



# Ottawa LRT Stage-2

## Confederation Line Extension

## Trillium Line Extension

# RFP Evaluations Training

August 8 - 9, 2018. Draft, Private & Confidential. For discussion purposes only.



# Introduction



## Purpose

To provide Participants with an overview of the Evaluation process including:

- a. The Evaluation Framework;
- b. Roles and Responsibilities; and
- c. Key issues that Participants may face during evaluations

## Contents

- Background and Participant Structure
- Evaluation Framework: Purpose and Objectives
  - A. Framework Outline
  - B. Key Documents
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  - D. Participants and Participants Agreement & Undertakings
  - E. Evaluation and Scoring
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    - IV. Conflicts
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  - G. Documentation
- Schedule
- Key Takeaways and Contact Information

# Background



## Trillium Line

- *Technical Submission* component of their Proposals are due on August 10, 2018 before 3:00:00 pm local time
- *Financial Submission* component of their Proposals are due on September 21, 2018 before 3:00:00 pm local time
- Proponents can submit an amended PBS-1 Works Schedule, which will form part of the Technical Submission, at the Financial Submission Deadline

## Confederation Line

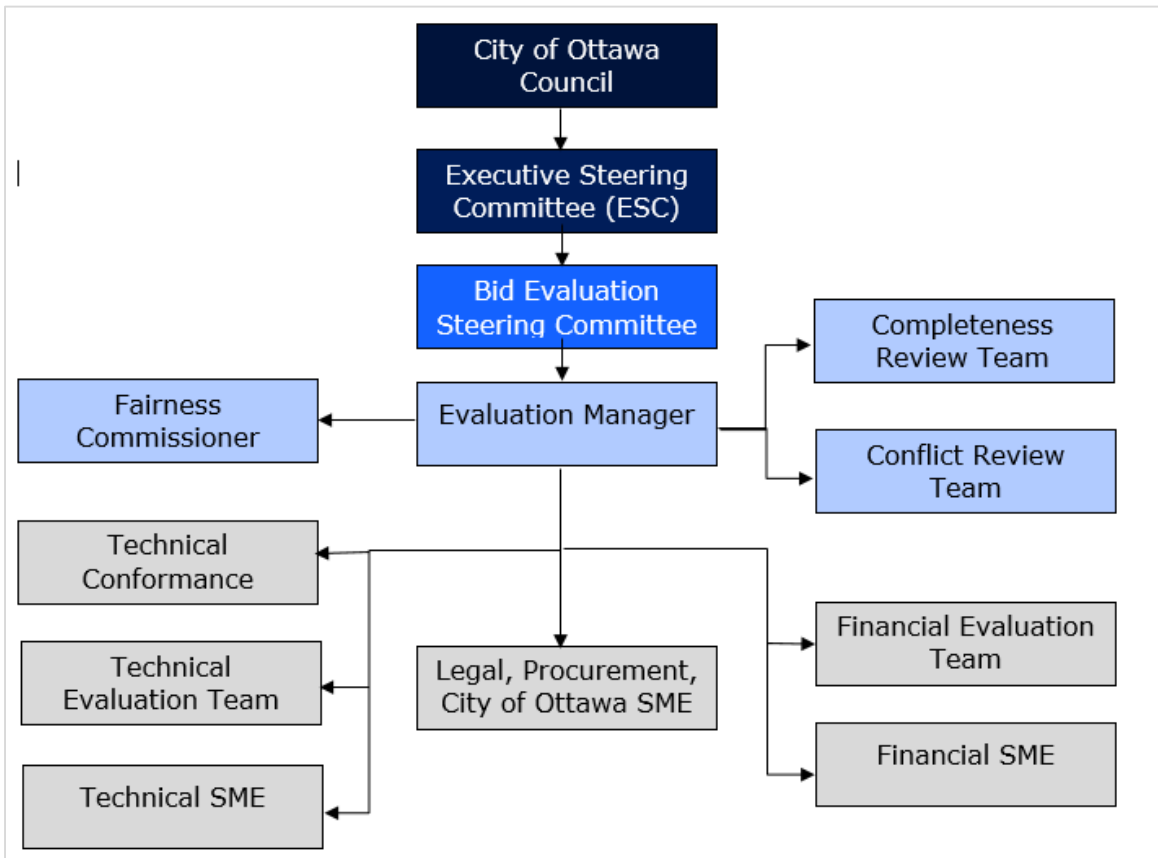
- *Technical Submission* component of their Proposals on August 31, 2018 before 3:00:00 pm local time.
- *Financial Submission* component of their Proposals on October 5, 2018 before 3:00:00 pm local time.
- Proponents can submit an amended PBS-1 Works Schedule, which will form part of the Technical Submission, at the Financial Submission Deadline

	Trillium Line	Confederation Line
RFP Issuance	07 April 2017	10 March 2017
RFP Submissions	10 July 2018	08 May 2017
Prequalified Parties	<b>TEA:</b> Plenary, Colas, Tomlinson, Plan Group	<b>EWC:</b> Kiewit, Vinci
	<b>TLink:</b> Fengate, Acciona, CAF	<b>CL2:</b> Bechtel, Aecon, Pomerleau, EBC
	<b>TNext:</b> SNC Lavalin	<b>CTG:</b> Ferrovial, Colas, Tomlinson
RFP Issuance	17 July 2017	26 June 2017

# Participant Structure



Evaluation Process Reporting Structure:



Key Groups	
<b>Oversight and Coordination</b>	Executive Steering Committee (ESC)
	OLRT Bid Evaluation Steering Committee (BESC)
	Evaluation Manager
<b>Supporting Roles</b>	Evaluation Coordinators
	Fairness Commissioner
	Conflict Review Team
	Completeness Review Team
<b>Evaluation Teams</b>	Technical Conformance Review Team
	Technical Evaluation Team
	Financial Evaluation Team
<b>Supporting Roles</b>	Subject Matter Experts (SMEs)
	Legal, Procurement and City SME

# Evaluation Framework



The Evaluation Framework is a project-specific document outlining the key considerations, timelines and participants of the RFP evaluation process. The Evaluation Framework is approved by the Evaluation Committee.

