



Summary of Feedback and Outcomes

Request for Information

W6369-180007

Department of National Defence – Canadian Forces Station (CFS)
Alert Site Support Services



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1. Introduction

This document identifies Phase 2, Phase 3 and Phase 4 of engagement with industry regarding the questions discussed during the 1 on 1 sessions from 16-19 June 2020 and relating to the Draft Request for Proposal (RFP) that was published on Buy and Sell on May 28th, 2020 as it relates to the Department of National Defence – Canadian Forces Station (CFS) Alert Site Support Services requirement.

The objective of Phase 2, 3 and 4 were to solicit relevant feedback concerning the proposed methodology for the Alert Site Support Services RFP as well as inform bidders of any potential RFP changes. Industry Feedback and this Summary Feedback report are essential to assist Canada with ensuring the draft RFP was open, fair and transparent, and to correct any issues prior to the final RFP being posted to Buy and Sell.

2. Requirement

In order to support DND as it carries out its operations at CFS Alert, site support services are obtained through contract with the private sector allowing DND to concentrate on its core business.

In general, the services sought from the Contractor are real property site support services including, but not limited to:

- facilities and operations maintenance,
- roads, and grounds maintenance,
- water supply and distribution,
- power supply and generation,
- waste management,
- food services,
- accommodation and janitorial services,
- telecommunication and information system support,
- vehicle and equipment maintenance,
- transport,
- fire services and
- Environmental protection services.

3. Industry Engagement Process

Phase 1	<ul style="list-style-type: none">• Posting of RFI: August 18, 2018.• Responses to RFI requested: November 1, 2018.
Participants	<ul style="list-style-type: none">• 4 organizations provided written responses to the RFI.
Phase 2	<ul style="list-style-type: none">• Posting of draft RFP. Anticipated summer 2020
Phase 3	<ul style="list-style-type: none">• Industry Engagement Presentation and one-on-ones• 8 suppliers participated in one on one sessions.
Phase 4	<ul style="list-style-type: none">• Posting of Summary of Feedback: Summer 2020

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 as well as seeking clarification on technical issues.

Overall, there was some consistency found in the answers received to the questions. There were some clarifications requested and some suggestions for improvement.

This document details the feedback received during Phase 2 and Phase 3 (Posting of Draft RFP and Industry 1 on 1 sessions) RFI) 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 CFS Alert Site Support Services RFI

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

Discussion Topic: Managing the Alert Site Support Services Requirement in accordance with the Inuit of the Nunavut Settlement Area as represented by the Tunngavik Federation of Nunavut, specifically, article 24.	
Respondents	<p>Respondents expressed:</p> <ol style="list-style-type: none"> 1. A willingness to ensure Inuit Benefits derived from this contract were measurable and achievable 2. The need to understand how potential Joint Ventures (JV) would be managed if one of the partners of the joint venture was registered on the Inuit Firms Registry (IFR) 3. How Canada would manage the process should 2 Inuit Firms be recognized as being registered on the Inuit Firms Registry (IFR) list.
Discussion	<ol style="list-style-type: none"> 1. Respondents generally considered that the Inuit / Nunavut Bid Criteria contained within the RFP, consisting of Location, Ownership, Training and Employment were difficult to achieve as presented 2. NTI determines if the JV meets the definition of Inuit firm. If the JV is registered on the IFR, then it is deemed to have met the definition of Inuit firm as per the NLCA. In a JV situation, contracting officers do not need to look at each individual firm making up the JV. They simply look for the name of the JV on the IFR. 3. Further to item 2 above, as soon as two Inuit firms are vetted as being able to conduct the work, a notice will be posted on Buy and sell. Canada has multiple milestones where Inuit Firms Registry searches have and will continue to be performed, including, but not limited to: at time of Request for Information release on Buy and Sell, at Draft RFP release on Buy and Sell prior to initiating the Invitation to Qualify (ITQ) process in

	<p>Phase 1, and prior to issuing the final RFP on Buy and Sell for Phase 2 of the RFP.</p> <p>4. Multiple potential bidders indicated that meeting the Inuit / Nunavut Benefits Criteria at 100% was nearly impossible for this requirement.</p>
Outcome	As a result of the discussion, for item 1, the percentages indicated within the Inuit / Nunavut Bid Criteria will be revisited. Canada's initial targets were generated to ensure maximum Inuit benefits could be achieved as part of this contract, and endeavors to ensure long and lasting benefits for the Nunavut people.
<p>Discussion Topic: Extending current contract by a one year period due to Covid travel restrictions in relation to a Mandatory site visit.</p>	
Respondents	<p>Responses were understanding of the current environment with regards to ensuring a safe and healthy approach to any facet of the bid process. Overall, potential bidders understood the rationale for extending the current contract by 1 year to permit a site visit in 2021.</p>
Outcome	<p>At this time, Canada has examined not having a site visit, and has determined that bidders need to understand the Alert environment as well as the conditions of the facilities to be able to provide a competitive and reasonable proposal. As stated in the introductory remarks - to all bidders who requested a 1 on 1 session, Canada is contemplating extending the current contract by a 1 year period to permit a "boots on the ground" site visit in Alert, once travel restrictions are lifted.</p> <p>Furthermore, alternative methods for a site visit have been explored by DND, however, security considerations such as photos and video, as well as transmission of media over internet continue to be an important factor, and thus, a physical site visit is still considered mandatory.</p> <p>As a result, a final decision has been made and the current contract shall be extended to ensure all bidders who are successful in the Invitation to Qualify phase are afforded the ability to travel safely to Alert for the site visit.</p>
<p>Discussion Topic: RFP Process: Two Step Process: Step 1: Invitation to Qualify and Step 2: Technical Evaluation</p>	
Respondents	<p>Respondents had questions surrounding the formal process for ITQ, as the draft RFP contained all elements of the full RFP. Furthermore, potential bidders requested a detailed timeline, should the current contract not be extended by a 1 year period.</p>
Outcome	In Step 1, the Invitation to Qualify (ITQ) will be published on Buy and Sell, where bidders will be required to provide a proposal as it relates to the mandatory criteria

