

Real Property Services Management Contracting Directorate

Request for Information (RFI)

Department of National Defence - 5 Wing Goose Bay Site Support Services

1. Purpose and Nature of this RFI

This RFI is a consultation initiative by which Public Services and Procurement Canada (PSPC) is requesting Industry feedback to assist with the development of the site support services requirement on behalf of the Department of National Defence (DND) for the Canadian Forces military base, 5 Wing located in Goose Bay, Newfoundland and Labrador.

The objective of this RFI is to solicit relevant feedback that could enable effective and economical sustainment of the delivery of the required site support services at 5 Wing Goose Bay.

2. Background Information

5 Wing Goose Bay reports to 1 Canadian Air Division and supports North American Aerospace Defence Command (NORAD) operations for the projection of air power on the north and northeast coasts of Canada. 5 Wing also conducts and supports a wide variety of operations, including both joint and combined training for the Canadian Armed Forces (CF), our Allies and NORAD. The base is self-sustaining in the functions of transportation, accommodation, supply, maintenance and food services. The base is responsible for the maintenance of ranges, training facilities and training areas within its confines, capabilities and mandate, in order to provide administrative and training support to units using the facility. Training support includes vehicles, equipment and training areas for individual and collective training.

The roles of 5 Wing include:

- Supporting NORAD Deployed Operations;
- Supporting Joint Task Force Atlantic – JTF (A);
- Supporting CF operations and training as well as Foreign Military Training;
- Operating the Goose Bay airfield in support of civil aviation;
- Secondary search and rescue (SAR); and
- Supporting other operations as required.

2.1 Location and Environment

5 Wing Goose Bay is situated adjacent to the Town of Happy Valley-Goose Bay, a progressive community of little more than 8,000 residents (8,109 in 2016 Census) situated in the heart of Labrador at

the western end of Lake Melville, a salt water lake extending more than 200 kilometers inland from the Labrador Sea.

There are over 200 buildings located on 5000 HA of land. A few of the largest or important buildings include:

- 271: DND Headquarters. Built 1953, renovated 2004. 10,353m²
- 44: Hangar 9, 444 Search and Rescue Squadron. Built 1954, 1 Helicopter Bay, 2265m²
- 49: Hangar 10, 444 Search and Rescue Squadron. Built 1953, 2 helicopter bays, 1906m²
- 250: Hangar 8, Wing Operations Centre. Built 1956, interior reno 1999. 11,915m²
- 251: Hangar 7, Operations Support Squadron Aircraft Hangar. Built 1954, interior renovated 1992, 11,555m²
- 5A: Air Traffic Control Tower. Built 1979, 526m²

Goose Bay is subject to extreme and unpredictable weather conditions associated with northern climate. The expectation is that regular service delivery is maintained during all conditions.

3. Requirement

Site support services for 5 Wing Operations are obtained through contract with the private sector, allowing DND to concentrate on its core business.

For Site Services Support to be contracted out under such an arrangement, DND must achieve the following objectives:

- a. Meet its operational requirements at an optimum level in a cost effective manner;
- b. Achieve flexibility to allow DND to respond to changing conditions and requirements;
- c. Achieve added value in the service specified;
- d. Primacy of support to DND. Any other commercial ventures or third party work the Contractor may be considering must be subordinate to this Contract; and
- e. Contractor must be able to use/integrate with various DND software systems.

3.1 Site Support Services Contract

The site support services to be provided by the contractor may include, but are NOT limited to:

- a. Maintenance of all airfield navigational equipment and systems; aviation weather services;
- b. coordination and delivery of support services for military operations and exercises;
- c. vegetation management as well as snow and ice control for both domestic and airfield areas;
- d. accommodation and janitorial services,
- e. food services;
- f. supply warehouse functions;
- g. transportation services including goods and personnel movement;
- h. structural and aircraft fire response, emergency, and security services;
- i. potable water and sanitary collection networks;

- j. heating plant operation;
- k. electrical and engine-generator unit maintenance;
- l. solid waste collection and disposal;
- m. infrastructure maintenance, including buildings, grounds, and airfield;
- n. transient services for military aircraft;
- o. management of the telecommunication and information systems; and
- p. hazardous materials management.