## Objectives

- Outlines how evaluations should be undertaken in a manner consistent with the RFP;
- Describes decision making authority;
- Identifies participants and roles and responsibilities; and
- Ensures that the evaluation process is carried out in a fair, open and transparent manner.

Notwithstanding any other provision of the Evaluation Framework including in the Worksheets, in the event of a **conflict or inconsistency** between the Request for Proposal and the Evaluation Framework, the **provisions of the Request for Proposal shall prevail.**

# A. Framework Outline

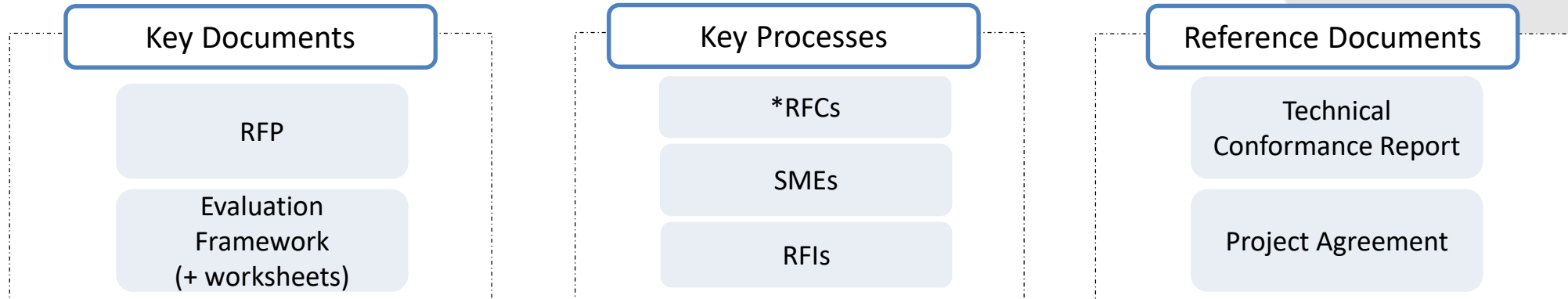


Section	Purpose
Main Body	Specifies Participants roles and responsibilities, Evaluation Steps and Procedures
Appendix 1 - Participant Agreement and Undertaking (PAU)	To be completed and submitted electronically by all Participants <b>prior to accessing the Proposals</b> . Deals with Confidentiality, Training, and Conflicts of Interest
Appendix 2 – OLRT Bid Evaluation Steering Committee Sign-Off Form	To be executed at the completion of RFP Evaluation Process
Appendix 3 – Conflict Review Sign-Off Form	To be executed at the completion of RFP Evaluation Process
Appendix 4 – Completeness Review Team Sign-Off Form	To be completed by the Completeness team for each Proponent’s Proposal prior to distribution to evaluators
Appendix 5 – Technical Conformance Team Sign-Off Form	To be executed at the completion of the Technical Conformance consensus review process
Appendix 6 – Technical Evaluation Team Sign-Off Form	To be completed by the applicable Evaluation Team members for each Proposal; provides instructions to the teams on the evaluation of the Proposals.
Appendix 7 – Financial Evaluation Team Sign-Off Form	To be completed by the applicable Evaluation Team members for each Proposal; provides instructions to the teams on the evaluation of the Proposals.
Appendix 8 – List of Participants	Lists all Participants in the Evaluation
Appendix 9 – Evaluation Work Plan and Schedule	Outlines the Evaluation steps and timelines
Appendix 10 – Organizational Chart	Evaluation process reporting structure

# B. Key Documents



The following key documents are available during evaluations and evaluation process participants as required:



## Request for Clarification (RFC) Process



### Note:

1. RFCs – clarification requests can be done during both the conformance review and technical evaluation
2. RFIs – clarification through previous RFI responses can be accessed through the Evaluation Manager

# C. Role of Participants (1 of 4)



## Oversight and Coordination:

Group	Key Responsibilities
<b>Executive Steering Committee (ESC)</b> [Accountable to the City of Ottawa Council]	<ul style="list-style-type: none"> <li>• Receive reports, presentations and makes decisions on matters of substance related to the RFP evaluation raised by the OLRT Bid Evaluation Steering Committee.</li> <li>• Rule on any material non-conformance issues, taking advice from the OLRT Bid Evaluation Steering Committee.</li> <li>• Endorse the recommendation of the Preferred Proponent at the completion of the Evaluation Process for approval by the City of Ottawa Council.</li> </ul>
<b>OLRT Bid Evaluation Steering Committee (BESC)</b> [Accountable to the ESC]	<ul style="list-style-type: none"> <li>• Ensuring the process is conducted in accordance with the RFP</li> <li>• Ensuring all required due diligence has been conducted</li> <li>• Execute sign-off form as set out in Appendix 2 to the Evaluation Framework indicating receipt of evaluation results</li> </ul>
<b>Evaluation Manager</b> [Central resource for all Participants]	<ul style="list-style-type: none"> <li>• Facilitating all meetings and communications including key processes (e.g., RFCs)</li> <li>• Secure document administration</li> <li>• Support all Participants in the evaluation process</li> </ul>