	<p>listed in Annex I No. 1.a and 1.b. Furthermore, any joint venture proposal will also have to be proposed in this step.</p> <p>In Step 2, only bidders who have been successful at the ITQ stage will be sent, via email, the final RFP, which will require bidders to submit proposals for the technical point rated criteria, the financial proposal, the Inuit / Nunavut Bid Criteria as well as the certifications associated with the bid.</p> <p>Also, in the invitation to complete the technical and financial criteria, an invitation to attend a Mandatory site visit in Alert will be provided to all bidders successful in Step 1.</p> <p>Timeline: Based on the statement made during opening comments by PSPC, should the requirement not be delayed by a 1 year period due to Covid Travel restrictions, the timeline is as follows:</p> <ul style="list-style-type: none"> a) ITQ posted on Buy and Sell: August 2020 b) Bid receipt by bidders of ITQ (Mandatory Criteria 1a and 1b): early September c) Evaluation of Mandatory requirements completed: mid to end-September d) Final RFP comprised of the Technical Evaluation, Inuit/Nanuvut Bid Criteria, Certifications as well as Financial Proposal emailed by PSPC to successful respondents of ITQ: Last week of September to First week of October 2020 e) Site Visit: October 2020 f) Bid Closing for Technical, NBC/IBC and Financial Proposal: End of December 2020 to end January 2021 g) Award date: full operation start date is 1 June 2022, with a 6 month transition period beginning in December 2021
<p>Discussion Topic: Epost Concerns</p>	
<p>Respondents</p>	<p>Respondents had concerns with regards to submitting proposals through E-Post, as all risks are borne by the supplier.</p>
<p>Outcome</p>	<p>Canada utilized a 3rd party bid submission tool for the Meaford Site Support Services requirement. However, recent policy restrictions have prohibited the use of that tool for Goose Bay and Alert, as well as other tools from a security perspective. With that, PSPC is accepting only E-Post as an on-line bid submission tool. Note that PSPC and DND are working towards obtaining approvals for an on-line tool, but as of today, that approval has not been granted.</p> <p>At this time, for ease of distributing proposals to our DND technical evaluation team, it is preferred that bidders submit using E-post as well as to the Bid Receiving Unit via a paper copy.</p>

	Furthermore, Canada is currently in the implementation of the Electronic Procurement System (EPS). Should the EPS tool become available prior to posting on Buy and Sell, EPS shall be utilized.
Discussion Topic: SOW clarifications	
Respondents	Respondents had several clarifications regarding: <ul style="list-style-type: none"> a) certification requirements of certain labor categories; b) historical documents to be provided; c) Government Furnished Equipment / Material / Facilities; d) Flight Delays; e) Facility Condition Assessment Report;
Outcome	See questions and answers in Annex A.
Discussion Topic: Financial Evaluation Annex J	
Respondents	Some inconsistencies were identified within the Financial Evaluation Annex
Outcome	Canada will review and modify the Annex to ensure consistency.

6. Conclusion

Phase 2, 3 and 4 of the engagement process were valuable contributors to Canada in informing both Canada and bidders of areas of interest, and to provide bidders a better understanding of Canada's position with regards to the final RFP document. This exercise helps Canada focus efforts and edit certain portions of the RFP to ensure consistency and ultimately achieving success on this requirement.

PSPC and DND would like to thank Serco, Canadian Based Operators, Dexterra, Arctic Fresh / Penn Co, Nasittuq, Babcock Canada, Raytheon and Shipley Canada who participated in the one on one sessions. The information that resulted is invaluable in assisting Canada to develop a future RFP.

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

Annex A
One on One Engagement, Industry Questions and Answers

1. **Question:** The RFP states that if two Inuit suppliers, who are registered on the Inuit Firm Registry (IFR), submit a statement of qualifications and are able to meet the requirements of the solicitation then the process will be limited to those two (or more) Inuit suppliers.” Please identify when this process will happen and how soon after will the RFP be finalized and open to all bidders; in the event that less than two Inuit Suppliers are qualified.

Response: As soon as two Inuit firms are vetted as being able to conduct the work, a notice will be posted on Buy and sell. Canada has multiple milestones where Inuit Firms Registry searches have and will continue to be performed, including, but not limited to: at time of Request for Information release on Buy and Sell, at Draft RFP release on Buy and Sell as well as prior to issuing the final RFP on Buy and Sell.

