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**Industry Engagement Phase 4
Summary of Feedback and Outcomes
Request for Information No.**

W6369-170006

**Department of National Defence – 5 Wing Goose Bay Site Support
Services**



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1. Introduction

This document provides the feedback and outcomes from Phase 2 and Phase 3 of the Engagement Activities, related to the draft Request for Proposals (RFP) and Industry Engagement week for the Department of National Defence – 5 Wing Goose Bay Site Support Services.

The objective of the draft RFP and Industry Engagement week, Phase 2 and 3, was to solicit relevant feedback on the draft RFP, to have an open dialogue with Industry to address concerns and answer questions that could enable effective and economical sustainment of the delivery of the required site support services at 5 Wing Goose Bay. The draft RFP was posted on buyandsell.gc.ca and Public Services and Procurement Canada (PSPC) requested Industry feedback to assist with the reformulation of the Site Support Services requirement for the Canadian Armed Forces military base, 5 Wing located in Goose Bay, Newfoundland and Labrador, on behalf of the Department of National Defence (DND).

2. Requirement

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

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

- Meet its operational requirements at an optimum level in a cost effective manner;
- Achieve flexibility to allow DND to respond to changing conditions and requirements;
- Achieve added value in the service specified;
- 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
- Contractor must be able to use/integrate with various DND software systems.

The Site Support Services to be provided by the contractor may include, but are NOT limited to:

- Maintenance of all airfield navigational equipment and systems; aviation weather services;
- Coordination and delivery of support services for military operations and exercises;
- Vegetation management as well as snow and ice control for both domestic and airfield areas;
- Accommodation and janitorial services,
- IT/Communications services;
- Security services;
- Food services;
- Supply warehouse functions;
- Transportation services including goods and personnel movement;
- Structural and aircraft fire response, emergency, and security services;
- Potable water and sanitary collection networks;
- Heating plant operation;
- Electrical and engine-generator unit maintenance;
- Solid waste collection and disposal;
- Infrastructure maintenance, including buildings, grounds, roads, and airfield;
- Transient services for military aircraft;
- Management of the telecommunication and information systems; and
- Hazardous materials management.

3. Industry Engagement Process

Phase 1	<ul style="list-style-type: none">• Posting of RFI: August 21, 2018.• Responses to RFI requested: November 1, 2018.
Participants	<ul style="list-style-type: none">• 6 organizations provided written responses to the RFI.
Phase 2	<ul style="list-style-type: none">• Posting of draft RFP: May 10, 2019
Phase 3	<ul style="list-style-type: none">• Industry Engagement Presentation and one-on-ones• Industry Day: June 3, 2019• One-on-ones: June 3-7,2019
Participants Phase 3	<ul style="list-style-type: none">• 11 companies attended the Industry Engagement Presentation• 8 companies submitted responses to the draft RFP• 7 companies attended one-on-one sessions with Canada

4. General Overview of the Industry Engagement Process Feedback

The consultative process provided participating Industry with an opportunity to contribute to the procurement process by providing comments, questions and recommendations for improvement of the RFP as well as seeking clarification on technical issues.

Overall, Industry indicated that the draft RFP was clear and not restrictive and there was consistency in the comments received. There were some clarifications requested and some suggestions for improvement.

This document details the feedback received during Phase 2 and 3 of the Industry Engagement activities and the outcomes from Canada. In Article 5 (below), Canada has provided thematic responses to the feedback received from Industry to the best extent possible. Questions received that were not responded to thematically are provided in Annex A, Questions and Answers.

5. Summary of Feedback and Outcomes on the Goose Bay Site Support Services RFI

The following represents the questions posed from Canada and the answers received from Industry during the RFI process.

1. Are the requirements in the Statement of Work clear?	
Respondents	<p>Generally respondents felt that the requirements in the Statement of Work were unclear. The following general requests were made from Industry:</p> <ul style="list-style-type: none"> • Access to historical data from each chapter of the SOW; • More information regarding the \$7,500 job limit; • A building conditions assessment report; • Reformatting to keep tasks and deliverables together; and • A list of Government Furnished Equipment (GFE). • Discrepancy between Annex A1-to A3 vs Annex A-4 • Difficulty an assessing full SOW due to missing or non-existent references. <p>Specific questions are listed in Annex A</p>
Outcome	<p>As requested by Industry, Canada:</p> <ul style="list-style-type: none"> • Will be posting 2 years of historical data; • Canada is reviewing the \$7,500 job limit; • The building conditions assessment report is available from the Contracting Authority. • The SOW is being reformatted and adjusted as required; and • An updated GFE list will be provided.
2. Can Industry submit a fully developed bid using the current estimated quantities?	
Respondents	<p>Respondents stated that with the volumes indicated per line item a fully developed bid could be formulated. However the following information and clarifications from Canada was requested:</p> <ul style="list-style-type: none"> • Confirmation that Industry will carry 10% risk according to the variation in