# C. Role of Participants (2 of 4)



## Supporting Roles:

Group	Key Responsibilities
<b>Evaluation Coordinators</b>	<ul style="list-style-type: none"> <li>Supports the Evaluation Manager</li> </ul>
<b>Fairness Commissioner</b> [Third party verification that the procurement has been conducted in a fair, open and transparent manner in accordance with the RFP]	<ul style="list-style-type: none"> <li>Providing fairness monitoring services and process support</li> <li>Observing meetings and reviewing communications</li> <li>Providing a fairness report at the conclusion of the process</li> </ul>
<b>Conflict Review Team</b> [Ensure that all Participants, Proponents and Team Members are clear of conflicts of interest and that any potential conflicts are mitigated]	<ul style="list-style-type: none"> <li>Reviewing conflicts disclosed by Proponents and Participants</li> <li>Making recommendations on mitigation measures</li> <li>Execute Appendix 3 to the Evaluation Framework which summarizes the conflicts reviewed</li> </ul>
<b>Completeness Review Team</b> [Ensure that all Proposals are legally compliant and substantially complete]	<ul style="list-style-type: none"> <li>Reviewing each Proposal against the form contained in Appendix 4 to the Evaluation Framework, and flagging all issues</li> <li>Compiling a list of all individuals and team members named in each Proposal</li> <li>Disclosing conflicts to the Conflict Review Team</li> </ul>

# C. Role of Participants (3 of 4)



## Evaluation Teams:

Group	Key Responsibilities
<b>Technical Conformance Team</b> [Review of Technical Submission to ensure material conformance with technical aspect]	<ul style="list-style-type: none"><li>• Secure and keep confidential the Technical Submissions, working papers and worksheets</li><li>• Conduct a detailed review of technical proposals to determine conformance or deficiencies with the RFP Technical Requirements</li><li>• Complete Technical conformance report to inform the Technical Evaluation</li></ul>
<b>Technical Evaluation Team</b> [Review and evaluate all Technical Proposals]	<ul style="list-style-type: none"><li>• Secure and keep confidential all working papers, worksheets and Technical Submissions</li><li>• Evaluate all Technical Submissions against the criteria provided in the RFP and reflected in the relevant worksheet</li><li>• Participate in consensus meetings</li><li>• Execute Appendix 6 to the Evaluation Framework</li></ul>
<b>Financial Evaluation Team</b> [Review and evaluate all Financial Proposals]	<ul style="list-style-type: none"><li>• Secure and keep confidential all working papers, worksheets and Financial Submissions</li><li>• Evaluate all Financial Submissions against the criteria provided in the RFP and reflected in the relevant worksheet</li><li>• Lead participates in conformance consensus meetings</li><li>• Execute Appendix 7 to the Evaluation Framework</li></ul>

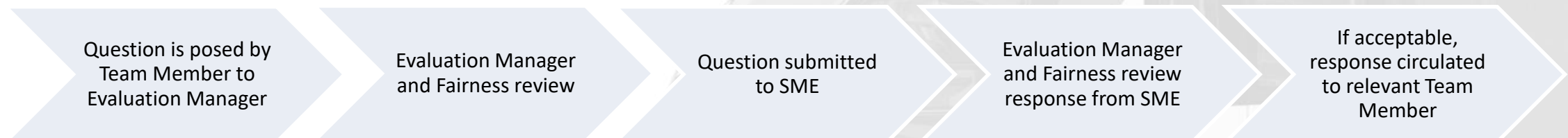
# C. Role of Participants (4 of 4)



## Supporting Roles:

Group	Key Responsibilities
<b>Subject Matter Experts</b> [Provide expertise as required, on certain aspects of the Proposals]	<ul style="list-style-type: none"> <li>• Providing responses to questions posed by the team</li> <li>• May be requested to attend meetings as an observer who is available for questions</li> </ul>
<p><b>Notes on use of SME's:</b></p> <ul style="list-style-type: none"> <li>– SME's do not evaluate or score the Proposals. SME's participation should not influence scoring, only to understand technical and financial points</li> <li>– SME's are to be used to clarify points for evaluators when their expertise is required; assist evaluation team members needing technical clarification in order to score a specific Proposal section</li> <li>– SME comments are to be used at the Evaluation Manager's discretion</li> </ul>	