2. **Question:** (Nunavut Land Claim Agreement): Would Canada consider expanding this to include other agreements? Since this is a fly-in/fly-out contract, engagement with communities across the Arctic will result in optimal response and fulfillment of inclusion. To be compliant and earn recognition do the resources have to be a residents of the region?

Response: In terms of an individual person, the Nunavut Tunngavik Inc (NTI) website offers the following questions and answers with regards to the definition of an Inuit. The link to the questions and answers as to the definition of Inuit under the NTI agreement is provided here: https://www.tunngavik.com/initiative_pages/enrolment-program/enrol-in-the-nunavut-agreement/ Furthermore, the RFP states in ANNEX “L”, REQUIREMENT FOR INUIT BENEFITS, that an Inuit person is defined as follows:
Inuit Person: An Inuit Person is defined for the purposes of this RFP as someone who has his or her name enrolled on the Inuit Enrolment List

Since Alert is located within the NTI boundaries, only the NTI agreement applies.

3. **Question:** Will DND accommodate any travel considerations for Nunavut-based employees and subcontractors, or will everyone have to originate/end all travel to/from Alert at Trenton?

Response: At this time, the operational environment requires DND to transport contract personnel from Trenton to Alert as per the SOW 3.2.3 It is the contractor’s responsibility for employee’s

travel to Trenton and home. Understanding this, DND will examine the possibility, through its chain of command, whether a shift in current operational requirements is possible.

4. **Question:** What does Canada consider to be “local” with regards to Inuit participation in the contract, understanding that there are no “near” villages near the isolated Alert site.

Response: For the purpose of this process, “local”, signifies the boundaries of the Nunavut Land Claims Agreement and firms listed in the Inuit Firm Registry (IFR) maintained by Nunavut Tunngavik Incorporated (NTI).

5. **Question:** Were Inuit Benefit Plan / Criteria applied to the last contract with the incumbent?

Response: Yes. However, the Inuit Benefit Plan has been reworked for this new requirement in order to meet the new NTI Agreement, specifically article 24 of the NTI as well as Treasury Board Policy on Contracting

6. **Question:** Would it be possible to know how many and which Inuit companies are currently in the supply chain for this contract?

Response: Unfortunately, this is company confidential information for the incumbent. Canada cannot disclose the incumbents operating practices.

7. **Question:** Please explain the Inuit/Nunavut Bid Criteria for Location, Ownership, Training, and Employment.

Response: These evaluation criteria are required as per the NTI agreement and in accordance with Appendix B B.2.14 of the Treasury Board Directive on Government Contracts, including Real Property Leases, in the Nunavut Settlement Area. The terminology and structure was taken directly from this Directive and follows the layout required. This portion of the evaluation shall represent 35% of the overall points allocated for this requirement, the remainder being for technical merit at 45% and financial at 20% respectively

8. **Question:** Inuit Bid Criteria #3 – Training – What is included in the training budget calculation and are training costs included under Annex “L” Requirements for Inuit Benefits 2.6 Allowable Expenses?

Response:

Part A: All costs associated to training, which include, but are not limited to, course development fees, translation budget, personnel time, travel costs, insurances for training, tuition, course materials etc. Each bidder manages training costs differently, therefore, submissions for this requirement must be clear to the evaluation team as to the costs being presented.

Part B: Training costs identified above are allowable under Annex “L”, Allowable Expenses if they are expensed for Inuit persons.

9. **Question:** How does the reporting requirements under Annex “L” Requirements for Inuit Benefits conform to the NBC/IBC requirements?

Response: Within article 24 of the Land Claims Agreement for NTI, reporting of the targets put forth by the contractor in their proposal will be applied in the resulting contract. The successful bidder will provide a reporting structure that will give documentation of meeting the requirements determined by the contractual arrangement and will be held accountable to these targets through the general terms and conditions of the contractual arrangement.

10. **Question:** Regarding Inuit employment and training, do you have specific allowances or priorities regarding Inuit capacity building?

Response: There is no additional money being allocated into this contract for additional Inuit capacity building. The onus is on the contractor to ensure Inuit benefits are achieved as part of this contract. The Inuit Benefit Plan is proposed by bidders and the successful bidder's proposal will then flow through into the contract.

11. **Question:** Please provide more clarification on the Cost Plus elements and the rationale surrounding these items vs. the firm fixed elements.

Response: The philosophy was to have a scalable solution to work on Real Property Infrastructure over the life of the contract. Those areas which are considered "unpredictable" in quantity were given the designation of cost plus vs those elements which are considered "predictable in quantity". The estimated quantities defined in Annex J are yearly estimates for Cost Fee 1 and Cost Fee 2 elements. However, there is no guarantee that the actual contract values for these estimates will be either higher or lower than presented in the financial evaluation.

12. **Question:** Annex J Financial Evaluation, Section 3 TA's & Misc., can Canada confirm: If the values quoted within the financial evaluation are reflective of the historical values for this contract?

Response: Yes.

13. **Question:** If the Estimated Usage unit (hrs) is correct under the Quarry Operations items.

Response: Yes.