Currently the 5 Wing Goose Bay services are supported under a contract that expires in 2021. Industry engagement for the re-solicitation will be a key element in ensuring the requirements continue to be aligned with best practices.

3.2 Aboriginal Participation Component

The requirement will include an Aboriginal Participation Component (APC), which is a mechanism designed to meet the Government of Canada's objectives of encouraging Aboriginal socio-economic development through federal contracting opportunities. The APC is designed to develop long-term sustainable and meaningful socio-economic benefits for Aboriginal people, businesses and communities.

In the planning and design phase of a proposed project, Canada recommends that interested potential bidders and potential subcontractors engage early with Indigenous businesses and communities to create meaningful relationships and beneficial partnerships with Indigenous peoples. Indigenous entrepreneurs and communities are very receptive to respectful working relationships where partners understand their interests.

Early engagement can benefit all concerned by: enhancing relationships; ensuring a common understanding of the project requirements; determining Indigenous business capacity for the procurement of goods and services; and identifying skills and training gaps for employment of Indigenous peoples. As a result, potential bidders and potential subcontractors that engage with Indigenous communities and businesses in the development of their project plans may be in a better position to meet the outcomes as outlined in the APC for Indigenous businesses and employment growth.

4. Engagement Activities

This RFI is being posted on buyandsell.gc.ca to allow for industry to review the requirement and provide feedback. The responses received will be used to assist Canada in finalizing the requirement and in developing achievable objectives and deliverables.

4.1 Proposed Engagement Approach

Four phases are planned for the industry engagement process. However, as the process evolves, additional activities could be incorporated into the engagement schedule or engagement phases may be combined, modified, or eliminated depending on timelines and feedback from industry.



Please note that participation in any of the engagement activities is not a mandatory requirement for eventual submission of a bid; industry representatives that do not participate in the engagement process will remain eligible to submit a bid in response to any future RFP.

Engagement Phase 1

Request for Information – This RFI is being posted on buyandsell.gc.ca to allow for industry to review the requirement and provide feedback. The responses received will be used to assist Canada in finalizing the requirement and in developing achievable objectives and deliverables.

Engagement Phase 2

Draft Request for Proposal-A Draft RFP is anticipated to be posted on BuyandSell.gc.ca fall 2018. Industry will have the opportunity to review and provide comments on the Draft RFP including the SOW.

Engagement Phase 3

Industry Engagement Information Session- The session will be held in the National Capital Region (NCR) during the fall of 2018. The event will include a presentation by DND and PSPC on the draft RFP as well as individual one-on-one sessions. Additional details on this event will be posted on buyandsell.gc.ca.

Engagement Phase 4

Summary of feedback-The summary of feedback report is anticipated to be on buyandsell.gc.ca winter 2019. This document will provide the feedback and outcomes from the Industry Engagement Process, including one-on-one meetings, related to the RFI and the outcomes on the draft RFP.

The tendering process will include the services of a Fairness Monitor.

4.2 Recommendations from Industry

Recommendations from stakeholders that do not restrict the level of competition nor favour a particular solution or stakeholder will be given consideration; however, Canada will have the right to accept or reject any or all recommendations.

Canada will analyze and summarize stakeholder input and post responses on buyandsell.gc.ca. Canada reserves the right to request additional information for clarification purposes during the review of the responses to this RFI, and/or to consider a subsequent modification of the response put forward by a stakeholder.

4.3 No Obligation

The issuance of this RFI does not create an obligation for Canada to issue a subsequent RFP and does not bind Canada legally or otherwise, to enter into any agreement or to accept any suggestions from stakeholders.