### \*SME Engagement Process



# D. Participants



## Participants List:

Key Groups			
<b>Executive Steering Committee (ESC)</b>	<b>OLRT Bid Evaluation Steering Committee (BESC)</b>	<b>Evaluation Teams</b>	<b>Evaluation Manager</b>
<ul style="list-style-type: none"> <li>• Steve Kanellakos, City Manager</li> <li>• John Manconi, GM, Transportation Services</li> <li>• Marian Simulik, Treasurer</li> <li>• Brian Guest, Boxfish Group</li> <li>• Rick O’Connor, City Solicitor and City Clerk</li> <li>• Chris Swail, Director, O-Train Planning, Transportation Services</li> </ul>	<ul style="list-style-type: none"> <li>• Geoff Gilbert, Norton Rose Fulbright</li> <li>• Simon Dupuis, Manager, Procurement and Funding, City of Ottawa</li> <li>• Raquel Gold, Technical Procurement Lead</li> <li>• Remo Bucci, Transaction Lead, Deloitte</li> </ul>	<p><u>TRI Technical:</u></p> <ul style="list-style-type: none"> <li>• Peter Schwartzentruber (OE), Al Klag (OE), Russ Hoas (City), Colleen Connelly (City), Michael Morgan (City)</li> </ul> <p><u>Confed Technical:</u></p> <ul style="list-style-type: none"> <li>• Keith Mackenzie (OE), Kim Howie (OE), Colleen Connelly (City), Michael Morgan (City), Al Klagg (OE)</li> </ul> <p><u>Financial:</u></p> <ul style="list-style-type: none"> <li>• Mohammed Mehany (Deloitte), Ash Hashim (Deloitte), Isabelle Jasmine (City), Denise Lamoureux (City), Jeff Sward (City Advisor)</li> </ul>	<ul style="list-style-type: none"> <li>• Emily Marshall-Daigneault, City of Ottawa</li> </ul>

# D. Participants Agreements (1 of 2)



**Three Agreements and Undertakings are to be signed by ALL Participants (including SMEs):**

1. Code of Conduct
2. Confidentiality Agreement and Undertaking
  - Confidentiality, Compliance with RFP and Evaluation Framework
3. Conflict of Interest Agreement and Undertaking
  - RFP responses opened by the Completeness and Conflict of Interest Review Team
  - Applicants' Schedule 1 to form C-1 of the RFP – Participant Conflicts Screening List to inform Schedule A
  - Participants provided with a completed Schedule A
  - Participants **complete Schedule B and sign the agreement**
  - Disclosed relationships to be referred to the Conflict Review Team and to Fairness
  - Cleared Participants start reviewing the RFP responses

# D. Participants Agreements (2 of 2)



## Schedule A - Conflict of Interest Agreement and Undertaking:

### Schedule A

[Instructions: Completeness and Compliance Review Team to list the Prime Team Members and the Team Members]

Name of Individual	Name of Firm
Tom Cruise	Hollywood Inc.
Matt Damon	Hollywood Blvd.
Angelina Jolie	XYZ Stars

## Schedule B - Conflict of Interest Agreement and Undertaking:

### Schedule B

**The Participant declares** that the following is a list of all the interests, activities or relationships which the Participant, and or any member of their immediate family have with the entities listed in Schedule A.

[Instructions: To be completed by Participant based on names of member firms of all of the Applicants listed in Schedule A]

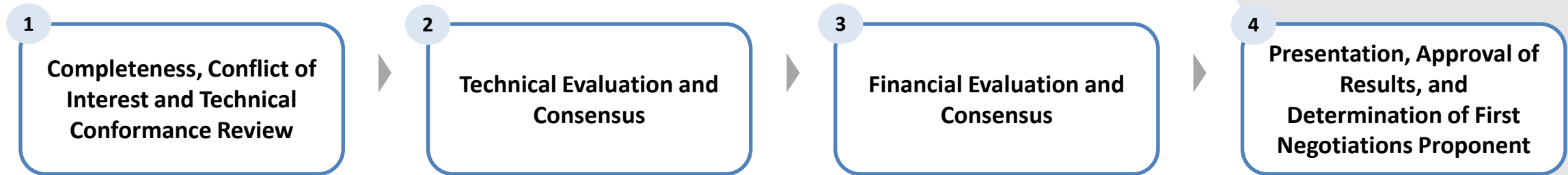
Name of Individual	Name of Firm

**[NTD: updated schedules for RFP to be provided]**

# E. Evaluation and Scoring (1 of 3)



## Evaluation Process and Approach:



# E. Evaluation and Scoring (2 of 3)



## Evaluation Process and Approach:

1

### Completeness, Conflict of Interest and Technical Conformance Review

#### Completeness Review Team, Conflicts Review Team, and Technical Conformance Team

- Assess whether the required information and forms have been substantially provided (completeness and conformance)
- Remove unrequired submission pages/elements before the reviews commence (completeness and conformance)
- Develop Schedule A and Schedule B (conflict of interest)
- Identify and mitigate conflicts (conflicts of interest)
- Ensure technical conformance on all technical aspects of the RFP of each submission, related to their area of expertise for technical conformance with the PA, completing conformance checklists (conformance)

2

### Technical Evaluation and Consensus

#### Technical Evaluation Team

- Individual Review: each team member individually evaluates and ranks the submissions in accordance with the Technical Evaluation Criteria Categories set out in Section 6 of the RFP and reflected in the Evaluation Framework
- Consensus Meeting: all team members collectively conduct due diligence on, and vet their respective results (consensus scoring)
- Consultation with SMEs as required



# E. Evaluation and Scoring (3 of 3)



## Evaluation Process and Approach:

3

### Financial Evaluation and Consensus

#### Technical and Financial Evaluation Teams

- Individual Review: each team member individually evaluates and ranks the submissions in accordance with the Financial Evaluation Criteria Categories set out in Section 6 of the RFP and reflected in the Evaluation Framework
- Consensus Meeting: all team members collectively conduct due diligence on, and vet their respective results (consensus scoring)
- Consultation with SMEs as required

4

### Presentation, Approval of Results, and Determination of First Negotiations Proponent

#### Technical, Financial Evaluation Teams and OLRT Bid Evaluation Steering Committee

- Recommendation on the First Ranked Proponent based on the scores arising out of Stage 3
- OLRT Bid Evaluation Steering Committee due diligence and approval (or escalation)
- Executive Steering Committee review and approve evaluations results and recommend Preferred Proponent to Council.

