



RETURN BIDS TO:

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Bid Receiving - PWGSC / Réception des soumissions -
TPSGC

11 LaurierSt./ 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Infrastructure Maintenance and Solution Services

Division (FK)

L'Esplanade Laurier,

East Tower 4th Floor

L'Esplanade Laurier,

Tour est 4e étage

140 O'Connor, Street

Ottawa

Ontario

K1A 0R5

Title - Sujet PMSS Project Management Support Services - Laboratories Canada	
Solicitation No. - N° de l'invitation EP938-212398/A	Amendment No. - N° modif. 009
Client Reference No. - N° de référence du client EP938-212398	Date 2021-11-15
GETS Reference No. - N° de référence de SEAG PW-\$\$FK-318-80425	
File No. - N° de dossier fk318.EP938-212398	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Standard Time EST on - le 2021-11-26 Heure Normale de l'Est HNE	
F.O.B. - F.A.B.	
Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Paquin, Audrey	Buyer Id - Id de l'acheteur fk318
Telephone No. - N° de téléphone (613) 295-8826 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

This Amendment 009 is raised to answer questions received from the industry and make minor adjustments in the Point Rated Technical criteria in in the RFP in order to keep constancy with both versions (English and French).

1- QUESTIONS AND ANSWERS

Q15:

In the terms of reference, p. 71 of the RFP in English - Workstream 1 - Project Management Services (Real Property) in Point Rated Technical Criteria **RT3.7 "Project manager, for real property – Intermediate.**

In the "Evaluation Criteria" column, you ask that the experience gained over the past 8 years be worth at least \$ 25 million.

In the column "Maximum and minimum score", you ask to list a number of projects (2 to 8 projects) to obtain a score (from 10 to 40 pts).

Question A: Must each of these projects have a minimum value of \$ 25M?

Question B : In this list of projects carried out during the indicated period , must one of these projects have a minimum value of \$ 25 million?

Question C: Note that a resource who has worked on a smaller number of projects, but of greater monetary scope, would be penalized in terms of score. In this context, we do not understand the evaluation process by number of projects executed (score from 2 to 8 projects). Can you clarify the requirement?

This questions also apply to the positions of Project Manager, Junior and Senior; Portfolio Planner, Senior and Project Planner, Senior.

A15 :

Answer to question A:

Yes, each of the projects must have a minimum value of \$ 25M.

Answer to Question B:

Yes, all the projects indicated in the list must have a minimum value of \$ 25M.

Answer to question C:

The bidder must demonstrate that each resource has experience in managing projects exceeding \$ 25M each. The number and value of projects are two important criteria in the assessment of resources. Each of the criteria requested demonstrates the degree of experience required to support the needs of the program. So to be qualified, the resources must have experience in projects whose value exceeds \$ 25M and will be awarded a score according to the number of projects that the resource has participated in during the last (8) eight years.

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

And this also applies to the positions of Project Manager, Junior and Senior; Portfolio Planner, Senior and Project Planner, Senior.

2- MODIFICATION

A) In order to keep a constancy with the English and French RFP, at the **Attachment 2 of the Part 4, Technical Criteria**,
In the section Point Rated Technical Criteria

DELETE the section Point Rated Technical Criteria in its entirety.

REPLACE BY:

Note: The changes made to the Point Rated Technical Criteria in the Amendment 009 has been highlighted in yellow.

Point Rated Technical criteria

Bids which meet all the mandatory technical criteria in each workstream will be evaluated and scored as specified in the tables inserted below for their respective workstream(s).

Bids which fail to obtain the required minimum number of points specified will be declared non responsive per respective workstream. Each point rated technical criterion should be addressed separately for each workstream.

Instructions to Bidders for responding to point rated technical criteria:

1. In addressing the point rated evaluation criteria, the Bidder should supplement the information supplied in response to the rated requirements with details outlining the depth and extent of the relevant experience, qualifications and specialized expertise of the proposed resource. All claims with regard to resource experience, qualifications or expertise must be substantiated through the provision of detailed project descriptions of how and where the claimed experience, qualifications or expertise were gained. Unsubstantiated claims of experience, qualifications or expertise will not be considered by the evaluation team during the point rated evaluation.
2. The Bidder's Score will be based on the evaluation scale provided below for the following Point Rated Technical Criteria – (RT):
 - RT1 – Understanding of the Requirement
 - RT2 – Proposed Methodology
 - RT3 – Proposed Resources

The maximum number of pages (including text and graphics) to be submitted for responding to the parts RT1 and RT2 of the Point Rated Technical Criteria –is 10 (ten) pages (including text and graphics) and should be in Arial font with in font size 10 (ten).

The following are not part of the page limitation mentioned above;

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

- Attachment 1 to Part 3, Pricing Schedule
- Certifications and proof of education
- Integrity Provisions - Associated Information

All pages including attachments in excess of the page limitation will be extracted from the proposal and will not be forwarded to the PWGSC Evaluation Board members for evaluation.

3. As applicable, the Bidder should indicate the location in the proposed resources' resumes of supporting information to substantiate relevant experience for each point rated evaluation criteria.
4. Each workstream will be evaluated independently.

Rated Technical (RT) Requirements					
WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
RT1	<p><u>Understanding of the Requirement</u></p> <p>The Bidder must clearly demonstrate a sound understating of the requirements as described in the Annex "A" Statement of Work through a discussion provided in the Proposal.</p> <p>Bidders should identify and discuss Key Success Factors (KSF) that should be considered in order to address the</p>	<p>Points will be awarded, depending on the Bidder's ability to clearly demonstrate a sound understanding of the requirements as described in the SOW.</p> <p>More specifically, points shall be awarded as follows:</p> <p>20 pts: The Bidder clearly demonstrates a sound understanding of the requirements as described in the SOW. The Bidder clearly</p>			