This Stakeholder Engagement Process is not a bid solicitation and a contract will not result from this request.

Stakeholders are advised that any information submitted to Canada in response to this stakeholder engagement process may be used by Canada in the development of a subsequent competitive RFP. However, Canada is not bound to accept any expression of interest or to consider it further in any associated documents such as a RFP.

No payment will be made for costs incurred in the preparation and submission of a response to the RFI or participation in the industry engagement event. Costs associated with preparing and submitting a response, as well as any costs incurred by the stakeholder associated with the evaluation of the RFI, are the sole responsibility of the stakeholder.

5. Statement of work Overview

The operation and maintenance of the site support services to be provided by the Contractor may include, but are NOT limited to:

5.1 Management and Administration

Under the Management and Administration section of the SOW; the Contractor must perform the following tasks, but not limited to:

- a. Implementing and maintaining the quality management system (QMS); the QMS must meet the intent of ISO 9001, and ISO 14001 for Environmental Management.
- b. Maintaining the reference library material;
- c. Attending meetings and providing materials as requested;
- d. Providing and maintaining an enterprise management system;
- e. Assisting and cooperating in inspections, internal reviews and audits, and correcting promptly any deficiencies or discrepancies noted;
- f. Cooperating with DND/CF Staff during informal and formal visits;
- g. Developing, implementing and maintaining a Contractor safety management plan, and conducting audits on compliance of the plan;
- h. Updating, executing and distributing the 5 Wing emergency response plan; and,
- i. Picking up, delivering and tracking mail.

5.2 Supply

The types of supply services to be provided by the Contractor include, but are not limited to:

5.2.1 Customer service, the Contractor must:

- a. Provide office material to personnel;
- b. Ship material for CF/DND and their customers;
- c. Manage furniture and households items for DND and authorized customers; and,
- d. Deliver goods to customers (forward delivery).

5.2.2 Material functions, the Contractor must:

- a. Maintain the defence supply chain (DSC)/DRMIS records, including but not limited to: demands, receipts, issues, transfers, stocking, shipping, disposal, etc;
- b. Receive, check, inspect, control and perform investigations on problems with incoming customer materiel;
- c. Coordinate and execute the movement of outgoing materiel;
- d. Store and dispose of scrap/surplus materiel;
- e. Maintain and issue aircraft accident crash guard team kits; including ensuring that all items held in the kit are serviceable or have remaining shelf-life as applicable;
- f. Maintain material services account (MSA) field stores support; including the requisition, receipt, issuance, and disposal of MSA field stores in support of 5 Wing operations and training.

5.2.3 Clothing Operation, the Contractor must:

- a. Order, issue, and recover clothing and equipment;
- b. Create Action loss reports where applicable;
- c. Manage material and automated clothing records;
- d. Provide laundry, dry cleaning and tailoring services for the CF;

5.2.4 Weapons and Ammunition, the Contractor must:

- a. Manage and control weapons; including the receipt, issuance, securing, inventory, storing, providing access to, shipping, and moving all types of weapons on 5 Wing property in accordance with CFSM procedures;
- b. Participate in explosive safety inspections, ranges and training areas (RTA) inspections and weapons inspections and correct/report any deficiencies; and,
- c. Ship and receive ammunition and processing the expenditures.

5.2.5 Stock Control Functions, the Contractor must:

- a. Implement stocktaking procedures as set in CFSM or other governing documents;
- b. Schedule and coordinate the stocktaking of end-user accounts;
- c. Action discrepancies including losses and adjust supply customer account records;
- d. Co-ordinate, manage and control inward/outward loans as authorized by the Wing Commander; and,
- e. Ensure customers return temporary loaned materiel as determined at time of loan; ensure Wing clearance card is signed in and out as applicable; ensure temporary loan periods are IAW CFSM.