14. **Question:** Annex J Financial Evaluation, Section 2 O&M and Section 4 RP OPS North, can Canada confirm the difference between Section 2 O&M – SOW Section 13 Management and Administration and Section 4 RP OPS North SOW Section 13 Management Services Fixed Cost Elements and what cost elements should be included in each.

Response: Canada to review the full Financial Annex prior to publishing the final RFP.

15. **Question:** Annex J Financial Evaluation, Price Summary, Section 3 Task Authorizations & Other, can Canada confirm if the price summary for Section 3 Task Authorizations & Other should include all cost values from worksheet - Section 3 TA's & Misc. as totaled in cell F:35 (\$2,437,570.00) on worksheet – Section 3 TA's & Misc., or cost for Quarry

Operations and Labor Rates only from worksheet - Section 3 TA's & Misc. as totaled in cell G:17 (\$1,035.00)?

Response: We concur, this information is not accurate and Canada will apply the correct information in the final RFP.

16. **Question:** Can Canada provide historical volumes for Task Authorization over the past 5 years for the current Alert Site Support Services Contract?

Response: Task Authorization work requests and their total value varies from year to year but they average between 6 to 10 tasks authorizations issued per year.

For an estimate, please refer back to the Financial Evaluation Annex J. It shows an estimate of yearly costs attributed to Task Authorizations.

17. **Question:** As part of the RPOps North Cost Elements there are components that are Cost Plus, are these requirements funded through Task Authorizations?

Response: Yes. A large scale Task Authorization shall be issued at the beginning of each contract year to formalize the work plan for each specific work item listed as a Cost Plus element.

18. **Question:** What role will Defence Construction Canada (*DCC*) play within this contract?

Response: DCC does not play a part in this contract, but depending on the project scope and complexity, DCC may be utilized to engage industry for Real Property requirements in which a competitive tender could be used, while also respecting the NTI agreement. However, the intent is to utilize as much as possible the current Site Support Services contractor for Task Authorization work

19. **Question:** In the past five years what improvements have been made to Alert?

Response: The following list of projects have been undertaken within the last 5 years, however, the list may not be completely exhaustive.

- i) Water Treatment Plant Upgrades;
 - ii) Main Power Plant Upgrades – Switchgear;
 - iii) Main Power Plant Upgrades – Generator and controls;
 - iv) Fire Alarm and Fire Suppression Upgrades;
 - v) Energy Performance Contract – Ongoing;
 - vi) Runway M&R – Quality Management Program;
 - vii) Heat Recover System Upgrades;
 - viii) Multiple Engineering Studies.
20. **Question:** What is the five year expansion plan and future outlook for the facility? What do you see for the life cycle of contract?

Response: The five-year plan for the station includes a robust Energy Performance Contract and multiple improvements to the station real property.

21. **Question:** What is driving the contract term of 8 years + 2 x 4 year options?

Response: The contract term was utilized to ensure a long term partnership for work in Alert. This follows the same trend as utilized for the Meaford and Goose Bay requirement for long term partnerships, especially as it relates to maintaining RP assets. The secondary reason was operational in nature, as the site support services contracts for Alert, Meaford and Goose Bay are all managed by the same PSPC group as well as similar DND military and civilian personnel, and all ended within a 12 month period of one another. This causes strain on the system and by having a total period of 16 years for Alert, rather than 20 years, it would permit to space site support services contracts in order to ease the demand on the same government resources. However, understanding that this requirement may be delayed by 1 year, this contract period may potentially push back the end of the 16 years contract by 1 year.

22. **Question:** Sustainment Flights and BOXTOP: Does Canada have any intention or is Canada open to discussing out-sourcing of the weekly sustainment flights, annual BOXTOP and management of the supply chain?

Response: No, DND does not intend to do anything different than our current operations. However, should this change, industry will be informed accordingly.

23. **Question:** Is there a Performance Incentive Fee (PIF)?

Response: No. Due to the fact that the Contractor does not have control of the supply chain, PIF is no longer being considered for this requirement.

24. **Question:** SOW 2.2.9: Does the RCAF pay the costs for accommodation and meals at USAFB Thule? If not, will Canada advise what these costs are? Are they considered to be cost-reimbursable to the Contractor?

Response: Thule is currently \$185US/night and approx. \$12US for supper and breakfast, which only changed in Nov 2019. These are published rates from the US Air Force DoD. As rates change DND will update the contractor. These rates do not change yearly and the last rate was steady many years.

25. **Question:** During Phase-in, can Canada confirm if DND will provide Transportation and Accommodation for the Contract Site Manager and additional site personnel required during the phase in period prior to handover?

Transport and shift rotation: Can Canada confirm what the shift rotation for civilian employees at Alert has been?

Response: DND has weekly flights into Alert. It is the bidder's responsibility to provide a detailed resources plan on how best to manage contracted resources work schedules. As additional information, DND personnel rotate a minimum of 1 week (since flights are weekly). DND personnel can deploy for up to 6 months, with a 3 week break in between to return to Trenton. Bidders are asked to take note of SOW article 3.2.3. The contractor is allocated approximately 7 available seats on the weekly flight.

For Phase in, there are no accommodation costs for the contractor. This is considered as a flow through cost from the contractor to Canada.