	<p>quantity clause;</p> <ul style="list-style-type: none"> • Confirmation of which line items are subject to VIQ, and • Detailed site visits are requested for the specifics
Outcome	<ul style="list-style-type: none"> • For VIQ, the Contractor may be carrying a 10% risk, however for any realized savings Canada will request the savings be returned; if there wasn't any savings Canada will not be attempting to recoup the savings • Canada will be updating the SOW as required to identify which line items fall under VIQ. • Canada will be hosting 2 site visits, one during the engagement period and one during the RFP posting.
3. Based on the Statement of Work, is the basis of payment clear?	
Respondents	Overall respondents felt that the basis of payment was clear, however more clarification was requested regarding which line items were cost reimbursable and if the percentage for sub-contracting was for all sub-contracting.
Outcome	Canada will be updating the basis of payment as required. The sub-contracting percentage is only for sub-contracting work that is not covered under the firm-fixed price (ie Task authorizations)
4. Is it clear what is required from Industry regarding CFE/CFF?	
Respondents	Respondents requested the full list of GFE to be loaned to the Contractor as it is unclear what will be provided to the contractor at the beginning of the Contract.
Outcome	Canada will be providing an updated GFE list.
5. Is it clear how Canada proposes to evaluate the proposals? Provide any suggestions that, in your opinion, could improve the evaluation criteria.	
Respondents	<p>Overall respondents felt that the evaluation criteria was clear, some general concerns brought up from Industry are as follows:</p> <ol style="list-style-type: none"> 1. According to the RFI Canada indicated that emphasis will be put on innovation, however there is no criteria evaluating innovation, will this be updated? 2. Will Canada be considering an Aboriginal benefits evaluation criteria? 3. As Canada is evaluating resources will Industry have access to the current resources under the Contract?

Outcome	<p>1. Canada will be adding innovation to the evaluation criteria and the SOW will include the following excerpt for gain sharing:</p> <p>GAIN SHARE PROGRAM</p> <ol style="list-style-type: none"> a. The Contractor is encouraged to participate in a program of continual service and building asset improvement throughout the contract term. b. The Contractor will have opportunities to share in savings resulting from innovative ideas that the Contractor may propose for DND approval. The Contractor will be required to conclusively demonstrate financial savings over an extended period. Savings may be shared between the parties where the total saving is shown to be above \$5,000 annually. c. Prior to implementing any innovative idea, the Contractor must present a shared savings proposal to the DND Representative for review. The proposal must include: <ol style="list-style-type: none"> 1. A detailed description of the proposal 2. An outline implementation plan 3. A Capital investment proposal (If applicable) 4. O&M savings generated over short and long term 5. A payback period calculation d. A proposal will only be implemented by the Contractor once the DND Representative has approved the proposal in writing. e. The payback period cannot extend beyond the term of the original contract (extensions to the contract term are excluded). f. Where the Contractor’s innovation involves a financial investment, then the proportion of shared savings will be based on the amount of the financial investment by the respective parties. For example: If the Contractor invests 50 percent of the cost to implement a project, then the shared savings with Canada will be 50/50. The Contractor’s maximum financial investment, and thus share of potential savings, is limited to a maximum of 50 percent. g. Where the contractor’s innovation involves no financial investment but results in savings above \$5,000 annually to Canada, then the Contractor can negotiate the portion of actual savings to be paid to the Contractor. In any event, the proportion of savings paid to the contractor will not exceed 50% of the savings achieved during the remainder of the Contract term. h. Canada will pay the Contractor’s gain share if actual savings in excess of \$5,000 annually are achieved and supporting evidence of the saving is provided to the DND Representative’s satisfaction. The Contractor’s gain share entitlement will be the previously agreed to share of the actual savings made during the year with no entitlement to savings payment beyond the Contract completion date. <p>2. Canada will be evaluating the aboriginal benefits plan, a criteria will be in the final RFP.</p>
6. Does the Basis of Selection seem fair and reasonable?	
Respondents	Respondents felt that the basis of selection was fair and reasonable

Outcome	None required
7. Is the current draft RFP unduly restrictive (e.g. security, insurance, evaluation criteria, SOW)? Please explain why and suggest alternatives.	
Respondents	All respondents found that the draft RFP was not unduly restrictive. Some clarifications were requested.
Outcome	Canada has updated the RFP based on comments and concerns, Annex A lists all questions posed during the Engagement activities
5.0 Performance Management Framework	
Respondents	Overall, respondents felt that the Performance Management Framework was fair, however there were concerns regarding how the Attachment A to Appendix B – Performance Measures fit into the performance management framework outlined in Annex L or are part of the service levels of the SOW.
Outcome	Canada will be updating the Annex A4 as required.
6.0 Are any other aspects of the draft RFP unclear?	
Respondents	Additional questions and comments on the draft RFP are found in Annex A
Outcome	Canada will update the draft RFP as required.