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

	<p>requirements.</p>	<p>identifies and thoroughly discusses KSF.</p> <p>14 pts: The Bidder adequately demonstrates a sound understanding of the requirements as described in the SOW. The Bidder adequately identifies and thoroughly discusses KSF.</p> <p>8 pts: The Bidder demonstrates a limited understanding of the requirements as described in the SOW. The Bidder identifies and discusses limited KSF.</p> <p>0 pts: The Bidder fails to demonstrate an understanding of the requirements as described in the SOW. The Bidder fails to identify and discuss KSF.</p>			
<p>Total Score:</p> <p>Maximum score possible: 20</p>					
<p>RT2</p>	<p><u>Proposed Methodology</u></p> <p>A) Description of the Bidder's approach and methodology to delivery of services, including flexibility to adapt to changing environment, fluctuating workload, and evolving client requirements. (25</p>	<p>A) Points will be awarded depending on the Bidder's ability to provide a detailed description of the proposed approach and methodology to deliver the services.</p> <p>The points will be awarded as follows:</p>			

	points).	<p><u>25 pts: Fully satisfactory</u></p> <p>The Bidder demonstrates an excellent understanding of all requirements. Puts forth a clear detailed and in depth methodology for achieving the delivery objectives. The Bidder puts forth an approach that is flexible and adaptive to a changing environment, fluctuating workload, and evolving client requirements.</p> <p><u>18 pts: Adequate</u></p> <p>The Bidder demonstrates a good understanding of all requirements. but is lacking details and explanation is vague of the methodology for achieving the delivery objectives. The Bidder fail to provide a clear detailed approach that is in part</p> <p>flexible and adaptive to a changing environment, fluctuating workload, and evolving client requirements.</p> <p><u>10 Pts: Weak</u></p> <p>The Bidder has some understanding of the requirements but lack adequate understanding in some areas of the requirements and explanation of all delivery methodologies.</p>			
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	<p>B) Description of the Bidder's resources Including management structure and organization, reporting mechanisms, quality control measures, value adds and risk management, as it pertains to these services. (25 points)</p>	<p>Details and explanations are weak and is lacking major and significant details</p> <p><u>0 pts: Inadequate</u></p> <p>The bidders lacks complete or almost complete understanding of the requirements, extremely poor and insufficient explanation of all delivery methodologies.</p> <p>B.1) Points will be awarded depending on the Bidder's ability to provide a detailed description of the Bidder's resources including management structure and organization, and reporting mechanisms. (Max 15 points)</p> <p><u>15 pts; Fully satisfactory</u></p> <p>The Bidder demonstrates an excellent understanding of all the requirements, The Bidder provides a detailed description of the Bidder's resources including management structure and organization, and reporting mechanisms. All service criteria are well detailed and</p>			
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		<p>explained</p> <p><u>10 Pts: Adequate</u></p> <p>The Bidder demonstrates a good understanding of the requirements, but fail to provide a clear understanding of the requirements. Some service criteria, explanations are vague and lacking details. Key elements are missing in the description of the Bidder resources</p> <p>including management structure and organization, and reporting mechanisms.</p> <p><u>0 pts: Inadequate,</u></p> <p>The Bidder fails to provide a description of the Bidder's resources. The Bidder lacks complete or almost complete understanding of the requirements, extremely poor and insufficient explanation of the Service criteria</p> <p>B.2) The Bidder puts forth detailed quality control (QC) measures as it pertains to the services: 1 QC measure = 1 point.</p>			
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Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

		<p>To get max pts, the Bidder must provide details of their QC measures.</p> <p>Evaluation scoring grid for B.2 (Max of 5 pts)</p> <p>B.3) Up to 5 points: The Bidder puts forth detailed risk management (RM) measures as it pertains to the services: 1 RM measure= 1 point.</p> <p>To get max pts, the Bidder must provide details of their RM measures</p> <p>Evaluation scoring grid for B.3 (Max of 5 pts)</p>			
<p>Total Score:</p> <p>Maximum score possible: 50</p>					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)

Project Manager for Real Property – Junior #1 (Number of resources required: 2)					
RT3.1	The Bidder should demonstrate that the proposed resource has experience managing real property projects, valued at CDN\$5M or greater, within the last five (5) years prior to the solicitation closing date.	1 project = 5 points max 2 projects = 10 points max 3 projects = 15 points max 4 projects or more = 20 points max /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). Points will be awarded for each of the five (5) items for a maximum of 5 points.		
RT3.2	The Bidder should demonstrate that the proposed resource has experience	5 points maximum per project for a maximum of 40 points. (8 projects or	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project		

	<p>preparing all of the following real property project documents for projects greater than CDN\$5M (deliverables):</p> <ul style="list-style-type: none"> • Project Management Plans (PMP) • Procurement Documents (RFPs, RFQs and RFIs) • Business cases and option analyses. 	<p>more = 40 points max)</p> <p>/40</p>	<p>summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts) • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
<p>RT3.3</p>	<p>The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification.</p>	<p>One accreditation-Specific to the category (10 points)</p> <p>Two accreditations-Specific to the category (20 points)</p>			

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

		/20			
Total Score:					
Maximum score possible: 80					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)

No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Manager for Real Property – Junior #2 (Number of resources required: 2)					
RT3.4	<p>The Bidder should demonstrate that the proposed resource has experience managing real property projects, valued at CDN\$5M or greater, within the last five (5) years prior to the solicitation closing date.</p>	<p>1 project = 5 points max 2 projects = 10 points max 3 projects = 15 points max 4 projects or more = 20 points max</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates 		

			<p>(0.5pt);</p> <ul style="list-style-type: none"> Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.5	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents for projects greater than CDN\$5M (deliverables):</p> <ul style="list-style-type: none"> Project Management Plans (PMP) Procurement Documents (RFPs, RFQs and RFIs) Business cases and option analyses 	<p>5 points maximum per project for a maximum of 40 points.</p> <p>(8 projects or more = 40 points max)</p> <p>/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> Clients names (0.5pt); Value (1pts) Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); Project start and end dates (0.5pt); Client reference who can verify the project experience. (0.5pt). 		

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

			Points will be awarded for each of the five (5) items for a maximum of 5 points.		
RT3.6	The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification.	One accreditation-Specific to the category (10 points) Two accreditations-Specific to the category (20 points) /20			
Total Score:					
Maximum score possible: 80					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Manager for Real Property – Intermediate #1 (Number of resource required: 1)					
RT3.7	The Bidder should demonstrate that the proposed resource has experience managing complex real property projects, valued at CDN\$25M or greater,	5 points maximum per project for a maximum of 40 points. (8 projects or more = 40	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include,		

	<p>within the last eight (8) years prior to the solicitation closing date.</p>	<p>points max)</p> <p>/40</p>	<p>at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
<p>RT3.8</p>	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents for projects greater than CDN\$25M (deliverables):</p> <ul style="list-style-type: none"> • Project Management Plans (PMP) 	<p>5 points maximum per project for a maximum of 40 points.</p> <p>(8 projects or more = 40 points max)</p> <p>/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); 		

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

	<ul style="list-style-type: none"> Procurement Documents (RFPs, RFQs and RFIs) Business cases and option analyses 		<ul style="list-style-type: none"> Value (1pts); Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); Project start and end dates (0.5pt); Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.09	The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification	<p>PMP or PRINCE2 Certification (15 points)</p> <p>Other accreditation-Specific to the category (5 points)</p> <p style="text-align: center;">/20</p>			
<p>Total Score:</p> <p>Maximum score possible: 80</p>					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Manager for Real Property – Senior #1 (Number of resource required: 4)					
RT3.10	The Bidder should demonstrate that the proposed resource has experience managing complex real property projects, valued at CDN\$50M or greater, within the last ten (10) years prior to the solicitation closing date.	5 points maximum per project for a maximum of 40 points. (8 projects or more = 40 points max) /40	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) 		