# E. Evaluation and Scoring - Confed



## Scoring Criteria - Technical:

<b>B. TECHNICAL SUBMISSION</b>	<b>500</b>		<b>--</b>
<b>1. PROJECT MANAGEMENT SUBMISSION</b>	<b>110</b>		<b>70%</b>
<b>1.1 Project Governance</b>	<b>35</b>		
1.1.1 General Approach and Organizational Structure	20	10	
1.1.2 Communications & Stakeholder Management	10	10	
1.1.3 Permits, Licences, Approvals and Agreements Strategy	5	5	
<b>1.2 Program Management Plans</b>	<b>75</b>		
1.2.1 Works Schedule PBS-1	40	10	
1.2.2 Integrated Management System	15	20	
1.2.3 Environmental Management Plan	10	20	
1.2.4 Risk Management Plan	10	10	

<b>2. DESIGN SUBMISSION</b>	<b>225</b>		<b>70%</b>
<b>2.1 Civil and Guideway, Roadways, Structures and Trackwork Design Submission</b>	<b>50</b>		
2.1.1 Civil and Guideway	15	10	
2.1.2 Roadways	10	10	
2.1.3 Structures	15	15	
2.1.4 Trackwork	10	10	
<b>2.2 Utilities, Drainage and Stormwater Management, and Geotechnical Design Submission</b>	<b>40</b>		
2.2.1 Utilities	15	10	
2.2.2 Drainage & Stormwater Management	15	10	
2.2.3 Geotechnical	10	10	
<b>2.3 LRT Systems Design Submission</b>	<b>35</b>	45	
<b>2.4 Stations, Structural, Mechanical and Electrical Design Submission</b>	<b>40</b>		
2.4.1 Stations	30	30	
2.4.2 Structures	5	5	
2.4.3 Mechanical and Electrical	5	5	
<b>2.5 LMSF Design Submission</b>	<b>20</b>	15	
<b>2.6 Urban Design, Landscape Architecture Submission</b>	<b>15</b>	10	
<b>2.7 Underground Structures Design Submission</b>	<b>20</b>	15	
<b>2.8 Highway 417 Expansion Works Design Submission</b>	<b>5</b>	5	

# E. Evaluation and Scoring - Confed



## Scoring Criteria – Technical cont.:

3.	<b>CONSTRUCTION SUBMISSION</b>	<b>85</b>		<b>70%</b>
3.1	<b>Underground Structures Construction Methodology</b>	<b>30</b>	25	
3.2	<b>Emergency Response Plan</b>	<b>10</b>	20	
3.3	<b>Traffic and Transit Management Plan</b>	<b>20</b>	40	
3.4	<b>Construction Management</b>	<b>25</b>	40	
4.	<b>TESTING &amp; COMMISSIONING</b>	<b>65</b>		<b>70%</b>
4.1	<b>Systems Integration Management Plan</b>	<b>25</b>	No limit	
4.2	<b>Draft Testing &amp; Commissioning Program Outline</b>	<b>20</b>	15	
4.3	<b>Safety Management and Certification</b>	<b>10</b>	15	
4.4	<b>Reliability, Availability, and Maintainability</b>	<b>10</b>	15	
5.	<b>MOBILITY MATTERS</b>	<b>15</b>		<b>N/A</b>
5.1	<b>Mobility Matters Bus Rapid Transit</b>	<b>8</b>	5	
5.2	<b>Mobility Matters Lanes</b>	<b>7</b>	5	
6.	<b>EARLY WORKS</b>	<b>Pass / Fail (not scored)</b>	<b>No Limit</b>	<b>N/A</b>
7.	<b>PROPONENT FINAL OPTIONAL LANDS</b>	<b>Not scored</b>	<b>No Limit</b>	<b>N/A</b>

# E. Evaluation and Scoring - Confed



## Scoring Criteria - Financial:

<b>C. FINANCIAL SUBMISSION</b>	<b>500</b>		<b>--</b>
<b>1. Total Submission Price</b>	<b>450</b>		<b>N/A</b>
<b>2. Quality of Proposed Financing Plan</b>	<b>50</b>		<b>70%</b>
<b>MAXIMUM POINTS AVAILABLE</b>	<b>1000</b>		<b>--</b>