6. Conclusion

Phase 1 of the Industry engagement process was a valuable contribution to Canada in informing of potential areas of concern, and clarifying and improving information provided for a future draft RFP. The procurement process will be improved by implementing some changes in the draft RFP that will address the key concerns.

PSPC and DND would like to thank all stakeholders who participated by providing written responses to the RFI. The information that resulted is invaluable in assisting Canada to develop a future draft RFP.

*Please note that this engagement process is not a pre-qualification to submitting a bid for the upcoming RFP.

Attachment A. Questions and Answers from Industry

1. Can Canada please clarify the intent for Annex 4 of the SOW – Real Property Services? Given the different approach in Annex 4 vs the rest of the SOW, how does Canada expect to manage the relationship with the contractor for this Annex and how are the expectations of the contractor different. Does RPOps North want to be different than the way it is now? How do you see the expectations of RPOps North changing from where they are now?
 - a. Moving forward with RPOps North there will be more detailed planning, the planning will be more centralized. Standards are going to be updated and changed. There are currently service management standards being developed that will be shared. Canada wants to leverage Industry's knowledge about the best way to move forward. Canada is looking for innovation from the Contractor for the Real Property portion and this would apply to all sections of the Contract)
 - b. Canada wants the Contractor to provide mechanisms for better QC, life cycle management to ensure that Canada is aware of future needs.
 - c. Canada is considering adding innovation to the evaluation criteria.
 - d. There will not be any changes to the current relationship in regards to RP Ops.
2. Are the new Real Property needs going to be reflected on the ground as well? Will there be reciprocal communication? Industry wants to work with Canada, will Canada be working with Industry as well?
 - a. This is an ADM IE initiative, not just a GB initiative. Yes, Canada will be working with the Contractor.
3. Will there be different reporting requirements and structure between Annex A1-3 and Annex 4
 - a. There are 2 technical authorities, one for Annexes A1 to A3 and one for A4.
 - b. RP Ops N will have different reporting requirements. They are detailed in Annex 4.
4. When will References Documents be released to provide bidders a more accurate scope of the work?
 - a. Canada will be releasing the reference documents prior to the release of the final RFP.
5. Will environmental policies apply to 5 Wing? Green Procurement, building environmental standards, etc. Electric cars?
 - a. The Contractor must comply with the Government of Canada environmental standards. If there is a change such as electric cars, this will occur through a Contract Amendment.
6. Is Canada looking for Innovation? If so will it be added to the SOW and the evaluation criteria?
 - a. There is a KPI which addresses innovation, Canada will be looking at ways to incorporate the innovation into the SOW or evaluation criteria.
7. How Will the Indigenous Benefits Plan be evaluated? It is not addressed in Annex J – Technical Evaluation.
 - a. Canada is considering adding a criteria to the technical evaluation to evaluate the Indigenous Benefits plan.
8. Will experience working with that specific Indigenous group be part of the evaluation criteria?
 - a. At this time, Canada is not considering targeting any specific Indigenous group should an evaluation criteria be developed. This will ensure fairness for all bidders.
9. Subparagraph e) refers to a bidder's Contingency Plan to minimize disruption to services, evaluated as 1/5 of 200 maximum points. How will Canada mitigate transition risk due to labour disruption? Given the strong union presence and remote location, how does Canada expect bidders to continue to operate if union representation rights and CBA provisions are not respected? Will Canada take into account the transition and service delivery risk of a bidder's solution that does not recognize CBA rights, as continuity of service in Happy Valley-Goose Bay with a non-union bid will not be likely. Will Canada publish the existing Collective Bargaining