			Points will be awarded for each of the five (5) items for a maximum of 5 points.		
RT3.11	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents for projects greater than CDN\$50M (deliverables):</p> <ul style="list-style-type: none"> • Project Management Plans (PMP) • Procurement Documents (RFPs, RFQs and RFIs) • Business cases and option analyses 	<p>5 points maximum per project for a maximum of 40 points.</p> <p>(8 projects or more = 40 points max)</p> <p>/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.12	The proposed resource should have at least one	Professional Engineer or			

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

	of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification	Registered Architect (10 Points) PMP or PRINCE2 Certification (10 points) Other acceptable accreditations (5 points) /25			
Total Score:					
Maximum score possible: 105					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Manager for Real Property – Senior #2 (Number of resource required: 4)					
RT3.13	The Bidder should demonstrate that the proposed resource has experience managing complex real property projects, valued at CDN\$50M or greater, within the last ten (10) years prior to the solicitation closing date.	5 points maximum per project for a maximum of 40 points. (8 projects or more = 40 points max)	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:		

		/40	<ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.14	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents for projects greater than CDN\$50M (deliverables):</p> <ul style="list-style-type: none"> • Project Management Plans (PMP) • Procurement Documents (RFPs, RFQs and RFIs) • Business cases and option analyses 	<p>5 points maximum per project for a maximum of 40 points.</p> <p>(8 projects or more = 40 points max)</p> <p style="text-align: center;">/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of 		

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

			<p>deliverables such as: project definition, development, justification and approval documentation; (2.5pts);</p> <ul style="list-style-type: none"> • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.15	The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification	<p>Professional Engineer or Registered Architect (10 Points)</p> <p>PMP or PRINCE2 Certification (10 points)</p> <p>Other acceptable accreditations (5 points)</p> <p>/25</p>			
<p>Total Score:</p> <p>Maximum score possible: 105</p>					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Manager for Real Property – Senior #3 (Number of resource required: 4)					
RT3.16	The Bidder should demonstrate that the proposed resource has experience managing complex real property projects, valued at CDN\$50M or greater, within the last ten (10) years prior to the solicitation closing date.	5 points maximum per project for a maximum of 40 points. (8 projects or more = 40 points max) /40	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5</p>		

			points.		
RT3.17	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents for projects greater than CDN\$50M (deliverables):</p> <ul style="list-style-type: none"> • Project Management Plans (PMP) • Procurement Documents (RFPs, RFQs and RFIs) • Business cases and option analyses 	<p>5 points maximum per project for a maximum of 40 points.</p> <p>(8 projects or more = 40 points max)</p> <p>/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.18	<p>The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification</p>	<p>Professional Engineer or Registered Architect (10 Points)</p> <p>PMP or PRINCE2 Certification (10 points)</p>			

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

		Other acceptable accreditations (5 points)			
		/25			
Total Score:					
Maximum score possible: 105					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)

No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Manager for Real Property – Senior #4 (Number of resource required: 4)					
RT3.19	The Bidder should demonstrate that the proposed resource has experience managing complex real property projects, valued at CDN\$50M or greater, within the last ten (10) years prior to the solicitation closing date.	5 points maximum per project for a maximum of 40 points. (8 projects or more = 40 points max) /40	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables 		

			<p>such as: project definition, development, justification and approval documentation; (2.5pts);</p> <ul style="list-style-type: none"> • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.20	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents for projects greater than CDN\$50M (deliverables):</p> <ul style="list-style-type: none"> • Project Management Plans (PMP) • Procurement Documents (RFPs, RFQs and RFIs) • Business cases and option analyses 	<p>5 points maximum per project for a maximum of 40 points. (8 projects or more = 40 points max)</p> <p>/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); 		

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

			<ul style="list-style-type: none"> Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.21	The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification	Professional Engineer or Registered Architect (10 Points) PMP or PRINCE2 Certification (10 points) Other acceptable accreditations (5 points) /25			
Total Score:					
Maximum score possible: 105					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Leader for Real Property – Senior #1 (Number of resource required: 2)					
RT3.22	The Bidder should demonstrate that the proposed resource has experience developing and	<36 months = 0 points 36-59 months = 10 points	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them.		

	<p>delivering at least 5 of the following real property asset management activities:</p> <ul style="list-style-type: none"> • Real property asset management analysis; • Life-cycle costing for real property; • Financial analysis and investment analysis for real property; • Research on asset and accommodation plans; • Stakeholder relationship management definition and liaison for real property asset management; • Real Property asset performance indicators; • Guiding the development of Statements of Requirements for real property projects; and • Project Briefs related to real property projects. 	<p>60-84months= 15 points >85 months = 20 points</p> <p style="text-align: center;">/20</p>	<p>Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
RT3.23	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents (deliverables):</p> <ul style="list-style-type: none"> • Statement of 	<p><60 months = 0 points 60-84 months = 10 points 85-120 months= 20 points</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following</p>		

	Requirements (SOR), <ul style="list-style-type: none"> Feasibility Report (FR), Investment Analysis Report (IAR) 	>121 months = 40 points /40	information: <ul style="list-style-type: none"> Clients names Value Project Scope, description demonstrating scale and complexity, including list of deliverables Project start and end dates Client reference who can verify the project experience. 		
RT3.24	The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification	PMP or PRINCE2 Certification (15 points) Other acceptable accreditation (5 points) /20			

Total Score:
Maximum score possible: 80

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Leader for Real Property – Senior #2 (Number of resource required: 2)					
RT3.25	The Bidder should demonstrate that the	<36 months =	The Bidder must provide project summaries and a		

	<p>proposed resource has experience developing and delivering at least 5 of the following real property asset management activities:</p> <ul style="list-style-type: none"> • Real property asset management analysis; • Life-cycle costing for real property; • Financial analysis and investment analysis for real property; • Research on asset and accommodation plans; • Stakeholder relationship management definition and liaison for real property asset management; • Real Property asset performance indicators; • Guiding the development of Statements of Requirements for real property projects; and • Project Briefs related to real property projects. 	<p>0 points</p> <p>36-59 months = 10 points</p> <p>60- 84 months= 15 points</p> <p>>85 months = 20 points</p> <p>/20</p>	<p>clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
<p>RT3.26</p>	<p>The Bidder should demonstrate that the proposed resource has experience preparing all of the following real property project documents (deliverables):</p>	<p><60 months = 0 points</p> <p>60-84 months = 10 points</p> <p>85-120 months= 20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following</p>		