# E. Evaluation and Scoring - Trillium



## Scoring Criteria - Technical:

<b>B. TECHNICAL SUBMISSION</b>	<b>500</b>		<b>--</b>
<b>1.0 GENERAL TECHNICAL SUBMISSION</b>	<b>105</b>	<b>140</b>	<b>70%</b>
1.1 Project Management Plan	15	30	N/A
1.2 Integrated Management System	20	30	N/A
1.3 Environmental Management Plan	15	20	N/A
1.4 Construction Communications and Stakeholder Engagement	5	10	N/A
1.5 Works Schedule PBS-1	30	10	70%
1.6 Risk Management Plan	5	10	N/A
1.7 Systems Integration Management Plan (SIMP)	15	30	N/A
<b>2.0 DESIGN SUBMISSION</b>	<b>165</b>	<b>250</b>	<b>70%</b>
2.1 Civil and Guideway Design Submission	25	50	N/A
2.2 Utilities, Geotechnical, Drainage and Stormwater Management, Urban Design, Landscape Architecture	25	45	N/A
2.3 Systems Design Submission	25	40	N/A
2.4 Stations Design Submission	30	40	N/A
2.5 New Walkley Yard Design Submission	20	30	N/A
2.6 New Vehicle Fleet Design Submission	20	30	N/A
2.7 Airport Link	0	N/A	N/A
2.8 System Safety and Security Construction	10	15	N/A
2.9 Dows Lake Tunnel Design Submission	10	10	

<b>3.0 CONSTRUCTION SUBMISSION</b>	<b>105</b>	<b>130</b>	<b>70%</b>
3.1 Emergency Response Plan	10	20	N/A
3.2 Traffic and Transit Management Plan and Construction Access Management Plan	25	40	N/A
3.3 Construction Management Plan	40	40	N/A
3.4 Testing and Commissioning Plan	25	25	N/A
3.5 Health and Safety Certification	NOT SCORED	No Limit	N/A
3.6 Lane Closure Target Letter and Traffic Mobility Management Plan (Lanes) – Appendix A	5	5	N/A
<b>4.0 MAINTENANCE AND REHABILITATION SUBMISSION</b>	<b>125</b>	<b>90</b>	<b>70%</b>
4.1 Maintenance and Rehabilitation Approach to Part 1 of Schedule 15-3 of the Project Agreement;	40	30	N/A
4.2 Maintenance and Rehabilitation: Approach to Appendix A of Schedule 15-3 of the Project Agreement;	40	30	N/A
4.3 Maintenance and Rehabilitation: Approach to Appendix B of Schedule 15-3 of the Project Agreement; and	35	25	N/A
4.4 Maintenance and Rehabilitation: Approach to Appendix C of Schedule 15-3 of the Project Agreement and Schedule 23 of the Project Agreement.	10	5	N/A

# E. Evaluation and Scoring - Trillium



## Scoring Criteria - Financial:

<b>C. FINANCIAL SUBMISSION</b>	<b>500</b>		<b>--</b>
<b>1. Total Submission Price</b>	<b>450</b>		<b>N/A</b>
<b>2. Quality of Proposed Financing Plan</b>	<b>50</b>		<b>70%</b>
<b>MAXIMUM POINTS AVAILABLE</b>	<b>1000</b>		<b>--</b>



# E. Evaluation and Scoring



**Technical Scoring:** each evaluation criteria specified in the RFP will be assigned a score. The following scale may be used as a reference to determine relevant scores. Evaluators are to arrive at individual scores for each evaluation criteria and then, at consensus scoring meeting, consensus with % score from 0-100 for each rated criteria.

Grade	Description	Score Range		
		Low	Mid	High
<b>Very Poor</b>	The response fails to address the submission requirements.	0	17	34
<b>Poor</b>	Demonstrates limited understanding of the Project needs and/or limited ability to satisfy those needs. Little or no detail is provided.	35	52	69
<b>Pass</b>	Demonstrates an adequate level of understanding of the Project needs and/or a minimally adequate level of understanding that may allow the delivery of the Project.	70	75	79
<b>Good</b>	In addition to Pass criteria, demonstrates a level of understanding of the Project needs that should result in the successful delivery and/or an ability to successfully deliver those needs.	80	85	89
<b>Very Good</b>	In addition to Good criteria, demonstrates a further level of understanding of the Project needs that fully satisfies the expected requirements for the Project and demonstrates the ability to successfully delivery the Project.	90	95	100

# E. Evaluation & Scoring - Consensus



## Key Considerations:

- Consensus is not a voting exercise, all evaluators must agree with the consensus score for each criteria
- Individual notes must be submitted electronically to the Evaluation Manager **before** consensus
- Consensus notes must be created at consensus meeting based on the discussion
- When debating, make use of wording in the Proposal and RFP
- Each evaluator's views count equally, so participate actively in the meetings
- Consensus notes become the basis for OLRT Bid Evaluation Steering Committee presentation and ultimately, debriefings
- Request assistance from the Evaluation Manager to resolve an impasse.

## Best Practices:

- Evaluate against the RFP criteria and not against other Proposal
- Be consistent, evaluate each Proposal with the same methodology
- Allow each evaluator to present his/her scoring with no interruption;
- Allocate discussion times that are consistent with the scoring of each section.



# E. Evaluation & Scoring - Conflicts



## What is a conflict?

- Bias of an evaluator as a result of commitments, relationships, financial interests, or ongoing litigation involving the Proponent
- Contractual or other obligations with the Sponsors (or Participants) that are impaired by virtue of participation in the procurement
- Knowledge of confidential information that could potentially give an Proponent an unfair competitive advantage

## Who Decides?

- Conflict Review Team, reviews all disclosures and assess conflicts on a case-by-case factual basis
- Perceived, potential, or actual Conflicts of Interest may need to be mitigated in different ways, depending on measures determined by the Conflict Review Team

**Disclosure:** inform the Evaluation Manager/Fairness Commissioner of any potential or perceived Conflict of Interest, identified at any time during the Evaluation Process. If in doubt, disclose.

