



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

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

There are security requirements associated with this requirement.

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 RFP Property facility Management, Project Delivery and Optional Services London	
Solicitation No. - N° de l'invitation 08324-200590/B	Amendment No. - N° modif. 012
Client Reference No. - N° de référence du client 20200590	Date 2022-04-26
GETS Reference No. - N° de référence de SEAG PW-\$\$FK-307-80991	
File No. - N° de dossier fk307.08324-200590	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Daylight Saving Time EDT on - le 2022-05-06 Heure Avancée de l'Est HAE	
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: Cowell, Philip	Buyer Id - Id de l'acheteur fk307
Telephone No. - N° de téléphone (613) 296-1922 ()	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 Amendment 012 is raised to:

1. **Modify section 1.2.5 of the Request for Proposal**
 2. **Modify section 2.1 Standard Instructions, Clauses and Conditions**
 3. **Modify section 2.2 – Submission of Bids**
 4. **Modify section 3.1 – Bid Preparation Instructions**
 5. **Modify section 4.1.2.1 – Mandatory Technical Criteria**
 6. **Modify Appendix G – Evaluation Criteria**
 7. **Respond to a question from the Industry**
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1. Modify section 1.2.5 of the Request for Proposal

Delete: section **1.2.5 of the Request for Proposal** in its entirety; and

Insert: The following new section **1.2.5 of the Request for Proposal**

- 1.2.5 This bid solicitation allows bidders to use the **CPC** Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

2. Modify section 2.1 Standard Instructions, Clauses and Conditions

Delete: section **2.1 Standard Instructions, Clauses and Conditions** in its entirety; and

Insert: The following new section **2.1 Standard instructions, Clauses and Conditions**

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003](#) (2020-05-28) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

They are available at the following website address:

<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/25>

-Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 180 days

-Section 06 of 2003, Standard Instructions – Goods and Services – Competitive Requirements, is amended as follows:

06 Late bids

PWGSC will return or delete bids delivered after the stipulated solicitation closing date and time, unless they qualify as a delayed bid as described in section 07.

For late bids submitted using means other than the Canada Post Corporation's Connect service, the paper bid will be returned.

For bids submitted electronically, the late bids will be deleted. As an example, bids submitted using Canada Post Corporation's Connect service, conversations initiated by the Bid Receiving Unit via the CPC Connect service pertaining to a late bid, will be deleted. Records will be kept documenting the transaction history of all late bids submitted using CPC Connect service.

-Section 07 of 2003, Standard Instructions – Good and Services – Competitive Requirements, is amended as follows:

07 Delayed bids

1. A bid delivered to the specified Bid Receiving Unit after the solicitation closing date and time but before the contract award date may be considered, provided the bidder can prove the delay is due solely to a delay in delivery that can be attributed to the Canada Post Corporation (CPC) (or national equivalent of a foreign country). Private courier (Purolator Inc., Fedex Inc., etc.) is not considered to be part of CPC for the purposes of delayed bids.
 - a. The only pieces of evidence relating to a delay in the CPC system that are acceptable to PWGSC are:
 - i. a CPC cancellation date stamp;
 - ii. a CPC Priority Courier bill of lading;
 - iii. a CPC Xpresspost label;

that clearly indicates that the bid was sent no later than the day before the solicitation closing date.

- b. The only piece of evidence relating to a delay in the CPC Connect service provided by CPC system that is acceptable to PWGSC is a CPC Connect service date and time record indicated in the CPC Connect conversation history that clearly indicates that the bid was sent before the solicitation closing date and time.
2. Misrouting, traffic volume, weather disturbances, labour disputes or any other causes for the late delivery of bids are not acceptable reasons for the bid to be accepted by PWGSC.
3. Postage meter imprints, whether imprinted by the Bidder, the CPC or the postal authority outside Canada, are not acceptable as proof of timely mailing.