	<ul style="list-style-type: none"> Statement of Requirements (SOR), Feasibility Report (FR), Investment Analysis Report (IAR) 	<p>points >121 months = 40 points</p> <p>/40</p>	<p>information:</p> <ul style="list-style-type: none"> Clients names Value Project Scope, description demonstrating scale and complexity, including list of deliverables Project start and end dates Client reference who can verify the project experience. 		
RT3.27	The proposed resource should have at least one of the designations as indicated in the SOW in section 7.0 Relevant Professional Certification.	<p>PMP or PRINCE2 Certification (15 points)</p> <p>Other acceptable accreditation (5 points)</p> <p>/20</p>			
<p>Total Score: Maximum score possible: 80</p>					

PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)

Portfolio Planner for Real Property – Senior #1 (Number of resource required: 1)					
RT3.28	The Bidder should demonstrate that the proposed resource has experience developing briefing materials and presenting studies related to real property portfolio plans or accommodation strategies to senior management. (Senior Management is defined as Director General level and above.)	1 project = 5 points max 2 projects = 10 points max 3 projects = 15 points max 4 projects or more = 20 points max /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.29	The Bidder should demonstrate that the proposed resource has experience providing advice and guidance on business	<36 months = 0 points 36-60 months = 10 points	The Bidder must provide project summaries and a clear indication of the total time experience (full-		

	models and processes used in managing assets (e.g. monitoring asset conditions, developing strategies, tracking performance etc.)	61-84 months= 15 points >85 months= 20 points /20	time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
RT3.30	<p>The Bidder should demonstrate that the proposed resources has experience in complex real property projects initiatives valued at CDN \$50M or greater within the last ten (10) Years that included at least one of the following:</p> <ul style="list-style-type: none"> • projects/initiatives: Providing advice and guidance on developing strategies to rationalize or dispose of a group of real property; • Prioritizing numerous real property projects (e.g., maintenance, renovation / retrofit, tenant improvement, disposal, acquisition) in keeping with an organization's strategic goals and abilities; • Development of Workshops to be delivered by the team in support of Risk 	5 points maximum per initiative, up to a maximum of 15 points. /15	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Initiatives description (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5)</p>		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

	Planning		items for a maximum of 5 points.		
Total Score:					
Maximum score possible: 55					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Administrator – Intermediate #1 (Number of resource required: 1)					
RT3.31	<p>The Bidder should demonstrate that the proposed resource has experience with providing:</p> <ul style="list-style-type: none"> Financial, planning, procurement and contracting assistance; Providing financial administrative support. 	<p><36 months = 0 points 36-59 months = 10 points 60-71 months= 15 points >72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> Clients names Value Project Scope, description demonstrating scale and complexity, including list of deliverables Project start and end dates Client reference who can verify the project experience. 		
RT3.32	The Bidder should demonstrate that the proposed resource has experience with	<p><36 months = 0 points 36-59 months =</p>	The Bidder must provide project summaries and a clear indication of the total time experience		

	conducting analysis of Program Management Office requirements and provide recommendations for system requirements.	10 points 60-71 months= 15 points >72 months= 20 points /20	(full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
RT3.33	The Bidder should demonstrate that the proposed resource has experience with providing: <ul style="list-style-type: none"> • Related project administration support as and when required, • Developing document and records management system and control process for project teams; and • Establishing project administration procedures. 	<36 months = 0 points 36-59 months = 10 points 60-71 months= 15 points >72 months= 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
Total Score:					
Maximum score possible: 60					

WORKSTREAM 1- PROJECT MANAGEMENT SERVICES (REAL PROPERTY)					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Project Planner – Senior #1 (Number of resource required: 1)					
RT3.34	<p>The Bidder should demonstrate that the proposed resource has experience working in various real property projects within the last ten (10) years with project values greater than CDN\$30M with:</p> <ul style="list-style-type: none"> • creating and maintaining project schedules, establishing a time control system, monitoring progress (including cost and schedule controls) and responding to variances; and • Formulating and maintaining master schedule and Gantt chart of all project activities and resources. 	<p>5 points maximum per project for a maximum of 40 points. (8 projects or more = 40 points max)</p> <p style="text-align: center;">/40</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5)</p>		

			items for a maximum of 5 points.		
RT3.35	The Bidder should demonstrate that the proposed resource has experience with detail financial reporting requirements, preparation of reporting plans, and developing detailed cash flows, involving real property projects within the last ten (10) years with project values greater than CDN\$30M each.	<p><36 months = 0 points 36-59 months= 10 points 60-71 months= 15 points >72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
RT3.36	The Bidder should demonstrate that the proposed resource has experience in writing with the Project Managers and with stakeholders to input modifications to the project schedule and/or the project Work Breakdown Structure.	<p><36 months = 0 points 36-59 months = 10 points 60-71 months= 15 points >72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who 		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

			can verify the project experience.		
Total Score:					
Maximum score possible: 80					

WORKSTREAM 1 - PROJECT MANAGEMENT SERVICES (REAL PROPERTY)

Minimum Number of points required for the workstream 1: 760

Maximum Number of Points for the workstream 1: 1085

Rated Technical (RT) Requirements					
WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
RT1	<p><u>Understanding of the Requirement</u></p> <p>The Bidder must clearly demonstrate a sound understating of the requirements as described in the Annex "A" Statement of Work through a discussion provided in the Proposal.</p> <p>Bidders should identify and discuss Key Success Factors (KSF) that should be considered in order to address the requirements.</p>	<p>Points will be awarded, depending on the Bidder's ability to clearly demonstrate a sound understanding of the requirements as described in the SOW.</p> <p>More specifically, points shall be awarded as follows:</p> <p>20 pts: The Bidder clearly demonstrates a sound understanding of the requirements as described in the SOW. The Bidder clearly identifies and thoroughly discusses KSF.</p>			