# F. Communication



## Regarding RFP related matters:

- **NO communication** between members of each Evaluation Team, regarding the content of the Proposals, or their evaluation or scoring, during the Individual Scoring phase
- **NO communication** with members of the other Evaluation Team (Financial or Technical) regarding the content of the Proposals, or their evaluation and scoring, during the Individual or Consensus Scoring phases
- **NO communication** with any individual outside the evaluation process, including co-workers, managers, and executives
- **NO public comment**, response to questions in a public forum, or public disclosure, promotion or advertising of their role in the Evaluation Process
- Until consensus has been reached, members of the Technical/Financial Evaluation Teams (or any of the SMEs in support of those teams) will NOT receive or be exposed to information contained in the Financial/Technical Submissions, respectively.
- **No communication/information disclosure** between the Financial Evaluation Team (or any of their supporting SMEs) and the Technical Evaluation Team or supporting SMEs in respect of the Evaluation.
- **RFC, RFI and SME engagement/clarification** to follow process outlined in section C. Role of Participants.

# G. Documentation (1 of 2)



## **Submissions receipt**

Offices of Norton Rose Fulbright Canada  
45 O'Connor Street, Suite 1500  
Ottawa, ON K1P 1A4

## **Submission Storage:**

Stage-2 Procurement Office  
180 Elgin Street, Suite 601  
Ottawa, ON

## **Completeness & Compliance, and Conflict Review:**

Offices of Norton Rose Fulbright Canada  
45 O'Connor Street, Suite 1500  
Ottawa, ON K1P 1A4

## **Consensus Meeting:**

Offices of Norton Rose Fulbright Canada  
45 O'Connor Street, Suite 1500  
Ottawa, ON K1P 1A4

## **Technical Evaluations :**

Stage-2 Procurement Office  
180 Elgin Street, Suite 601  
Ottawa, ON

## **Financial Evaluations:**

Offices of Norton Rose Fulbright Canada  
45 O'Connor Street, Suite 1500  
Ottawa, ON K1P 1A4

or

Offices of Norton Rose Fulbright Canada  
200 Bay Street  
Toronto, ON M5J 2Z4



# H. Documentation (2 of 2)



## For your information:

- **[Documents Available]** Participants of the evaluation will have access to the portions of the RFP, and Addenda to the RFP, Evaluation Framework, Evaluation Training materials, and Technical/Financial Submissions on e-Builder.
  - A folder accessible only to each conformance discipline will be created, containing Technical Conformance Worksheets
  - Technical Conformance will be held in Stage 2 Procurement Office or remotely accessible through e-Builder. Technical Evaluations will be held in Stage 2 Procurement Office. Consensus for both Conformance and Evaluations will be held at the offices of Norton Rose Fulbright Canada, Ottawa.
- **[Document Control]** Submission documents cannot be removed from the Evaluation Centres and emailing, printing, or copying of information pertaining to the Evaluation Process is not allowed in any circumstance.
  - Further, copying information pertaining to the Evaluation Process to a hard drive of a computer, laptop, or smart phone, etc. is not allowed in any circumstance.
- **[Working Papers]** Participant working papers are not to be destroyed without the prior approval of the Evaluation Manager.
  - All working papers shall be returned to the Evaluation Coordinators at the end of the Evaluation Process, and will be shredded after consultation with Legal SME.
- **[Consolidated Worksheet]** Only a consolidated team work sheet (concurrence of each Participant) will be retained as the record.

# Schedule



Timelines subsequent to evaluation training:

Milestone	Target Date (Trillium)
<b>Trillium Technical Submission</b>	August 10 <sup>th</sup> , 2018
Completeness & Conformance Check	August 13 <sup>th</sup> – 15 <sup>th</sup> , 2018
Conflict Clearance	August 13 <sup>th</sup> – 15 <sup>th</sup> , 2018
Technical Conformance Review	August 16 <sup>th</sup> – 29 <sup>th</sup> , 2018
Technical Conformance Consensus	August 30 <sup>th</sup> – 31 <sup>st</sup> , 2018
PDC/ Fairness approval of Technical Compliance Report	September 4 <sup>th</sup> , 2018
Technical Evaluation	August 20 <sup>th</sup> – September 14 <sup>th</sup> , 2018
Technical Re-Evaluation of PBS-1 Work Schedule (if necessary)	September 26 <sup>th</sup> – 27 <sup>th</sup> , 2018
Technical Evaluation Consensus	September 17 <sup>th</sup> – 21 <sup>st</sup> , 2018

Milestone	Target Date (Trillium)
Trillium Financial Submission	September 21 <sup>st</sup> , 2018
Financial Completeness	September 24 <sup>th</sup> , 2018
Financial Evaluation	September 25 - October 5 <sup>th</sup> , 2018
Financial Consensus	October 9 <sup>th</sup> – 12 <sup>th</sup> , 2018
<b>Trillium First Ranked Proponent</b>	October 15 <sup>th</sup> , 2018
<b>Preferred Proponent to Council</b>	December 12 <sup>th</sup> , 2018