26. **Question:** SOW 2.2.9: If the RCAF decides to divert a flight to an alternate destination, is the RCAF responsible for arranging accommodations and meals for the duration? If not, are these costs to be cost-reimbursable to the Contractor?

Response: When a flight is redirected due to Weather or other factor, it is considered a flight delay. Flight delays are charged per person, per day. Accommodation arrangements are made through the contractor.

27. **Question:** SOW 3.2.3: Flight delays are considered flow through costs. How are flight delay costs reimbursed to the contractor?

Response: All flight delays are charged to Canada as follows: Per person, per day, as applicable through a flow through payment.

28. **Question:** SOW, Page 10, 3.2.3. DND Travel Approval – “The Contractor Personnel may be subject to flight delays to and from CFS Alert and CFB Trenton, as flights may not leave on schedule. It is expected that up to 12 x 1-day delays may occur each Contract Year and should the delays exceed 6 days then the Contractor will be reimbursed as per the terms and conditions of the Contract.” Can Canada confirm if the 6-day delay threshold is intended to apply cumulatively per delay event or cumulatively for the year?

Response: The Contractor Personnel may be subject to flight delays to and from CFS Alert and CFB Trenton. As flights may not leave on schedule it is expected that up to 12 x 1-day delays may occur each Contract Year. Should the delays (beyond DND responsibility) exceed 6 cumulative days in the year then the Contractor will be reimbursed as per the terms and conditions of the Contract

29. **Question:** What is the current operational risk of flight delays – weather, operational issues or other?

Response: Currently, there are approximately 6 to 10 days of flight delays per year.

30. **Question:** SOW 2.2.11: In order to plan for sufficient insurance coverage, will Canada provide historical cost for medevac and a list of providers?

Response: SOW 2.2.11 explains this well enough. The cost is contractor borne and if DND aircraft are utilized there will be cost recovery. It is also contractor's responsibility to determine their chosen provider rather than a DND direction. Medical has many variables based on individual contractor employee conditions which annual medical clearances should minimize.

31. **Question:** SOW 3.2.6: Please define the scope and details of the Contractor employee "medical records" to be held by the CSM.

Response: Employee medical records are confidential and the site manager will hold a current copy in Alert that are not accessed by DND. If a medical emergency to a contractor occurs the CMMSM will provide that employee's record to the Alert PA (Physician's Assistant who is the only medical support in Alert) for proper treatment to prevent and treatment conflict. This is a safety measure.

32. **Question:** SOW 4.3.2 and 5.2.11: Does the Contractor CMMS and other potential applications have to be a local standalone installation, DWAN installation, or can it be web-based?

Response: There is no web based option. This is a standalone system. It is not installed on DWAN.

33. **Question:** What is the current asset management software being utilized? Will the selected bidder be expected to work with the current software or will the selected bidder use software of their choosing?

Response: Bidder is free to choose the CMMS of their choosing. SOW section 4.3.4 states that the CMMS utilized is compatible to MS Office.

- a) DND cannot provide as this is company confidential information from the incumbent.
- b) Bidder is free to choose the CMMS of their choosing. SOW section 4.3.4 states that the CMMS utilized is compatible to MS Office.

34. **Question:** 5.2.11.2 CMMS Access – Please define local electronic access for the PA.

Response: CMMS Access will be required by DND (one to two accounts) as well as remote access (method TBD).

35. **Question:** Please describe the phone and internet connectivity available to Contractor employees.

Response: Internet is available in many areas for personal use and work. Security may have some web site restrictions. Each Quarter has a computer access for personal computers (which are registered with CFS Alert as a security requirement). All work stations have telephones, many throughout the station and Heads of departments have phones in their rooms. There is also VTC access for work and after hour's personal use. Telephones are on a 30 minute duration only for work during daytime and 30 minutes after work day for personal use. Weekends are personal use.

All communication is monitored. There are no cell phones as there is no network and these are a security issue.

36. **Question:** What is the Contractor's liability limits as the OHS Control Authority, as Canada's agent?

Response: Canada has stated that it will be reviewed and potentially removed from the final RFP posted to Buy and Sell.

37. **Question:** SOW 5.2.7.1: Does the GFE include all IT equipment, portable communication devices (i.e. radios) and trades tools?

Response: Yes.

38. **Question:** SOW 10.2.11: The requirement for a "certified Level 2 accident investigator from an accredited Police Service Academy" is excessive and overly restrictive. Will Canada consider alternate CAF/other qualifications?

Response: Contractors are required to investigate accidents to DND vehicles and must meet DND standards and processes. There have been no issue obtaining this training in the past, but research into other equivalent training will be conducted by DND.

39. **Question:** SOW 10.2.13: Please expand the description of the scope of support needed for USAFB Thule and Fort Eureka.

Question: This section is about vehicle maintenance and support. There are a few vehicles in Thule for support to Operation BOXTOP (two vans and a truck), and some vehicles in Eureka which the contractor will be required to support from CFS Alert. Parts and Labor. Note the Thule vehicles are only required for 3 weeks a year and the Eureka vehicles only 5 weeks per year (Op NEVUS). Refer to SOW article 13.2.3

40. **Question:** Are there any portions of the draft RFP that are being updated.

