – Environmental Evaluation


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Attachment 8 – Quality Assurance Evaluation

Attachment 9 – Benefits Evaluation


Attachment 10 – Risk Management Evaluation

[Attachment 11– Nalcor Treasury’s Creditworthiness Report.](#)

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Attachment 1

Overall Scoring Matrix


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Attachment 2

Bid Evaluation Plan~~Executive Summary~~


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~~[INSERT ESTIMATED CONTRACT VALUE AND COMPARISON TO BUDGET HERE—
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Attachment 3

~~Bid Opening Record~~ ~~Bid Opening Record~~

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Attachment 4

Commercial Bid Tabulation~~Evaluation~~

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Technical Evaluation

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Health and Safety Evaluation

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Environmental Evaluation



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Quality Assurance Evaluation


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Attachment 9
Benefits Evaluation

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Risk Management Evaluation

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Attachment 11

Nalcor Treasury's Creditworthiness Report.

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