# Sample Technical Conformance Worksheet



						COMPLIANCE REVIEW			
RFP Schedule 3 Part 1 - Technical Submission Requirements		Project Agreement Reference for Compliance Review	Consensus Lead	Lead Reviewer	Sub-Reviewers/ SMEs	Project Agreement (PA/PSOS) clause	Compliance (C / NC / U)	Location in proposal	Notes and Observations
3.6	Mobility Matters Lanes – Appendix A(maximum of 5 pages)	PA Schedule 7 PA Schedule 15-2 Part 1 PA Schedule 15-2 Part 7	CI	CI	--				
(1)	Requirement of Traffic and Transit Mobility Management Plan	-							
(a)	Traffic and Transit Management Plan – Lanes Summary	-							
(i)		-							
(A)	Each Proponent shall create a TTMP during the development of their Proposal upon which the Reference Lane Closures and Aggregate Target Lane Closure shall be based,,	-				Schedule 15-2 Part 7 Article 7, Schedule 7 Section 4 and Schedule 7 Appendix D	C	Package III, Section XYZ, Page 25	Conformant with the PA/PSOS requirements
(B)	The Proponent shall provide a narrative explaining the variance between the Aggregate Target Lane Closure provided in the draft Lane Closure Target Letter and the TTMP	-				Schedule 7 Section 1.11 (c) and Schedule 7 Section 4	NC	Package III, Section W2, Pages 1-5	Proponent does not explain the variance between the Target Letter and the TTMP, and both documents have substantial differences
(2)	Submittals – LANES	-							
(a)	Each Proponent shall submit the following with its Proposal:	-							
(i)	Draft Lane Closure Target Letter as required by the Project Agreement, based on the TTMP and including the Aggregate Target Lane Closure together with the Proponent's TTMP appended to the Lane Closure Target Letter.	-				Schedule 7 Appendix D, Schedule 15-2 Part 7 Article 7.1	U	Package IV	Target Letter was not provided with the Proposal
(ii)	Narrative indicating primary features included in the Proponent's TTMP and illustrating the measures incorporated into the Proponent's design. Provide a written statement of how Project Co will manage construction to ensure the measures in the Proponent's design realize their full potential.	-				Schedule 15-2 Part 7 Article 7.1	C	Package VI, Section H4	Generally conformant but proponent did not describe all the features of the TTMP
(iii)	Description and reports of any software or calculations used. Narrative describing differences between results of TTMP and Aggregate Target Lane Closure.	-				Schedule 7 Section 1.11 (c) and Schedule 7 Section 4	C	Package VII	Conformant with the PA/PSOS requirements

# Sample Individual Technical Evaluation Worksheet



		EVALUATION			
RFP Schedule 3 Part 1 - Technical Submission Requirements		Desirable Criteria	Score Range	Location in Proposal	Notes and Observations
(a)	The Proponent shall submit:				
(i)	a detailed description of its planned approach to obtain all Permits, Licences, Approvals and Agreements in a timely way that ensures compliance with the Project Agreement and the successful achievement of Substantial Completion; and	<p><b>A Very Poor response would:</b> fail to address the submission requirements.</p> <p><b>A Poor response would:</b> demonstrate an inability and / or unwillingness of the Proponent to meet, or a fundamental misunderstanding of, the project requirements.</p> <p><b>A Pass response would:</b> Provide the strategy to obtain the required Permits, Licences and Approvals in time for successful completion of the Project. A description of the record keeping and tracking approach proposed to obtaining the Permits, Licences and Approvals. Describe the process and steps for acquiring approvals. Describe, as applicable, the role of, or interface with the Sponsor concerning required permits. Describe the approach to providing the Sponsor with information required for any Permits, Licences and Approvals required to be secured by the Sponsor. Provide a detailed description of any additional required Permits, Licences, Approvals and Agreements not contained within Schedule 32 - City Permits, Licences, Approvals and Agreements to the Project Agreement.</p> <p><b>A Good response would:</b> include all the elements of a Pass Response as well as a description of the specific software to be used in the record keeping and tracking system. A summary of all permits and approvals with corresponding approval agencies and timeframe requirements to obtain approvals. Provides an individual(s) for co-ordinating all applications and securing of permits, licenses and approvals with similar experience from past projects. Identifies schedule for obtaining permits and approvals including key tasks, durations, dependencies and milestones. Identifies where permits and approvals links to the Design and Construction schedule critical path. Clearly identify what approaches will be undertaken to secure approvals for more complex components of the Project and identify these components.</p> <p><b>A Very Good response would:</b> include all the elements of a Good response as well as a demonstration of previous use of a record keeping and tracking system with lessons learned from that experience. A discussion of strategies for addressing unforeseen schedule delays. Provision of examples of past experience working with the approval bodies to obtain permits, licenses and approvals and the strategies that made those successful. Provision of an approach to the timing of submissions to address Sponsor and other approval authority workloads.</p>	80	Package III, Section W2, Pages 1-5	Proponent provides sufficient details related to their approach for PLAA with some description of record keeping initiatives. Also provides individuals responsible for such activities including schedules for upkeep. Identifies PLAA's within the Design and Construction schedule but unclear if the activities are part of the critical path. More complex components of the project not clearly identified.
(ii)	a detailed description of any additional required Permits, Licences, Approvals and Agreements not contained within to Schedule 32 - City Permits, Licences, Approvals and Agreements to the Project Agreement.				

# Key Takeaways



- [Read]** key documents including relevant portions of the RFP, Project Agreement and Evaluation Framework
- [Sign and Submit]** Participant Agreement and Undertaking to Evaluation Manager
- [Confirm]** Date and location of evaluation activities
- [Individual Worksheets]** must be submitted electronically before consensus
- Maintain confidentiality of the process





# Questions?



## Evaluation Manager Contact Information:

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