- Agreements? Will Canada be fully disclosing the issues around CBA? Will Canada be releasing the information regarding the union?
- a. Canada is not in a position to release this type of information. However, unions will be invited to speak to Industry during the site tour in July, with the goal of ensuring fairness and openness for all stakeholders.
10. Q. Regarding Bill 89 is this something that Canada will be releasing information on?
 - a. No, Canada will be remaining silent on this topic.
 11. How will GFF be evaluated? Canada should either select mandatory facilities for the bidders to use or no value should be placed against the GFF for bidding purposes.
 - a. Canada will be providing an updated list with the mandatory buildings that are required to be used by the Contractor
 - b. Canada will not be evaluating the cost associated with using any bldgs. It is RP Ops to determine.
 - c. Right now no GFF will be provided at no charge to the contractor. Rates are being tabulated and will be released to all bidders
 12. What capital expenditures are Contractors expected to incur? How are the expenditures expected to be captured in Annex I
 - a. Bidders are expected to submit a proposal which meets the service requirements detailed in the SOW. How a bidder achieves that through a mix of equipment and/or facilities is up to each individual bidder.
 13. Will there be more information regarding the equipment that the Contractor has to bring to complete the work.
 - a. The expectation is that Industry can determine what is required to be brought based on the requirements in the SOW.
 14. When will the GFE list be published?
 - a. It will be published in July.
 15. Will part of the evaluation be to look at the equipment that the Contractor will be bringing in to the Contract
 - a. Yes. The Contractors furnished equipment/materials that they are bringing in will be part of the evaluation as it is expected to be part of the technical plan of the proposal.
 16. There is no indication in the RFP that SNIC is 24/7; there is no mention of performance standards etc. Will Canada be updating this section?
 - a. Canada will update this section as required as nothing in the SNIC section indicating "some of these services may be required outside of normal hours of operation." SNIC Plan (supporting document that has yet to promulgated to industry) it stipulates the following wrt 24/7 operations: "The aim is to maintain the Airfield, MSA and Domestic areas in an operational state, regardless of the prevailing weather to ensure safe, continuous airfield operations, immediate emergency responses and support to NORAD and SAR. An operational state demands the active runway, adjacent taxiways; aprons and parking areas are maintained as close as possible to blacktop condition 24 hours a day, and the MSA and Domestic area to be in a fully functional state."
 17. Has Canada made a determination regarding the option year question?
 - a. Canada will be issuing the requirement as a 10 year contract and 2 additional 5 year option periods.

18. There is concern with the inclusion of ATC within this requirement that it will create an unfair advantage for the incumbent. Is there an option of removing the ATC requirement from the overall requirement as ATC requirements in site services requirements are not a normal part of site services requirements?
 - a. At this time, Canada shall not be removing the ATC requirement from the requirements list.
19. There is a concern regarding the length of time for bid validity it's currently 450 days; this makes it difficult to maintain key personnel. Would Canada consider reducing that time frame?
 - a. It is Canada's intention to award a contract in the most efficient time frame possible. The length of time may be required for bid evaluation and Treasury Board approval
20. What are the security requirements for the site visit?
 - a. They will be determined in the next few weeks and communicated to bidders in advance of the Site Visit.
21. How does the apprenticeship program work? Does DND develop it?
 - a. No, potential bidders are asked to provide details on how they will manage an apprenticeship program. This will be evaluated through the proposal.
 - b. This is not a requirement in the current requirement, we are not asking specifically for an apprenticeship program, however, such programs are valued by Canada within the Social Procurement agenda.
22. The references in the SOW are not up to date, the numbering is off and it is a difficult to read document. Can Canada make the SOW easier to follow?
 - a. The numbering and the currency of the references will be reviewed and updated as required by Canada prior to the release of the final RFP.
23. When and how will we be distributing the references to Industry?
 - a. Posted online or via CD-Rom/USB
24. Are invoices required with each claim?
 - a. Invoices must be available upon request, but may not be required to be submitted with each claim
25. How many times is the base under code red a year?
 - a. The base is under code red, roughly 6 times a year on average.
26. According to the SOW the Contractor is required to provide services under extreme weather conditions, if a code red is called is the Contractor expected to complete the work?
 - a. There will be a negotiation between the Contractor and DND, and it will be on a case by case basis.
27. Can Canada provide the MOU between CFHA and DND?