5.2.6 Controlled goods and watch keeping functions, the Contractor must:

- a. Act as controlled goods advisor and representative on behalf of the Wing; and,
- b. Provide a customer service desk to respond to inquiries, complaints, and requirements.

5.3 Transient Servicing

- 5.3.1 The Contractor must provide transient alert and ramp services; including the coordination of support services through establishing a single point of contact for transient alert and support services.
 - 5.3.1.1 The Contractor must provide basic services including but not limited to:
 - a. Marshaling and chocking of aircraft;
 - b. Placement and removal of ladder and stairs;
 - c. Positioning and operating ground electrical power/air start units for starting;
 - d. Provision of a fire bottle;
 - e. Provision of baggage and transportation services for aircrew from aircraft to designated facilities (customs, lodging facilities, flight planning center) and back to the aircraft;
 - f. Inspect for foreign objects debris (FOD) around serviced aircraft; and
 - g. Safety check: assist aircraft crew in walk-around the aircraft to ensure all ground services equipment is accounted for.
 - 5.3.1.2 The Contractor must provide the following special services that may include but not limited to:
 - a. The removal of snow from aircraft surfaces prior to the application of de-icing fluids;
 - b. De-icing of aircraft;
 - c. Providing baggage and transportation services for all passengers from aircraft to designated facilities including customs, food and lodging facilities if off base, max of 20 km round trip) or back to the aircraft;
 - d. Conducting passenger briefings prior to passengers leaving terminal or bus and boarding aircraft;
 - e. Having earplugs on-hand and available for departing passengers;
 - f. Preparing documentation for lost / damaged baggage and forward baggage tracers to origin and en-route stops;
 - g. Transportation to carry minimum of 40 people (including baggage) at a time;
 - h. Providing passenger pre-board security screening procedures and security screening for the transport of cargo and mail;
 - i. Processing passengers and baggage for manifesting, to include the checking of passenger passports or proper documentation as required.
 - j. Aircraft latrine, garbage and waste handling and disposal;
 - k. Aircraft water services;
 - l. Towing services; and
 - m. Providing loading equipment and manpower to effectively and safely load and unload aircraft and transport the cargo to and from the warehouse location.
 - 5.3.1.3 Air terminal and air cargo functions, the Contractor must:
 - a. Perform functions of processing incoming and outgoing passengers, baggage, cargo and mail including informing CBSA on inbound international flights;
 - b. Ensure all cargo for air shipments is documented;
 - c. Perform inspection and quality control handling of cargo;
 - d. Palletize, cap, weigh, label, and document pallets for air shipment.; and,
 - e. Receive, store, inventory, deliver and release cargo to respective customers.

5.4 Telecommunications Support

The Contractor must provide telecommunications support services which include, but are not limited to:

- a. Preparing a preventative maintenance (PM) plan and performing PM on all computer systems, software, and tactical communications equipment;
- b. Provision of corrective maintenance, including the repair of critical and non-critical computer systems and software;
- c. Installation and removal of leased and owned telecom services;
- d. Provision of assistance in, or carrying out the verification and/or certification of communications services; and,
- e. Provision of the Wing telecommunications and information systems officer (WTISO) functions.

5.5 Airfield Communications, Radar and Navigational/Landing Aids

The Contractor must provide services which include, but are not limited to:

- a. Preventive maintenance on all airfield communications, radar and navigational or landing aids equipment;
- b. Corrective maintenance including repair of equipment;
- c. Assist in, or carry out the installation, verification and/or certification if required;
- d. Technical assistance and all required preparatory work for verification and/or certification routines performed by DND and/or outside agencies; and,
- e. Administration and management control.

5.6 Emergency Services

The Contractor must provide services which include, but are not limited to: crash fire, emergency rescues, medical emergency response services, hazardous material incident first response, fire protection, emergency response including aircraft rescue and firefighting (ARFF), domestic and airfield structural firefighting, natural cover fire services, fire prevention program, respiratory protection program, and confined space entry. These services may be required on and off the Wing.