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

		<p>14 pts: The Bidder adequately demonstrates a sound understanding of the requirements as described in the SOW. The Bidder adequately identifies and thoroughly discusses KSF.</p> <p>8 pts: The Bidder demonstrates a limited understanding of the requirements as described in the SOW. The Bidder identifies and discusses limited KSF.</p> <p>0 pts: The Bidder fails to demonstrate an understanding of the requirements as described in the SOW. The Bidder fails to identify and discuss KSF.</p>			
<p>Total Score:</p> <p>Maximum score possible: 20</p>					
RT2	<p><u>Proposed Methodology</u></p> <p>A) Description of the Bidder's approach and methodology to delivery of services, including flexibility to adapt to changing environment, fluctuating workload, and evolving client requirements. (25</p>	<p>A) Points will be awarded depending on the Bidder's ability to provide a detailed description of the proposed approach and methodology to deliver the services.</p> <p>The points will be awarded as follows:</p>			

	points)	<p><u>25 pts; Fully satisfactory</u></p> <p>The Bidder demonstrates an excellent understanding of all requirements. Puts forth a clear detailed and in depth methodology for achieving the delivery objectives. The Bidder puts forth an approach that is flexible and adaptive to a changing environment, fluctuating workload, and evolving client requirements.</p> <p><u>18 pts; Adequate</u></p> <p>The Bidder demonstrates a good understanding of all requirements. but is lacking details and explanation is vague of the methodology for achieving the delivery objectives. The Bidder fail to provide a clear detailed approach that is in part flexible and adaptive to a changing environment, fluctuating workload, and evolving client requirements.</p> <p><u>10 Pts: Weak</u></p> <p>The Bidder has some understanding of the requirements but lack adequate understanding in some areas of the requirements and explanation of all delivery methodologies.</p>			
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	<p>B) Description of the Bidder's resources</p> <p>Including management structure and organization, reporting mechanisms, quality control measures, value adds and risk management, as it pertains to these services. (25 points)</p>	<p>Details and explanations are weak and is lacking major and significant details</p> <p><u>0 pts: Inadequate</u></p> <p>The bidders lacks complete or almost complete understanding of the requirements, extremely poor and insufficient explanation of all delivery methodologies.</p> <p>B.1) Points will be awarded depending on the Bidder's ability to provide a detailed description of the Bidder's resources including management structure and organization, and reporting mechanisms. (Max 15 points)</p> <p><u>15 pts: Fully satisfactory</u></p> <p>The Bidder demonstrates an excellent understanding of all the requirements, The Bidder provides a detailed description of the Bidder's resources including management structure and organization, and reporting mechanisms. All service criteria are well detailed and explained</p>			
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		<p><u>10 Pts: Adequate</u></p> <p>The Bidder demonstrates a good understanding of the requirements, but fail to provide a clear understanding of the requirements. Some service criteria, explanations are vague and lacking details. Key elements are missing in the description of the Bidder resources</p> <p>including management structure and organization, and reporting mechanisms.</p> <p><u>0 pts: Inadequate,</u></p> <p>The Bidder fails to provide a description of the Bidder's resources. The Bidder lacks complete or almost complete understanding of the requirements, extremely poor and insufficient explanation of the Service criteria</p> <p>B.2) The Bidder puts forth detailed quality control (QC) measures as it pertains to the services: 1 QC measure = 1 point.</p> <p>To get max pts, the Bidder must provide</p>			
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Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

		<p>details of their QC measures.</p> <p>Evaluation scoring grid for B.2 (Max of 5 pts)</p> <p>B.3) Up to 5 points: The Bidder puts forth detailed risk management (RM) measures as it pertains to the services: 1 RM measure= 1 point.</p> <p>To get max pts, the Bidder must provide details of their RM measures</p> <p>Evaluation scoring grid for B.3 (Max of 5 pts)</p>			
Total Score:					
Maximum score possible: 50					

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
RT3: Proposed Resources					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Business Consultant – Intermediate #1 (Number of resource required: 2)					
RT3.1	The Bidder should demonstrate that the proposed resource has experience in	<36 months = 0 points 37-59 months =	The Bidder must provide project summaries and a clear indication of the total time experience		

	<p>providing written communications for a senior management audience (i.e. Director General level or above) in the public sector or Private Sector equivalency) within the last eight (8) years.</p>	<p>10 points 60-71 months= 15 points >72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>(full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
<p>RT3.2</p>	<p>The Bidder should demonstrate that the proposed resource has experience in the development and implementation of business objectives and project deliverables for a public and/or private sector initiative involving real property within the last eight 8 years with project values greater than CDN\$30M each.</p>	<p><36 months = 0 points 37-59 months = 10 points 60-71 months= 15 points >72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and 		

			approval documentation; <ul style="list-style-type: none"> • Project start and end dates • Client reference who can verify the project experience. 		
RT3.3	The Bidder should demonstrate that the proposed resource has experience providing communications and writing services on a public and/or private sector initiative within the last eight 8 years for projects or initiatives over CDN\$30M each.	<36 months = 0 points 37-59 months = 10 points 60-71 months= 15 points >72 months= 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names • Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
RT3.4	The Bidder should demonstrate that the proposed resource has experience writing for a senior management (i.e. Director General level or above or Private Sector equivalency) level audience/review on areas of relevance in the public and/or private sector , within the last eight (8) years.	<36 months = 0 points 37-59 months = 10 points 60-71 months= 15 points >72 months= 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and 		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

			approval documentation; <ul style="list-style-type: none"> • Project start and end dates • Client reference who can verify the project experience. 		
Total Score:					
Maximum score possible: 80					

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Business Consultant – Intermediate #2 (Number of resource required: 2)					
RT3.5	The Bidder should demonstrate that the proposed resource has experience in providing written communications for a senior management audience (i.e. Director General level or above) in the public sector or Private Sector equivalency) within the last eight (8) years.	<36 months = 0 points 37-59 months = 10 points 60-71 months= 15 points >72 months= 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; 		

			<ul style="list-style-type: none"> Project start and end dates Client reference who can verify the project experience. 		
RT3.6	The Bidder should demonstrate that the proposed resource has experience in the development and implementation of business objectives and project deliverables for a public and/or private sector initiative involving real property within the last eight 8 years with project values greater than CDN\$30M each.	<p><36 months = 0 points</p> <p>37-59 months = 10 points</p> <p>60-71 months= 15 points</p> <p>>72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> Clients names Value Initiative description Project start and end dates Client reference who can verify the project experience. 		
RT3.7	The Bidder should demonstrate that the proposed resource has experience providing communications and writing services on a a public and/or private sector initiative within the last eight 8 years for projects or initiatives over CDN\$30M each.	<p><36 months = 0 points</p> <p>37-59 months = 10 points</p> <p>60-71 months= 15 points</p> <p>>72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> Clients names Value Initiative description Project start and end dates Client reference who can verify the project experience. 		
RT3.8	The Bidder should demonstrate that the proposed resource	<p><36 months = 0 points</p> <p>37-59 months =</p>	The Bidder must provide project summaries and a clear indication of the		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

	<p>has experience writing for a senior management (i.e. Director General level or above or Private Sector equivalency) level audience/review on areas of relevance in the public and/or private sector, within the last eight (8) years.</p>	<p>10 points 60-71 months= 15 points >72 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
<p>Total Score:</p> <p>Maximum score possible: 80</p>					

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Business Consultant – Senior #1 (Number of resource required: 3)					
RT3.9	The Bidder should demonstrate that the proposed resource has experience in providing written communications	<p><36 months = 0 points</p> <p>37-59 months = 10 points</p> <p>60-84 months=</p>	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project		