- a. The MOUs are at a national level and provide information that is not in the SOW. Canada will not be releasing these MOUs at this time.
28. Can Canada provide the leases for tenant activity
- a. Canada will not be providing the leases, the Contractor is required to do the work as indicated in the SOW.
29. The SOW indicates that the Contractor must take over fire requirements on day 1. Is this accurate?
- a. Canada will be updating the SOW as required.
30. Are there any aspects of the aboriginal benefit plan that may be difficult to achieve
- a. The indigenous benefit plan should be achievable.
 - b. A detailed list of Indigenous capabilities will be completed with contacts for Bidders to review
31. Will the Contractor ever be required to provide guns?
- a. No, the Contractor will never be required to provide guns or small arms of any kind as part of this contract; however, as per SOW requirements, the contractor may be required to handle, store, and control firearms/ammo inventory in support of various exercises, operations, and training activities.
32. Can Canada provide the past task authorizations?
- a. Yes Canada will provide past information regarding the TAs.
33. Can Canada provide information regarding the shipping?
- a. The shipping is included as cost-reimbursable as per the Basis of Payment.
34. How will Canada be evaluating innovation?
- a. It is Canada's intent to include innovation in the evaluation criteria.
35. Is there a copy of the building conditions report?
- a. Yes, the buildings condition report is available. Please contact heather.murphy@pwgsc.gc.ca to request the document.
36. What is the condition of the vehicles under the requirement?

PTA Heavy equipment – low hours (good condition)

10K Fork Lift – new (Excellent)

Trailers x 2 – new (low mileage- excellent condition)

ATV x 4 – new (Excellent)

MP Patrol vehicle x 2 – Patrol SUVs (low mileage - good condition)

Snowmobile x 72 – nearing the end of their life cycle (98% serviceable, 71 operational with 1 x LOSV parted out)

Polaris UTVs x 6 – (4 operating, 2 x UTV are being parted out)

37. The DND operated vehicles need to be at a standard of 80%; whereas the Contractor operated vehicles are at 95%. Why is this different?
- The DND operated vehicles are primarily to get around base and not an urgent requirement.
 - The contractor operated vehicles are used for technical and/or urgent requirements (i.e., heavy equipment, emergency services, etc.)
38. Is there an option for Canada to buy the equipment from the Contractor? This is a risk for the pricing, Canada will be seeing the risk in an increase of price? Would Canada consider allowing Industry to put a plug number in and have it not being included in the price?
- Canada will look into it this matter.
39. Is DND required to use up to date with all the security patches for software?
- Yes, DND is required to follow all of the SSC guidelines. The software list is currently in the SOW at 2.5-2
40. Can DRMIS be integrated into the Contractor's systems?
- No it cannot be integrated at this time.
41. What is the enterprise software?
- The enterprise software is the software that the Contractor chooses to use to capture and track all work associated with this contract.
42. Are there any fees that are required by the Contractor in software?
- Any fees associated with software used by the contractor for its own operations/internal business will be the sole responsibility of the contractor.
43. Regarding AWRs (also known as Task Authorizations [TA] and abbreviation no longer used in the SOW), how many are expected to be issued and what is the estimated cost?
- Each TA is a negotiation: including schedule, level of effort and cost and the volume fluctuates year to year. Information on the number of TAs for the first two years of the current contract will be provided to bidders in the next few weeks.
44. What is the difference between Canada's QC and the Contractor's QC
- The Contractor is required to provide a complete Quality Management system. Canada has a system in place to review the contractor's Quality Management system as well as work being completed by the Contractor. Canada will provide the necessary oversight, through various means, to ensure the Contractor performance and their Quality Management System is satisfactory.
45. Does Canada coordinate with the tenant for maintenance and utilities?
- For buildings that Canada have leased, that information is contained within the SOW.
 - Any additional services requested by tenants that impact the design, integrity, or intended use of the facility must be pre-approved by DND.

46. How are validated complaints measured? In the SOW it states that there cannot be more than 5 validated customer complaints.
- In order to be considered validated, complaints must be justified and based on performance requirements of the SOW.
47. There is a perceived advantage to the incumbent as they already have a vehicle fleet in place)
- The fleet was originally transferred to the winning bidder back in 2003. Any advantage gained would now be mitigated due to the age of the fleet (16 years old). The enhancements of the fleet (if any) was at the discretion of the incumbent.
48. Can background of insurance requirements be provided based on the risk profile?
- Canada will be looking into this.
49. Do sub-contractors have to be cleared to secret or reliability?
- The functionalities that require secret are identified in the Contract. The majority of TA work is not secret; however, this TA work is always executed on a case by case basis.
50. Does the security clearance have to be in place at the start of Contract award?
- Canada is looking at adjusting when the security is required.
51. Can Canada provide a list of possible sub-contractors that are cleared and to what security levels?
- Canada is not capable of providing that information. Industry can place an ATIP request if required.
 - There have been no issues issuing VCRs to visitors' and/sub-contractors.
52. Has there been any engagement with the indigenous groups for the indigenous benefit plan?
- As of now, there has been no formal engagement with the indigenous groups as part of this re-tender. However, 5 Wing continues its very strong relationship with indigenous groups in the area. It is Canada's intention to invite the Indigenous groups to the site visit.
 - 5 Wing very much emphasizes the need for this strong, positive relationship with the indigenous groups to extend to the contractor as well.
 - A detailed list of Indigenous capabilities will be compiled completed with contacts for Bidders to review
53. What is Canada's rationale for using the 70/30 split?
- Globally Real Property is moving towards an increase in quality of services and delivery vs price-
 - Canada has updated the split to 65/35.
54. What are issues that could happen on the base that could affect all of Labrador?
- The airport and the resupply is the biggest issue. The barge is only open from May-October.
 - The ranger groups also use 5 Wing as a central point.
 - Any activity that occurs at 5 Wg can affect all of Labrador as GB is the point of entry and exit.