5.7 Transportation Support

The Contractor must provide transport support services which include, but are not limited to:

- a. Dispatch services, including the provision of vehicles and their maintenance services;
- b. Provision of chauffeur and user driven vehicle;
- c. Managing the movement of materials, equipment, furniture and goods;
- d. Provision of heavy equipment;
- e. Perform preventative and corrective maintenance inspections to commercial and standard military pattern (SMP) vehicles;

- f. Investigating all on and off road vehicle Accidents involving DND or its customers property;
- g. Providing on and off road driver training for DND/CF and its customer personnel.

5.8 Security Services

The Contractor must provide Security services which include, but are not limited to:

- a. Administrative services including controlling and protecting documentation, files, reports, information, in accordance with the Canadian Privacy and Access to Information Act.;
- b. Personnel including conducting a pre-duty briefing and uniform inspection of oncoming shift personnel and maintaining an individual reliability program (IRP) for security personnel;
- c. Physical security including detaining persons when required, site security, and assistance on security matters;
- d. Alarm monitoring and response;
- e. Guard post/access control; and
- f. Pass administration, key control and monitoring, and dispatch and coordinate section activities.

5.9 Food Services

The Contractor must provide the food services which include, but are not limited to:

- a. A cafeteria self-service style food delivery;
- b. Food services seven days a week, 49 weeks with a 3 week shut-down at Christmas;
- c. Handle, store, warehouse and account for food;
- d. Cook and serve special meals for visiting VIPs;
- e. Prepare and deliver in-flight meals;
- f. Monthly documentation that details services provided to each individual customer. (i.e. card system that shows monthly consumption of each customer); and,
- g. Laundry & dry cleaning of table cloths, napkins, etc.

5.10 Accommodations and Janitorial Services

- 5.10.1. The Contractor must provide the following accommodation services for personnel staying in barracks including but not limited to: planning, directing and administering the operation of an accommodation or billeting work centre; operating a central service desk; maintaining a registry of occupants; issuing and controlling rooms; and co-ordinating housekeeping with janitorial services.
- 5.10.2. The Contractor must provide a complete range of Janitorial services including but not limited to: in-depth and as required cleaning to buildings and areas to the standard

identified. Develop and maintain a service schedule that ensures buildings and areas are kept sanitary and clean.

5.11 Construction Engineering and Maintenance Management

The Contractor must provide the following services which include, but are not limited to:

- a. The provision of a work control center (WCC) to receive and assign requests and provide access to electronic work order records;
- b. Plan, manage and implement a preventative maintenance inspection program for 5 Wing infrastructure and analyzing the preventative maintenance report for relevance with regards to lifecycle management;
- c. Prepare Class A/B/C and D Cost Estimates;
- d. All functions related to a Drafting Room including surveying; and,
- e. Contract management functions including planning and scheduling.

5.12 Building and Structure Maintenance

The Contract must provide building and structure maintenance services which include, but are not limited to:

- a. The performance of controlled shop inspection for all structures and installed equipment as identified, and accomplish all facilities repair work;
- b. The performance of Austere Operations Training Centre (AOTC), including, repair and maintenance activities of AOTC and maintaining range boundary identification and warning signs around the AOTC;
- c. Shop preventative maintenance on the electrical, plumbing, mechanical shops, and the elevator/lifting devices;
- d. Corrective maintenance on building, plumbing, elevators/lifting, structural/architectural, fire protection/reporting systems.

5.13 Sanitary Collection Networks

The Contractor must provide sanitary collection networks which include, but are not limited to inspections, monitoring, operation, maintenance and repair of the sanitary collection system and the pumping stations.

5.14 Central Heat Plant and Domestic Steam and Hot Water Heating Systems

The Contractor must provide all services necessary to operate, test, certify, maintain and repair, as required, the central heating plant (CHP), stand-by and satellite boilers and related equipment, steam distribution system and end use equipment, including kitchen equipment.