	<p>for a senior management audience (i.e. Director General level or above) in the Public Sector or Private Sector equivalency) within the last ten (10) years.</p>	<p>15 points >85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
RT3.10	<p>The Bidder should demonstrate that the proposed resource has experience in the development and implementation of business objectives and project deliverables for a public and/or private sector initiative involving real property within the last ten (10 years) with project values greater than CDN\$50M each.</p>	<p><36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
RT3.11	<p>The Bidder should demonstrate that the proposed resource</p>	<p><36 months = 0 points</p>	<p>The Bidder must provide project summaries and a clear indication of the</p>		

	<p>has experience providing communications and writing services for a public and/or private sector enterprise initiative within the last ten (10 years) for projects or initiatives over CDN\$50M each.</p>	<p>37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points /20</p>	<p>total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
<p>RT3.12</p>	<p>The Bidder should demonstrate that the proposed resource has experience writing for a senior level management (i.e. Director General level or above or Private Sector equivalency) on areas of relevance in the public and/or private sector, within the last ten (10) years.</p>	<p><36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points /20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
<p>Total Score:</p>					

Maximum score possible: 80

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Business Consultant – Senior #2 (Number of resource required: 3)					
RT3.13	The Bidder should demonstrate that the proposed resource has experience in providing written communications for a senior management audience (i.e. Director General level or above) in the Public Sector or Private Sector equivalency) within the last ten (10) years.	<36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points <div style="text-align: center;">/20</div>	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> Clients names Value Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; Project start and end dates Client reference who can verify the project experience. 		
RT3.14	The Bidder should demonstrate that the proposed resource has experience in the	<36 months = 0 points 37-59 months =	The Bidder must provide project summaries and a clear indication of the total time experience		

	<p>development and implementation of business objectives and project deliverables for a public and/or private sector initiative involving real property within the last ten (10 years) with project values greater than CDN\$50M each.</p>	<p>10 points 60-84 months= 15 points >85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>(full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
RT3.15	<p>The Bidder should demonstrate that the proposed resource has experience providing communications and writing services for a public and/or private sector enterprise initiative within the last ten (10 years) for projects or initiatives over CDN\$50M each.</p>	<p><36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
RT3.16	<p>The Bidder should demonstrate that the proposed resource has experience writing for a senior level management (i.e. Director General level or above or Private Sector equivalency) on areas of relevance in the public and/or</p>	<p><36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names 		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

	private sector, within the last ten (10) years.	/20	Value <ul style="list-style-type: none"> • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
Total Score:					
Maximum score possible: 80					

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	SCORE	COMMENTS
Business Consultant – Senior #3 (Number of resource required: 3)					
RT3.17	The Bidder should demonstrate that the proposed resource has experience in providing written communications for a senior management audience (i.e. Director General level or above) in the Public Sector or Private Sector (equivalency) within the last ten (10) years.	<36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names • Project Scope, description demonstrating scale and complexity, including list of 		

			<p>deliverables such as: project definition, development, justification and approval documentation;</p> <ul style="list-style-type: none"> • Project start and end dates • Client reference who can verify the project experience. 		
RT3.18	<p>The Bidder should demonstrate that the proposed resource has experience in the development and implementation of business objectives and project deliverables for a public and/or private sector initiative involving real property within the last ten (10 years) with project values greater than CDN\$50M each.</p>	<p><36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
RT3.19	<p>The Bidder should demonstrate that the proposed resource has experience providing communications and writing services for a public and/or private sector enterprise initiative within the last ten (10 years) for projects or initiatives over CDN\$50M each.</p>	<p><36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Initiative description • Project start and end dates • Client reference who can verify 		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

			the project experience.		
RT3.20	The Bidder should demonstrate that the proposed resource has experience writing for a senior level management (i.e. Director General level or above or Private Sector equivalency) on areas of relevance in the public and/or private sector , within the last ten (10) years.	<36 months = 0 points 37-59 months = 10 points 60-84 months= 15 points >85 months= 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
Total Score:					
Maximum score possible: 80					

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Organizational Development Consultant – Senior #1 (Number of resource required: 1)					
RT3.21	The Bidder should	<36 months = 0	The Bidder must provide		

	<p>demonstrate that the proposed resource has experience designing, developing and changing organizational structures, models and service delivery configurations. Only projects completed within ten (10) years prior to bid closing and valued over CDN\$50M will be considered.</p>	<p>point 37-59 months = 5 points 60-71 months = 10 points 72-95 months = 15 points >96 months = 20 points /20</p>	<p>project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
<p>RT3.22</p>	<p>The Bidder should demonstrate that the proposed resource has experience reviewing and proposing amendments to guidelines and procedures for the various business operations (ie: governance, business operations, projects objectives etc...) within public and/or private within the last ten</p>	<p><36 months = 0 point 37-59 months = 5 points 60-71 months = 10 points 72-95 months = 15 points >96 months = 20 points /20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project 		

	(10) years.		definition, development, justification and approval documentation; <ul style="list-style-type: none"> • Project start and end dates • Client reference who can verify the project experience. 		
RT3.23	The Bidder should demonstrate that the proposed resource has experience planning, organizing and delivering activities such as working sessions, workshops and meetings within the last the ten (10) years.	<36 months = 0 point 37-59 months = 5 points 60-71 months = 10 points 72-95 months = 15 points >96 months = 20 points /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; • Project start and end dates • Client reference who can verify the project experience. 		
RT3.24	The Bidder should demonstrate that the proposed resource has experience providing strategic advice and direction regarding an	<36 months = 0 point 37-59 months = 5 points 60-71 months = 10 points 72-95 months =	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

	<p>organization's capacity to undertake and successfully deliver a project in a shared services environment or in a major change initiative, considering the existing organizational environment, programs, and policies for initiatives and programs valued over CDN\$50M.</p>	<p>15 points >96 months = 20 points /20</p>	<p>information:</p> <ul style="list-style-type: none"> • Clients names Value • Initiative description • Project start and end dates • Client reference who can verify the project experience. 		
<p>Total Score: Maximum score possible: 80</p>					

WORKSTREAM 2 - BUSINESS CONSULTING AND CHANGE MANAGEMENT

Minimum Number of Points required for the workstream 2: 385

Maximum Number of Points for the Workstream 2: 550

Rated Technical (RT) Requirements					
WORKSTREAM 3 – PROJECT FINANCE AND PERFORMANCE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
RT1	<p><u>Understanding of the Requirement</u> The Bidder must clearly demonstrate a</p>	<p>Points will be awarded, depending on the Bidder's ability to clearly demonstrate a sound</p>			