55. Facilities Conditions index, how is it captured and measured to ensure you have good results? Is it currently being used in the Contract? One of the challenges of the FCI index is the labour, is Canada planning on addressing this challenge
- A third party contract was initiated to collect details on building > \$1M. The North region being so small a greater number of buildings were captured. DND did a separate validation prior to accepting the information.
 - FCI is not currently being used but intent is to use it for this one. ADM(IE) is still developing processes on how to collect, uploading it into DND system and how to interpret the reports. Canada is looking to bidders to validate DND processes with a view to improving them.
 - Canada is not aware of the FCI challenges WRT labour.
56. Regarding the pre-condition during asset verification, normally during the takeover the new Contractor gets to do an asset verification and negotiate upgrades if necessary. It seems that there is only a third party doing it. The new Contractor should not be responsible for repairing pre-existing conditions under the 5000 repair threshold (ie sprinkler heads or damaged ceiling tiles)
- The Contractor will be required to do their own validation. ~~(I would assume the outgoing contractor would be in on this as well.) The outgoing Contractor shall!!!~~ There are currently no plans to provide the additional funding required to ameliorate the pre-existing conditions. The winning Contractor will be able to negotiate upgrades/replacement as required.
 - The new Contractor will be validating the data that has been provided by DND.
57. \$5000 threshold. The risk that is carried is 144 hours or material costs up to the 5k threshold. Normally jobs have a combination of both hours and material. Number of hours is uncommon as labour rates can vary across the trades. How does Canada address this? The number 144 is likely based on the fact that 20 years ago 144 hrs (at 35.00 per hour) was equal to \$5K. Perhaps we should change it to \$5K in materials or labour?
- Some tasks may not have any materials, ie design;
 - The amount must reach 5k in material or 144 labour hours before becoming a Task Authorization;
58. What is the first year of the PIF calculated on?
- The PIF is calculated on the previous year Contract costs.
59. Is the subcontracting percentage applicable for all subcontracting work?
- This is only applicable for task authorizations.
60. Volume requirements, and estimated quantities. VIQ; how is the VIQ currently monitored?
- The Contractor is required to track the amount of hours etc spent against each line item and compare it against the estimated amount.
 - For any realized savings Canada will request the savings be returned; if there wasn't any savings Canada will not be attempting to recoup the savings.
61. Can Canada release the actuals for the past 2 years?

- a. Yes, Canada will be releasing it, and it should be available to bidders in the next few weeks.
62. There is concern that the town of GB may not be fully cooperating. Is it possible to have a Public open house? To share information about what the procurement is.
- There is already communication with the town through discussion between the base and the mayor's office and members of the Town Council. Any discussions required by a potential bidder is at its own discretion
63. Are the positions in Annex G mandatory?
- a. Resources must meet the qualifications in Annex G, but the positions do not need to be mandatory. Yes they are mandatory and there are the same as key or required positions.
64. Are there any GFC (what does the "C" in GFC stand for?) vehicles?
- a. Some of the vehicles are in the Practice Training Area (PTA), which is a remote training area only accessible by air. Those vehicles are going to continue to be Government furnished due to the cost of moving the vehicles to and from this remote area (not serviced by roads).
65. What work needs to be done in the PTA?
- a. Open and closing of the camp is covered in the firm price Contract
 - b. The remainder would be either be covered under a cost reimbursable (hourly rate per trade) or through a TA, depending on the level of effort.
66. For Goose Bay the DRAFT RFP states that all security requirements must be in place "before contract award", which we believe to be the fall of 2020 – potentially a full six months before the "service commencement" date. Will Canada consider having security in place at service commencement date?
- a. Canada will be reviewing the security requirement deadlines.
67. It is overly restrictive to impose a mandatory requirement that both the Contractor Site Manager and the Logistics Manager have a university degree in Business Administration and Engineering and believe this requirement should be mitigated by accepting an equivalent level of experience, which is already stated in Annex J. Will Canada update the evaluation criteria?
- a. These positions should read "or equivalent experience". In the SOW under Key personnel in pages 501 & 531 which states: or have at least 10 years of experience in a project management or managerial capacity in similar operations.
68. Is doing an assessment of the real estate part of the phase in requirement? If not, how is it expected that Industry take the risk in updating and maintaining the property?
- a. Already been answered above.
 - b. Canada is open to any suggestions in this area.
69. Are Joint Ventures allowed? How is project experience looked at?
- a. Canada will be updating the requirements for past experience
70. Can you submit multiple projects for each Annex of the SOW