Response: Fort Eureka is being added as a cost plus element within the scope of the work within section 13.

41. **Question:** Please describe the support required to Fort Eureka (May-July).

Response: The Fort Eureka portfolio will be updated in the final RFP.

42. **Question:** Are there any maintenance requirements for Fort Eureka as it relates to the power system?

Response: The Ground Satellite Terminals (GST) located in Eureka are powered by the ECCC electrical grid. The GSTs have an auxiliary electrical generator that will be added to the SOW as a cost plus measure before final publication of the RFP. DND real property located at Eureka will be added as a cost plus measure to the final SOW. The HADCS system itself is Solar powered and maintained by JTFN (DND).

43. **Question:** SOW 13.2.3: Please describe the level of building systems automation and control.

Response: The station is not currently automated. However, an energy enhancement contract will be implemented at Alert within a 5 year period. In terms of sensors, there are intrusion alarms as well as fire alarms.

44. **Question:** SOW 13.5.5: What are the watch keeping requirements for the power plant?

Response: Electrical power must be provided 24 hours a day, 365 days.

45. **Question:** SOW 13.6.1 to 13.6.3: Will Canada consider making these sections cost plus?

Response: Even with the expected levels of effort provided for preparation of designs and specifications, and engineering investigations, there is very high probability that specialized engineering labor will be required that will not be staffed as part of firm fixed staffing. This becomes a very significant cost variable if the engineering resource has to travel to Alert. DND to examine changing to cost plus. Details to follow in final RFP.

46. **Question:** Will any SOW provisions, work practices or standards change as a result of the COVID-19 pandemic?

Response: Not at this time as the SOW can accommodate the COVID 19 restrictions and adaptation. Access to CFS Alert has changed for health prevention, but not the SOW.

47. **Question:** Will the contractor have to absorb any targets related to Energy performance.

Response: Canada is responsible for energy related targets from the GOC. The contractor will be a partner in achieving set targets.

48. **Question:** When the documents listed in Section 17 of the SOW will be made available? In addition, will the RP OPS N MRDPD for CFS Alert be provided for the duration of the contract and extensions?

Response:

- a) Section 17 reference documents will be provided prior to the site visit, after ITQ qualifications
- b) The Facility Condition Assessment Report will be provided prior to the site visit, after ITQ qualifications

49. **Question:** Draft SOW, page 25 – 5.2.7.1 Government Furnishings. Can Canada confirm if this includes all materials, consumables and parts for repair and maintenance activities, supplies required for accommodation services and consumable items related to service delivery and operation of the equipment such as Ground Engagement Tools for the graders, loaders, dozers etc. Is DND responsible for cost of all materials, and equipment?

Response: Confirmed.

48. **Question a:** SOW, Page 104, 16 Acronyms and Definitions, Repair Threshold - Can Canada please explain how the Operations and Maintenance all-inclusive firm fixed fee under Annex B of the Draft RFP operates in conjunction with the Repair Threshold for the contract as detailed in the definitions, where: *A baseline amount to determine repairs that the Contractor will carry out under the Fixed Price portion of the Contract. This includes Contractor's costs for undertaking repairs in excess of \$15 000 labour, or 150 labour hours effort per Demand Call or per Repair requirement resulting from a scheduled activity. Repairs covered under this threshold include breakdowns, failure or malfunction of building systems, and components that are included in the Fixed Asset Registry. Building systems and components include – the structure and fabric of the building interior and exterior, machinery, components and associated wiring, pipework, ductwork, controls etc. that form part of, or are fixed to the Building and form part of the normal function of the Building. Repairs under the Repair Threshold can be carried out without Task Authorization meeting Response Times as identified in the Contract. Specialist systems or equipment that are not listed in the Fixed Asset Registry are not covered under the Repair Threshold. Specialist systems may include – scientific equipment, communications room equipment etc. Repairs above or outside of the Repair Threshold are carried out as Task Authorizations or through other means (i.e., DCC or military).*

Question b: Also, can Canada give an example of the repair threshold being exceeded?

Response: DND will delete the reference above with regards to \$15,000 labor.

50. **Question:** SOW, page 19 4.3.1 – Will Canada provide prior year's Annual Engineering Works program, to provide bidders a sense of the quantum of activities anticipated?

Response: Canada cannot provide the engineer works program however Canada will provide the facility condition report in conjunction with the Contractor Site Visit.

51. **Question:** Will the current system be maintained by DND, transferred to Contractor, or have the ability to maintain data integrity of assets and condition reports?

Response: Canada expects that the data integrity will be maintained from the current contract to the next contract. The data will be maintained as it belongs to DND. The CMMS system belongs to the contractor and might not be maintained as the contractor is to provide a system, as per SOW

52. **Question:** As of 2009, there was no wastewater treatment facility at Alert. Has a wastewater plant since been installed?

Response: CFS Alert has a sewage treatment system consisting of sewage terraces (approved by Nunavut regulating body). The sewage terraces require annual preventive and corrective maintenance. The potable water system consists of a pump house location next to the water supply (lake). The raw water is pumped approximately 8,000 ft through insulated and heat traced water lines to the water treatment plant. The raw water is treated through a filtration system, chlorinated

and stored for potable and firefighting usage. The domestic water system consisted of insulated and heat traced water lines, valves, and end of line devices. The sewage system consists of oil/water separators, usage devices, insulated and heat traced sewages lines, and a sewage terrace (treatment).