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

	<p>sound understating of the requirements as described in the Annex "A" Statement of Work through a discussion provided in the Proposal.</p> <p>Bidders should identify and discuss Key Success Factors (KSF) that should be considered in order to address the requirements.</p>	<p>understanding of the requirements as described in the SOW.</p> <p>More specifically, points shall be awarded as follows:</p> <p>20 pts: The Bidder clearly demonstrates a sound understanding of the requirements as described in the SOW. The Bidder clearly identifies and thoroughly discusses KSF.</p> <p>14 pts: The Bidder adequately demonstrates a sound understanding of the requirements as described in the SOW. The Bidder adequately identifies and thoroughly discusses KSF.</p> <p>8 pts: The Bidder demonstrates a limited understanding of the requirements as described in the SOW. The Bidder identifies and discusses limited KSF.</p> <p>0 pts: The Bidder fails to demonstrate an understanding of the requirements as described in the SOW. The Bidder fails to identify and discuss KSF.</p>			
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Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

Total Score:					
Maximum score possible: 20					
RT2	<p><u>Proposed Methodology</u></p> <p>A) Description of the Bidder's approach and methodology to delivery of services, including flexibility to adapt to changing environment, fluctuating workload, and evolving client requirements. (25 points)</p>	<p>A) Points will be awarded depending on the Bidder's ability to provide a detailed description of the proposed approach and methodology to deliver the services.</p> <p>The points will be awarded as follows:</p> <p><u>25 pts; Fully satisfactory</u></p> <p>The Bidder demonstrates an excellent understanding of all requirements. Puts forth a clear detailed and in depth methodology for achieving the delivery objectives. The Bidder puts forth an approach that is flexible and adaptive to a changing environment, fluctuating workload, and evolving client requirements.</p> <p><u>18 pts; Adequate</u></p> <p>The Bidder demonstrates a good understanding of all requirements. but is lacking details and explanation is vague of the methodology for achieving the delivery</p>			

	<p>B) Description of the Bidder's resources Including management structure and organization, reporting mechanisms, quality control measures,</p>	<p>objectives. The Bidder fail to provide a clear detailed approach that is in part</p> <p>flexible and adaptive to a changing environment, fluctuating workload, and evolving client requirements.</p> <p><u>10 Pts: Weak</u></p> <p>The Bidder has some understanding of the requirements but lack adequate understanding in some areas of the requirements and explanation of all delivery methodologies. Details and explanations are weak and is lacking major and significant details</p> <p><u>0 pts: Inadequate</u></p> <p>The bidders lacks complete or almost complete understanding of the requirements, extremely poor and insufficient explanation of all delivery methodologies.</p> <p>B.1) Points will be awarded depending on the Bidder's ability to provide a detailed description of the Bidder's resources including management structure and organization, and</p>			
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	<p>value adds and risk management, as it pertains to these services. (25 points)</p>	<p>reporting mechanisms. (Max 15 points)</p> <p><u>15 pts: Fully satisfactory</u></p> <p>The Bidder demonstrates an excellent understanding of all the requirements, The Bidder provides a detailed description of the Bidder's resources including management structure and organization, and reporting mechanisms. All service criteria are well detailed and explained</p> <p><u>10 Pts: Adequate</u></p> <p>The Bidder demonstrates a good understanding of the requirements, but fail to provide a clear understanding of the requirements. Some service criteria, explanations are vague and lacking details. Key elements are missing in the description of the Bidder resources including management structure and organization, and reporting mechanisms.</p> <p><u>0 pts: Inadequate,</u></p> <p>The Bidder fails to provide a description of the Bidder's resources. The Bidder lacks complete or almost complete understanding</p>			
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Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

		<p>of the requirements, extremely poor and insufficient explanation of the Service criteria</p> <p>B.2) The Bidder puts forth detailed quality control (QC) measures as it pertains to the services: 1 QC measure = 1 point.</p> <p>To get max pts, the Bidder must provide details of their QC measures.</p> <p>Evaluation scoring grid for B.2 (Max of 5 pts)</p> <p>B.3) Up to 5 points: The Bidder puts forth detailed risk management (RM) measures as it pertains to the services: 1 RM measure= 1 point.</p> <p>To get max pts, the Bidder must provide details of their RM measures</p> <p>Evaluation scoring grid for B.3 (Max of 5 pts)</p>			
Total Score:					
Maximum score possible: 50					

WORKSTREAM 3 – PROJECT FINANCE AND PERFORMANCE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Financial Specialist for Real Property – Senior #1 (Number of resource required: 2)					
RT3.1	<p>The Bidder should demonstrate that the proposed resource has experience preparing any of the following for Real Property Projects, for projects greater than \$CDN50M:</p> <ul style="list-style-type: none"> Discounted cash-flow analysis Participating in cost planning of project options Forecasting costs for specific activities such as: direct project costs, project support overhead, corporate or administrative overhead, costs of products and services, leasing costs. 	<p>1 project = 5 points max 2 projects = 10 points max 3 projects = 15 points max 4+ projects = 20 points max</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> Clients names (0.5pt); Value (1pts); Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation ; (2.5pts); Project start and end dates (0.5pt); Client reference who can verify the project experience. (0.5pt). 		

			Points will be awarded for each of the five (5) items for a maximum of 5 points.		
RT3.2	The Bidder should demonstrate that the proposed resource has experience as a Financial Specialist in real property projects of similar scope and complexity for projects greater than \$CDN50M each.	<p>1 project = 5 points max</p> <p>2 projects = 10 points max</p> <p>3 projects = 15 points max</p> <p>4 + projects = 20 points max</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation ; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.3	The Bidder should demonstrate that the	5 points max per	The Bidder must provide project		

	<p>proposed resource has experience developing business models (including transaction models) for all of the following real property procurement initiatives projects over CDN\$50M, completed within the last ten (10) years prior to bid closing:</p> <ul style="list-style-type: none"> • Outsourcing initiatives • Out-tasking initiatives • Public-private partnership • In-sourcing requirements 	<p>initiative, up to a maximum of twenty (20) points.</p> <p style="text-align: center;">/20</p>	<p>summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt) • Value (1pts) • Initiative description (2.5pts) • Project start and end dates (0.5pt) • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
<p>RT3.4</p>	<p>The Bidder should demonstrate that the proposed resource has experience developing and reviewing business plans, financial plans, cost/benefit analysis and alternative financing analysis.</p>	<p><36 months = 0 points 37-59 months = 5 points 60-71 months= 10 points >72 months= 15 points</p> <p style="text-align: center;">/15</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start 		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

			<ul style="list-style-type: none"> and end dates Client reference who can verify the project experience. 		
Total Score:					
Maximum score possible: 75					

WORKSTREAM 3 – PROJECT FINANCE AND PERFORMANCE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Financial Specialist for Real Property – Senior #2 (Number of resource required: 2)					
RT3.5	<p>The Bidder should demonstrate that the proposed resource has experience preparing any of the following for Real Property Projects, for projects greater than \$CDN50M:</p> <ul style="list-style-type: none"> Discounted cash-flow analysis Sensitivity analysis Forecasting costs for specific activities such as: direct project costs, project support overhead, corporate or administrative overhead, costs of products and services, leasing costs. 	<p>1 project = 5 points max 2 projects = 10 points max 3 projects = 15 points max 4+ projects = 20 points max</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> Clients names (0.5pt); Value (1pts); Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; 		

			<ul style="list-style-type: none"> (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.6	<p>The Bidder should demonstrate that the proposed resource has experience identifying, forecasting and analyzing project related risks focusing on the presentation, documentation and use of risk allowances or risk reserves or general contingencies for projects greater than \$CDN50M each.</p>	<p>1 project = 5 points max</p> <p>2 projects = 10 points max</p> <p>3 projects = 15 points max</p> <p>4 + projects = 20 points max</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). 		