- b. Yes, you can submit multiple projects for each Annex of the SOW, you are not limited to 1 per annex. This shall be reflected in the revised Evaluation Criteria.
71. Length of RFP posting, 90 days is short; 120-150 would be favorable, would Canada consider lengthening the posting period
- a. Canada will consider the recommendation. However, due to the fixed timeline for all activities leading to contract award, this request may not be feasible to ensure timely contract award.
72. Do Commissionaires have the first right of refusal?
- a. Canada is currently researching this question.
73. GB is not necessarily North, they are remote but not North. Why is there an evaluation criteria for doing work in Northern communities?
- a. The criteria was written to ensure companies are capable of delivering support services in an area where the cold temperatures, significant snowfall, and severe winter weather conditions are not unusual. Companies also need to demonstrate their ability to secure all the resources (including materials, equipment, and human) required to operate in a sometimes challenging environment (weather and remote location). Already amended in the RFP.
 - b. Canada is considering updating the criteria, but no formal decision has yet been made.
74. Key individuals. Consists of 41% of the evaluation; will Canada consider reducing the numbers of individuals or the number of points?
- a. Canada will review the value of the points and number of individuals
75. Would Canada consider an initial Contract period of 15 years instead of 10 years?
- a. No, Canada will not consider a 15 year Contract.
76. How will Canada facilitate the certification of new Air Traffic Controllers?
- a. Canada, will not be facilitating the certification. It is the successful Contractor's responsibility to ensure that they receive the certification.
77. Will Canada be buying the vehicles and making them available to all Bidders?
- a. No, Canada will not be buying the vehicles and making them available to all Bidders
 - b. It is the Bidder's responsibility to discuss the purchase with the incumbent if they so choose.
78. Can Canada release information regarding the third party work?
- a. Canada does not have access to this information.
 - b. Canada is not allowing the use of 5 Wing facilities or equipment for third party work at this time.
79. Number of inspections per year vs the number of equipment. Is the equipment manual available?
- a. Yes, the manual would be made available.

80. GFM; how much of it will be handed over to the Contractor?
- a. Canada will be providing a list to Industry.
81. Regarding VIQ, a list is requested regarding everything that falls under VIQ. What items truly fall under VIQ?
- a. Canada will provide the list of items that fall under VIQ. All line items fall under VIQ for tracking purposes; however, only those with estimated quantities would normally be subject to VIQ.
82. PIF vs Performance Measures in Annex A4, what is the difference?
- a. The Performance Measures are to measure whether the Contractor is being compliant or not with the Annex 4 SOW. PIF refers to rewarding the contractor for performance above and beyond the contract requirement.
 - b. Canada will be reviewing this section to see if an update is required.
83. If the intent is to bring the buildings up to a certain standard than the standards and current assessments need to be provided to the Bidder. Will Canada be making these lists available to bidders?
- a. Canada will make the lists they have available to bidders. However, this list may not be ready for RFP launch
84. SOW 1.1.3.1.10 Definition of direct labour hours – does preparation time and travel time form part of hours defined as direct labour hours as it is part of getting any particular task done but is unclear from the definition and likely important when reviewing Variations in Quantity.
- a. No direct labour hours do not. Direct labour hours are to complete the repairs only.
85. SOW 2.6.12.1.1 shows arrestor gear under SNIC section but no responsibilities for this arrestor gear are included in this section. Better placed with the arrestor gear operational and maintenance responsibilities.
Corrected by Canada.
86. Janitorial Services is outlined in section 4.3.10 within the section for Facilities Maintenance. This service is typically in the soft FM group of services such as food and accommodation so we were wondering if this item is grouped in the best place given the manner in which past experience is currently requested.
- a. all line items WRT to Janitorial Services have been moved out of the Eng Annex and moved in Annex A2. Completed.
87. On pages 385-9 labelled Attachment A to Appendix B – Performance Measures. It is unclear how these fit into the performance management framework outlined in Annex L or are part of the service levels of the SOW.
- a. This section outlines how Canada will review contractor performance on Annex 4
88. This section outlines how Canada will review contractor performance on the Annex 4. Appendix G outlines the Facilities Catalogue and the requirements for an Annual Building Plan. Is it your intent to have this completed before final issuance of the RFP?