53. **Question:** How is the responsibility shared between RPOps and DND with regards to the contractors obligations vis-à-vis reporting of Real Property assets during the life of the contract:

Response: The RCAF (DND L1) operates the station. ADM (IE) (DND L1 is the real property custodian. The two DND Level 1 organizations each have a separate mandate regarding the station. The RCAF is accountable, and has the responsibility and authority to command and operate the station. ADM (IE) is accountable, and has the responsibility and authority to operate and maintain the real property. AMO and RPOs are sub units within the respective level 1s and work collaboratively to ensure the station operates and maintains current assigned capabilities.

54. **Question:** Environmental regulations: Can DND confirm the intent of meeting National regulations, or is Alert exempt?

Response: The successful contractor needs to meet national standards as well as territorial standards. In some cases, DND has their own standards where national or territorial standards do not meet defense requirements.

55. **Question:** Have new facilities added to the base since the last contract?

Response: No new assets have been added into Alert. However, there has been substantial PM and CM conducted since the last contract.

56. **Question:** What is the anticipated duration of the site visit?

Response: Bidders should budget approximately 3 to 5 days for the site visit. Bidders would be required to provide for their own travel to either Trenton (military transport) or to Iqaluit (chartered commercial flight).

57. **Question:** Bidders would welcome a site visit, however, it is understood that due to the current climate with regards to COVID 19, there might still be Federal or Provincial restrictions, and alternative methods to an in person site visit will be considered. Would Canada envisage not having a site visit?

Response: At this time, Canada has examined not having a site visit, and has determined that bidders need to understand the environment as well as the conditions of the facilities to be able to provide a competitive and reasonable proposal. As stated in the introductory remarks of the 1 on 1 session to all bidders who requested a 1 on 1 session, Canada is contemplating extending the

current contract by a 1 year period to permit a “boots on the ground” site visit in Alert, once travel restrictions are lifted.

58. **Question:** What is Canada proposing as an alternative to the site visit

Response: Canada shall have a site visit, when conditions are favorable and safe for all involved.

59. **Question:** Why is Canada restricting the number of individuals on a site visit to two individuals for the site visit?

Response: Canada will determine, after the ITQ is completed, the capacity of individuals that can participate based on the following: Chartered flight size, base accommodation availability as well as the number of Technical Authorities required. Canada endeavors to ensure the largest number of participants within our constraints listed above.

60. **Question:** It is important to understand if the Canadian Forces School of Military Engineering meets the requirements of, a related field from an accredited academic institution in Annex G’s Training, Qualifications and Certifications regarding the CPM and CSM positions?

Response: For CPM, Canada will examine the criteria to determine potential equivalency options. For CSM, the criteria, as written, has the flexibility to provide experience elements OR educational background.

61. **Question:** Would a Current Org Chart for CFS Alert if available?

Response: Due to sensitivity and security issues, Org Charts shall not be provided.

62. **Question:** Draft SOW, page 25 – 5.2.7.1 Government Furnishings. Can Canada confirm if this includes all materials, consumables and parts for repair and maintenance activities, supplies required for accommodation services and consumable items related to service delivery and operation of the equipment such as Ground Engagement Tools for the graders, loaders, dozers etc. Is DND responsible for cost of all materials, and equipment?

Response: Canada confirmed.

63. **Question:** Draft RFP, Page 58 – Annex G resource requirements do not include key positions that will be required for delivery of the scope namely: Quality Control and Assurance Manager, Health and Safety Officer Engineering Manager, Logistics and Supply Manager, Operations Manager, Telecommunications and Information Systems (TIS) Manager. Can Canada confirm if these positions can be included under Annex, G resource requirements?

Response: It is up to each bidder to propose the most efficient and effective organizational structure to meet all elements of the SOW.

64. **Question:** For evaluation purposes, would Canada consider the inclusion of key personnel that are not currently employed by the proposed bidder?

Response: For individual resources for the key positions in Mandatory Criteria 1b, as well as in point-rated criteria 2.3a, those resource do not have to be employed by your firm at time of bid submission. However, should your company be awarded the contract, any replacement of personnel must be available at time of contract award, and if not available, then a resource of equal or better as the resource proposed must be vetted by Canada. Also, the proposed individual must have a letter of authority saying the individual has agreed to be proposed as part of the requirement.

65. **Question:** Will the current system be maintained by DND, transferred to Contractor, or have the ability to maintain data integrity of assets and condition reports?

Response: The system being used is company confidential to the incumbent. However volumetric data that can be released will be provided at Phase 2 of the procurement process (RFP stage).

66. **Question:** 4.2 Basis of Selection – Example Table, Bidder #2 and #3 do not meet the 70% minimum overall technical score. Can you explain how the evaluation was calculated?

Response: This was an error and will be corrected in the final RFP.

67. **Question:** Corrective Maintenance Definition – Can Canada explain this definition as it is not industry standard?

Response: CM-Unplanned or responsive maintenance, repair or service requirements. This definition is being applied by DND at this time.