5.15 Potable Water

The Contractor must provide potable water services which include but are not limited to the inspection, monitoring, operation, maintenance and repair of the entire potable water system.

5.16 Roads and Grounds / Aircraft Arrestor System (AAS)

The Contractor must provide services for the management and delivery of all 5 Wing airfield and domestic roads and grounds maintenance, including but not limited to:

- a. Roads, sidewalks, curbs, parking lots, runways, aprons, taxiways, airfield grassed areas, domestic base area, drainage systems, fences, walls, gates, cemetery and the Melville Radar site;
- b. Inspection, maintenance, cleaning, preservation and incidental repair of airfield surfaces/pavement/grounding and anchoring points;
- c. The Development of grounds maintenance plans, and monthly work plans including landscaping, surface drainage, snow and ice control and erosion control;
- d. Performing all inspections, maintenance and repair of the AAS; and,
- e. A vegetation management plan must be developed and adhered to.

5.17 Auxiliary and Portable Engine-Generator Units

The Contractor must provide the following services for auxiliary and portable engine-generator units; which include the inspection, maintenance, repair and overhaul of auxiliary power units and ancillary equipment, both permanent and mobile units, un-interruptible power systems, frequency converters, fire booster pumps and BAK-12 Aircraft Arresting System drive assemblies.

5.18 Electrical and Airfield Distribution Systems

The Contractor must provide the following services which include but are not limited to maintenance and repair of the following systems and equipment:

- a. Power distribution system (including overhead, underground, airfield power distribution system, circuit breakers, meters, protective relays, etc.);
- b. All transformer stations;
- c. Street lighting system;
- d. Airfield lighting systems, constant current regulators and controls (building airfield signs, light fixtures and all Nav aids on 176), PAPI, approach lights, threshold lights on and off the airfield; and
- e. Provide testing and repairs to the static grounding system.

5.19 Solid Waste Collection and Disposal

The Contractor must:

- a. Provide collection and disposal services of all non-hazardous waste to all 5 Wing buildings;
- b. Provide, implement and manage a plan for hazardous waste and material control functions at 5 Wing, to include shipping, receiving, storage and disposal;
- c. Clean and maintain solid waste equipment and containers utilizing a method and frequency that will not result in environmental or health problems.

5.20 Environmental Protection, Hazardous Material, Hazardous Waste and Material Control

The Contractor must:

- a. Provide, implement and manage a plan for hazardous waste and material control functions at 5 Wing. The different functions carried out are
 - Collecting hazardous waste;
 - Storing of hazardous material;
 - Reporting on and dispose of hazardous material;
 - Implementing quality control of receipt, storage, material; and,
 - Conducting environmental compliance evaluation and complying with policies.

6. Overview of Schedule

The following schedule can be used as a baseline for the process:

- RFI released to www.buyandsell.gc.ca (August 2018)
- Draft RFP released to www.buyandsell.gc.ca (November 2018)
- Closing date for RFI (1 November 2018)
- Industry Engagement Session in the National Capital Region (Fall 2018) plenary session and individual meetings
- Issue RFP to www.buyandsell.gc.ca (Spring 2019)
- Site visit to 5 Wing Goose Bay (September/October 2019)
- Closing date for RFP (January 2020)
- Contract award (September 2020)

7. RFI Questions for Industry

Please refer to Attachment A for a list of questions for Industry.

8. Submission of Responses and Questions:

Respondents may submit their responses and questions via email to:

Heather Murphy
Supply Team Leader
Public Services Procurement Canada
Real Property Services Management Contract Directorate
Heather.Murphy@tpsgc-pwgsc.gc.ca

9. Format of Responses

The questions contained in the Sections below are intended to elicit feedback of interest to Canada and provide guidance to interested suppliers in participating in one-on-one meetings. It is not expected that all questions will elicit a response from participants, but neither should submissions from participants be constrained by the questions below.