			Points will be awarded for each of the five (5) items for a maximum of 5 points.		
RT3.7	<p>The Bidder should demonstrate that the proposed resource has experience developing business models (including transaction models) for all of the following real property procurement initiatives projects over CDN\$50M, completed within the last ten (10) years prior to bid closing:</p> <ul style="list-style-type: none"> • Outsourcing initiatives • Out-tasking initiatives • Public-private partnership • In-sourcing requirements 	<p>5 points maximum per initiative, up to a maximum of twenty (20) points.</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt) • Value (1pts) • Initiative description (2.5pts) • Project start and end dates (0.5pt) • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.8	<p>The Bidder should demonstrate that the proposed resource has experience Developing and reviewing business plans, financial plans, cost/benefit analysis and alternative financing analysis.</p>	<p><36 months = 0 points</p> <p>37-59 months = 5 points</p> <p>60-71 months= 10 points</p> <p>>72 months= 15 points</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names • Value 		

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

		/15	<ul style="list-style-type: none"> • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
Total Score:					
Maximum score possible: 75					

WORKSTREAM 3 – PROJECT FINANCE AND PERFORMANCE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Risk Management Specialist – Senior #1 (Number of resource required: 1)					
RT3.9	The Bidder should demonstrate that the proposed resource has experience working as a Risk Management Specialist on projects value over \$50M developing briefing materials and presenting studies to a senior management audience (i.e. Director General level or above for public sector or Private Sector equivalency)	1 project = 5 points max 2 projects = 10 points max 3 projects = 15 points max 4 + projects = 20 points max /20	The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information: <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of 		

			<p>deliverables such as: project definition, development, justification and approval documentation; (2.5pts);</p> <ul style="list-style-type: none"> • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
RT3.10	The Bidder should demonstrate that the proposed resource has experience working as a " Risk Management Specialist" on real property projects value over \$50M.	<p><36 months = 0 point</p> <p>37-60 months = 10 points</p> <p>61-84 months= 15 points</p> <p>>85 months= 20 points</p> <p style="text-align: center;">/20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and complexity, including list of deliverables • Project start and end dates • Client reference who can verify the project experience. 		
RT3.11	The Bidder should demonstrate that the proposed resource has experience in real	5 points maximum per initiative, up to a maximum of	The Bidder must provide project summaries and a clear indication of the total time experience		

Solicitation No. - N° de l'invitation
 EP938-212398/A
 Client Ref. No. - N° de réf. du client
 20212398

Amd. No. - N° de la modif.
 009
 File No. - N° du dossier
 EP938-212398

Buyer ID - Id de l'acheteur
 FK318
 CCC No./N° CCC - FMS No./N° VME

	<p>property Projects/initiatives valued over \$50M that included at least one of the following:</p> <ul style="list-style-type: none"> • Providing advice and guidance on developing strategies to rationalize or dispose of a group of real property; • Prioritizing numerous real property projects (e.g., maintenance, renovation / retrofit, tenant improvement, disposal, acquisition) in keeping with an organization's strategic goals and abilities; • Development of Workshops to be delivered in support of Risk Planning 	<p>15 points. /15</p>	<p>(full-time months) in each of them. Each initiative summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt) • Value (1pts) • Initiative description (2.5pts) • Project start and end dates (0.5pt) • Client reference who can verify the project experience. (0.5pt) <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
<p>Total Score: Maximum score possible: 55</p>					

WORKSTREAM 3 – PROJECT FINANCE AND PERFORMANCE MANAGEMENT					
No.	Evaluation Criteria	Max/Min Score	Bid Preparation Instructions	Bidder's Score	Cross Reference to Proposal (please demonstrate experience in this column)
Claims Analyst – Senior #1 (Number of resource required: 1)					
RT3.12	The Bidder should demonstrate that the proposed resource	1 project = 5 points max 2 projects = 10	The Bidder must provide project summaries and a clear indication of the		

	<p>has experience as a Claims Analyst in Real Property projects or similar scope and complexity greater than \$50M.</p>	<p>points max 3 projects = 15 points max 4 + projects = 20 points max /20</p>	<p>total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names (0.5pt); • Value (1pts); • Project Scope, description demonstrating scale and complexity, including list of deliverables such as: project definition, development, justification and approval documentation; (2.5pts); • Project start and end dates (0.5pt); • Client reference who can verify the project experience. (0.5pt). <p>Points will be awarded for each of the five (5) items for a maximum of 5 points.</p>		
<p>RT3.13</p>	<p>The Bidder should demonstrate that the proposed resource has experience providing advice and guidance on claims analysis of projects over \$50M (e.g identifying causes, circumstances, , establishing cost overrun, analysis impact delays etc...)</p>	<p><36 months = 0 point 37-60 months = 10 points 61-84 months= 15 points >85months= 20 points /20</p>	<p>The Bidder must provide project summaries and a clear indication of the total time experience (full-time months) in each of them. Each project summary must include, at a minimum, the following information:</p> <ul style="list-style-type: none"> • Clients names Value • Project Scope, description demonstrating scale and 		

Solicitation No. - N° de l'invitation
EP938-212398/A
Client Ref. No. - N° de réf. du client
20212398

Amd. No. - N° de la modif.
009
File No. - N° du dossier
EP938-212398

Buyer ID - Id de l'acheteur
FK318
CCC No./N° CCC - FMS No./N° VME

			complexity, including list of deliverables		
			<ul style="list-style-type: none">• Project start and end dates• Client reference who can verify the project experience.		
Total Score:					
Maximum score possible: 40					

WORKSTREAM 3 – PROJECT FINANCE AND PERFORMANCE MANAGEMENT

Minimum Number of Points required for Workstream 3: 220

Maximum Number of Points for Workstream 3: 315

All terms and conditions remain unchanged.