68. **Question:** Material that is required for Preventative and corrective maintenance. How is it ordered? How is it shipped? Who is responsible?

Response: It is the responsibility of the contractor to formulate preventive and corrective maintenance purchase lists. Once generated, DND orders those items, DND delivers it to Alert and DND accepts the goods. At this point, control is passed to the contractor to manage accordingly.

69. **Question:** Who places the purchase order for material and food with the vendor, and where does it get delivered?

Response: For the menu, the contractor formulates a list, DND orders it, DND delivers it to Alert and DND accepts the goods. At this point, control is passed to the contractor to manage accordingly.

70. **Question:** Are there thresholds for obtaining 3 quotes?

Response: The successful contractor will be provided full guidelines as per DND's Procurement Administration Manual (PAM).

As per the PAM, DND has the following threshold for quotes:

Minimum number of quotes required:

- Less than or equal to \$1000 - one quote (or more);
- Greater than \$1,000 and less than or equal to \$2,500 - two quotes (or more);
- Greater than \$2,500 and less than or equal to \$25000 - three quotes (or more).

71. **Question:** Is there a requirement for the contractor to utilize DRMIS in Alert?

Response: For vehicle maintenance, the Contractor does require to have DRMIS access. In addition, RPOPS does not use DRMIS, but uses a sub system of DRMIS called Infrastructure and Environment Resource Information System (IERIS). IERIS is not currently used by the incumbent in Alert, however, this could change over the life of the contract.

72. **Question:** Is there a need for the Contractor's system to meet the requirements of IERIS system?

Response: No.

73. **Question:** Is there a union that has control over the employee population in Alert?

Response: To the best of Canada's knowledge, a union does exist for contracted personnel in Alert.

74. **Question:** For all outdoor work, is an armed DND personnel provided for Animal management (i.e.: Polar Bears, Arctic Foxes etc.)?

Response: Contractors are not permitted to carry firearms while on site at Alert. Wildlife is present at CFS Alert and is constantly monitored.. Polar bears have been observed wondering around the base. The protocol is to tracked them and push them back outside the perimeter of the base. During the procedure all station's personal is asked to stay inside the buildings until the polar bear has left the station. In extreme events DND works with the NU animal control as per legislation.

75. **Question:** When working on Northern projects, how does a delay outside of the contractors control affect performance measures?

Response: The contractor will not be held accountable for delays due to factors outside your control (i.e.: Weather or other hardship).

76. **Question:** Are there holdback in this contract?

Response: There are no holdbacks or formal mechanisms for penalties. However, should non-performance become an issue, traditional methods to rectify non-performance shall be utilized, as per the General Terms and Conditions of the contract.

77. **Question:** Will a Facilities Condition Assessment be available to bidders?

Response: A Facilities Condition Site Assessment will be made available to all bidders. A Facility Condition Report will be provided to bidders in coordination with the site condition visit.

78. Questions surrounding the logistics would include means and methods of transportation.
Question: Will all materials be flown to Alert or are there deliveries planned by icebreaker?

Response: All materials are currently flown into Alert. In terms of the Alert Supply Chain, the contractor is responsible for generating procurement lists required for operations on the base, such as food, materials etc). Once generated, DND orders those items, DND delivers it to Alert and DND accepts the goods. At this point, control is passed to the contractor to manage accordingly. In terms of all personnel, DND will transport contract personnel from Trenton to Alert as per the SOW 3.2.3 It is the contractor's responsibility for employee's travel to Trenton and home.

79. **Question:** Are there currently any planned facility expansions, renovations or new constructions planned for the duration of the contract? What are the currently scheduled (if any) major equipment replacements?

Response: The five-year plan for the station includes a robust Energy Performance Contract and multiple improvements to the station real property. No new facility expansions are planned at this time. In terms of equipment, DND is in charge of buying new equipment, but contractor is charged with executing inventory control, but DND buys the parts, equipment etc., while the contractor manages the asset once in place in Alert.

80. **Question:** Who is responsible for Air Traffic Control and Weather services for the Alert Contract?

Response: Airfield systems and weather systems are controlled by DND.

81. **Question:** How is fuel managed: it is DND purchased and DND delivered?

Response: It is the contractor's responsibility to load and offload the fuel.

82. **Question:** What is the capacity of the fuel tanks in Alert?

Response: The capacity is 2.3 Million liters of DF-8 fuel.

83. **Question:** What are the contractor responsibilities with regards to Fire Brigade tasks?

Response: The contractor is required to have 5 fire brigade personnel on hand at all times, as listed in the SOW.

84. **Question:** What are contractor responsibilities with regards to Wildlife Management and Monitoring?

Response: Alert follows the Nunavut laws, yet the contractor has no obligation with regards to Wildlife Management, just vigilance when working outdoors.

85. **Question:** What are the Security requirements for travel to Alert?

Response: The bidder and/or contractor personnel must obtain all security clearances prior to travel to the Alert Station, including Passports, as flights require stopover in Thule, Greenland.

86. **Question:** Are there any Industrial Technical Benefits (ITB)s as part of this contract.

Response: No, there are no ITBs as the Canadian Content Policy applies to this requirement.