Participants are requested to submit a response to the industry engagement questions in electronic format (compatible with MS Word 2013 or Adobe PDF) is preferable as long as copy/paste or printing of text functions are not restricted in any way by the RFI closing date to permit proper consideration.

Respondents are requested to review the questions provided in Attachment A and respond utilizing the same numbering format as well as any additional comments and concerns they may have.

Responses may be provided in either English or French.

Respondents should submit only pertinent information in response to this request. The inclusion of general marketing or technical manuals is discouraged, unless they provide specific information that has been requested in this document. A point of contact for the respondent should be included in the package. Changes to this RFI may occur and will be advertised on buyandsell.gc.ca. Canada asks Respondents to visit buyandsell.gc.ca regularly to check for changes, if any.

10. Closing Date

Responses to this RFI will be accepted until 02:00 PM Eastern Standard Time (EST) on 1 November 2018. Canada may, at its discretion, review and consider responses received after the RFI closing date.

Although the information collected may be provided as commercial-in-confidence (and, if identified as such, will be treated accordingly by Canada), PSPC may use the information to assist in drafting future solicitation or contract documents.

Respondents are encouraged to identify, in the information they share with Canada, any information that they feel is proprietary, third-party or personal. Please note that Canada may be obligated by law (e.g. in response to a request under the Access of Information and Privacy Act) to disclose proprietary or commercially-sensitive information concerning a respondent (for more information: <http://lawslois.justice.gc.ca/eng/acts/a-1/>).

Participation in this RFI is encouraged, but is not mandatory. Participation in this RFI is not a condition or prerequisite for the participation in any potential subsequent solicitation.

ALL OTHER TERMS AND CONDITIONS APPLY

Request for Information (RFI) Questions for Industry

Attachment A

1. Cost

- 1.1** Given the uncertainty of scope and weather conditions at 5 Wing, there will be fluctuations that effect both quantity of required work and pricing.
- a. How would industry handle these fluctuations to ensure all requirements are met?
 - b. How should the fluctuations be handled so that neither Canada nor Industry will incur risks both financially and in meeting deliverables?
 - c. What sort of pricing structure is best-suited to handle such fluctuations?
- 1.2** Canada is considering including a performance incentive fee (PIF) amount for each year, to reward performance above contract requirements.
- a. What SOW elements do you think would lend themselves to measurements of performance and should be awarded for delivering above the norm?
- 1.3** The contract will include provisions to encourage the Contractor to come up with proposals to reduce the cost of site support services. (cost savings initiative- improving processes, cost savings.)
- a. How would industry like to handle cost saving initiative (shared savings in first year, then contractor owned)?
 - b. How would industry realize the greatest cost savings in this requirement?
 - c. How would the savings impact the requirement? (ie: resources, food services, maintenance etc)
- 1.4** Canada is considering that the first two years of the Contract will be fixed price and for the remaining period of the Contract the prices with exception of PIF will be subject to an economic price adjustment. Canada is proposing to use the Canadian Consumer Price Index, however suggestions of other relevant indices or combination of indices, are welcome for consideration. What indices should it be based on?
- 1.5** In regards to preventative maintenance (PM), this work is prioritized by DND. Canada is considering cost reimbursable, fixed price, or a combination of fixed price and cost reimbursable plus materials for this contract. How would a Contractor handle this type of requirement and what sort of payment scheme would be envisioned for the delivery of the PM? A contract deliverable list will be used to monitor all PMs to ensure they are on schedule and penalties incurred for late PMs.