- a. Yes, that is Canada's intent.
89. The SOW is grouped into 4 really big chunks. Makes it tough for bidders to understand. Will Canada consider updating it?
- a. The SOW is set up this way due to ensure it is aligned with the Wing set up. The senior officers at the Wing need a point of contact for each of the main functions. While the experience is grouped it is not necessary to have them all in a line. We should be able to collect all of the experience from multiple projects.
90. The document is large and references are spread out making it not readable. Canada update the document?
- a. Canada is currently updating document.
91. Can RPOps describe what is going on for the base upgrades for the next 10 years? Are the upgrades going through ADM IE or the captain?
- a. Future plans will be the contractor's responsibility to develop. Annually the Contractor will provide Canada a list of projects for consideration and funding. Formats and scorecards will be provided.
 - b. Projects will be approved centrally (though ADM (IE)) and executed locally (through the PO Det GB).
92. Facilities condition assessment? Is VFA a Canadian standard? Builder is commonly used in the US
- a. No, this a standard that was created in the US about 20 years ago. VFA is used across in the states and in Canada.
 - b. The Contractor is responsible for using their own facility condition assessment software.
 - c. All the data needs to have a planning characteristic to determine the way forward.
93. The SOW is stating that Canada is looking at base services not at facilities upgrade or asset management, is this the intent?
- a. Canada is looking at Industry to help increase our value for dollar in the evaluation criteria in building and maintenance.
94. Is ISO 55000 being considered for this procurement?
- a. Canada is not considering it at this moment.
95. Are there road maps for the asset management and infrastructure upgrades? These can be covered in ISO 55000. Is the asset management covered in the road map tis would be beneficial for industry
- a. Canada is currently using DRMIS as asset management, we acknowledge that we are further behind other industry stakeholders.
 - b. . It is expected that the contractor will assist RP Ops in developing the long term plan.
96. Where is the scope of the Contract being changed the most from the current Contract to now?
- a. The biggest change in the Contract is in the RPOps portion (Annex A-4). RPOPs has a new mandate that will lead to improvements in the asset management and infrastructure upgrades.

97. The SOW still looks like it was written for TF!, how is evaluation criteria being done, how will the Contract be managed?
- a. For pre-contract award, the Contract evaluation system will be different; however we still follow the line items detailed in the SOW.
 - b. Following contract award, there will be a robust Quality oversight program managed and administered by Canada.
 - c. In addition to on site Quality staff, there will be several Standards teams visits, technical assistance visits, and audits from various DND organizations and other agencies on behalf of DND who will conduct reviews of the more critical and highly technical services a few times per year
98. Relevant and past experience, why is it lower (did you mean to write "higher"?) than other criteria?
- a. This is a key factor for Canada and is the most important part of the evaluation
 - b. The criteria will be updated.
99. A parental guarantee for Air Traffic Control (ATC) insurance is a prohibitive cost. The major insurance risk on this contract remains as the ATC risk. In the past, the bidders were required to Firm Fixed Price (FFP) the annual premium for a volatile item. It is recommended that insurance be treated as a flow through and that DND carefully consider their ATC risk insurance needs. In the past the coverage was required at \$500M which attracted a cost of approximately \$1M annually. Any major aviation incident worldwide affects premiums significantly. It is unreasonable to expect the contractor to FFP this item over an extended period of time. Canada has the opportunity to self-insure and save millions of dollars over the life of this contract.
- a. Canada is researching the options.
100. Projected activity at the base?
- a. There have been exploratory visits indicating an influx of activity at the base. However, no formal usage agreement has been entered into above current manning levels. We expect to at least maintain our current activity levels of exercises, operations, and training at the Wing, but hopefully increase those levels in the future.
101. The owners of the hangars and the infrastructure? Who owns them at the moment?
- a. Canada has stipulated that it owns all of the infrastructure at this moment.
102. Can Canada please provide contact information for the unions in place on base?
- a. The Contact information for the current unions are as follows:
 - i. Mark Simpson
CATCA Local 5454 Goose Bay Chair
Mark.Simpson@serco-na.com
 - ii. Jonathan Cull
UNDE, Local 90125, 5 Wing Goose Bay
90125@unde.org