2. Government Furnished Equipment/ Contractor Owned Equipment



- 2.1** It is Canada's intention that a large percentage of equipment needed for this contract be contractor owned equipment. Some equipment that is considered "attached" or "a part of" infrastructure would be government owned and furnished to the successful contractor (ie: walk in refrigerator, HVAC, boilers). Currently, Canada intends to issue a 10 year contract with 10, 1 year options, which would be exercised up to three years in advance based on performance.
- a. As a result of a contractor needing to lease, purchase or otherwise deliver the services in this contract, what length of contract would be required to optimize contractor efficiencies with regards to equipment management?
 - b. Please comment on both the contractor owned equipment and contract length discussion.
- 2.2** How will industry recommend handling the provision of equipment and equipment fleets? (I.e. leasing, purchasing, costs to be included in bid price, amortization length, strictly contractor-owned, strictly Government-owned and contractor use via loan agreement, etc.)?

3. Environment

- 3.1.** What issues can you identify with providing services in locations such as Goose Bay, Labrador that would prevent you from engaging in this process? What can be done to overcome these issues?
- 3.2.** What ideas can you offer on environmental considerations?

4. Security and Controlled Goods

- 4.1** The contract foresees that any successful bidder corporate organization and key personnel be cleared at the Secret level while most Contractor resources would need to be cleared at the Enhanced Reliability Level.
- a. Does industry foresee any issues establishing the security clearance requirement?
- Note: Potential bidders may use this RFI process as a means to be sponsored should they not have the appropriate security clearances.
- 4.2** Does industry foresee any issues establishing the controlled goods program? (Controlled goods program will include information about controlled goods that are subject to the Defence Production Act, R.S. 1985, c. D-1. The RFP, including the draft RFP, includes access to controlled goods. Prior to accessing the controlled goods portion of the requirement, the contractor must be registered in the Controlled Goods Program of Public Works and Government Services Canada.)

5. Insurance and Quality Control

- 5.1** Canada typically self-underwrites for Insurance requirements as it relates to building infrastructure, environmental protection, and general risk.

- a. For this proposed Contract, how would industry protect itself should the insurance requirements in the Contract be minimal? This can include parental company guarantees, performance bonds, insurances, demonstration of liquidity/ cash in account).

5.2 Canada is also considering creating an evaluation criteria related to how insurance and risk is managed by the Contractor. Does industry have examples or samples of evaluation criteria of this type?

5.3 As part of the quality control and quality assurance, the Contractor must develop and implement a quality management system (QMS) in accordance with ISO 9001.

- a. How does Industry measure quality in regards to health & safety?

5.4 Canada has a structured quality control/compliance system in place to ensure contract requirements are being met. How does the contractor envision working with Canada to ensure a proactive and effective approach to ensuring a high quality of service, and in effectively addressing any shortfalls?

6. Personnel

6.1 With regards to qualifications for firefighters, cooks, carpenters, plumbers, electricians, steamfitters, and air traffic controllers; what is the standard level of qualifications they normally supply? I.e. red seal, etc.

6.2 How will you commit the corporate resources required to enable the on-site management staff effectively and efficiently carrying out the services identified in this RFI?

(In order to demonstrate this commitment, the resulting contractor should identify their corporate resources: personnel, equipment, training, finances, management consultants, etc. to be made available to the on-site management staff on an ongoing basis, from bid proposal through contract close out.)

6.3 Does industry see the use of apprentices as a viable method of meeting the requirements of this contract? Provide feedback in general terms of how industry would develop and implement such a program.

7. General Questions

7.1 Can industry offer any suggestions if Canada were to allow third party work to be performed by the contractor during the contract period, so that the deliverables were not jeopardized? Currently, Canada's position is to eliminate Third Party Work which originates on the Goose Bay facility.

7.2 Given the sporadic requirements, Canada is considering a cafeteria-style delivery of food services on an as and when requested basis with all fixed and variable costs built into the meal



rates at a cost per meal built in the per meal prices. How would a Contractor recommend handling this type of requirement?

7.3 Which services do you foresee subcontracting and why?

8. Overall

Based on the information provided in this RFI does your company intend to bid? If not, why?