- Section 8 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

08 Transmission by facsimile or by Canada Post Corporation's (CPC) Connect service

1. Facsimile
 - a. Unless specified otherwise in the bid solicitation, bids may be submitted by facsimile.

- i. PWGSC, National Capital Region: The only acceptable facsimile number for responses to bid solicitations issued by PWGSC headquarters is 819-997-9776 or, if applicable, the facsimile number identified in the bid solicitation.
 - ii. PWGSC regional offices: The facsimile number for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation.
 - b. For bids transmitted by facsimile, Canada will not be responsible for any failure attributable to the transmission or receipt of the faxed bid including, but not limited to, the following:
 - i. receipt of garbled, corrupted or incomplete bid;
 - ii. availability or condition of the receiving facsimile equipment;
 - iii. incompatibility between the sending and receiving equipment;
 - iv. delay in transmission or receipt of the bid;
 - v. failure of the Bidder to properly identify the bid;
 - vi. illegibility of the bid; or
 - vii. security of bid data.
 - c. A bid transmitted by facsimile constitutes the formal bid of the Bidder and must be submitted in accordance with section 05.
- 2. Canada Post Corporation's Connect service
 - a. Unless specified otherwise in the bid solicitation, bids may be submitted by using the Connect service provided by Canada Post Corporation.
 - i. PWGSC, National Capital Region: The only acceptable email address to use with CPC Connect for responses to bid solicitations issued by PWGSC headquarters is: tpsgc.pareceptiondessaoumissions-apbidReceiving.pwgsc@tpsgc-pwgsc.gc.ca, or, if applicable, the email address identified in the bid solicitation.
 - ii. PWGSC regional offices: The only acceptable email address to use with CPC Connect for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation.
 - b. To submit a bid using CPC Connect service, the Bidder must either:
 - i. send directly its bid only to the specified PWGSC Bid Receiving Unit, using its own licensing agreement for CPC Connect provided by Canada Post Corporation; or
 - ii. send as early as possible, and in any case, at least six business days prior to the solicitation closing date and time, (in order to ensure a response), an email that includes the bid solicitation number to the specified PWGSC Bid Receiving Unit requesting to open a CPC Connect conversation. Requests to open an CPC-Connect conversation received after that time may not be answered.
 - c. If the Bidder sends an email requesting CPC Connect service to the specified Bid Receiving Unit in the bid solicitation, an officer of the Bid Receiving Unit will then initiate an CPC Connect conversation. The CPC Connect conversation will create an email notification from Canada Post Corporation prompting the Bidder to access and action the message within the conversation. The Bidder will then be able to transmit its bid afterward at any time prior to the solicitation closing date and time.
 - d. If the Bidder is using its own licensing agreement to send its bid, the Bidder must keep the CPC Connect conversation open until at least 30 business days after the solicitation closing date and time.
 - e. The bid solicitation number should be identified in the CPC Connect message field of all electronic transfers.
 - f. It should be noted that the use of CPC Connect service requires a Canadian mailing address. Should a bidder not have a Canadian mailing address, they may use the Bid Receiving Unit address specified in the solicitation in order to register for the CPC Connect service.
 - g. For bids transmitted by CPC Connect service, Canada will not be responsible for any failure attributable to the transmission or receipt of the bid including, but not limited to, the following:

- i. receipt of a garbled, corrupted or incomplete bid;
 - ii. availability or condition of the CPC Connect service;
 - iii. incompatibility between the sending and receiving equipment;
 - iv. delay in transmission or receipt of the bid;
 - v. failure of the Bidder to properly identify the bid;
 - vi. illegibility of the bid;
 - vii. security of bid data; or
 - viii. inability to create an electronic conversation through the CPC Connect service.
- h. The Bid Receiving Unit will send an acknowledgement of the receipt of bid document(s) via the CPC Connect conversation, regardless of whether the conversation was initiated by the supplier using its own license or the Bid Receiving Unit. This acknowledgement will confirm only the receipt of bid document(s) and will not confirm if the attachments may be opened nor if the content is readable.
 - i. Bidders must ensure that they are using the correct email address for the Bid Receiving Unit when initiating a conversation in CPC Connect or communicating with the Bid Receiving Unit and should not rely on the accuracy of copying and pasting the email address into the CPC Connect system.
 - j. A bid transmitted by CPC Connect service constitutes the formal bid of the Bidder and must be submitted in accordance with section 05.

-Section 18 (2012-03-02) Conflict of interest—unfair advantage of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

18 (2012-03-02) Conflict of interest—unfair advantage

1. In order to protect the integrity of the procurement process, Bidders are advised that Canada may reject a bid in the following circumstances:

- a. if the Bidder, any of its subcontractors, any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation or in any situation of conflict of interest or appearance of conflict of interest;
- b. if the Bidder, any of its subcontractors, any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other Bidders and that would, in Canada's opinion, give or appear to give the Bidder an unfair advantage.

2. The experience acquired by a Bidder who is providing or has provided the goods and services described in the bid solicitation (or similar goods or services) will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This Bidder remains however subject to the criteria established above.

3. Where Canada intends to reject a bid under this section, the Contracting Authority will inform the Bidder and provide the Bidder an opportunity to make representations before making a final decision. Bidders who are in doubt about a particular situation should contact the Contracting Authority before bid closing. By submitting a bid, the Bidder represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Bidder acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage, or an appearance of conflict of interest or unfair advantage exists.

4. The following is a list of private sector consultants and temporary agency personnel that have been employed directly or indirectly in the preparation of this RFP.

Table – Conflict of Interest

Company	Resource Name
Protak Consulting Group Inc.	William Meek
Protak Consulting Group Inc.	Patricia Steele
Protak Consulting Group Inc.	Ashwin Jain
Protak Consulting Group Inc.	Phil Penny
Tiree Facility Solutions Inc.	Terri Porkolab

3. Modify section 2.2 – Submission of Bids

Delete: section **2.2 – Submission of Bids** in its entirety; and

Insert: The following new section **2.2 – Submission of Bids**

2.2 Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated in the bid solicitation.

Note: For bidders choosing to submit using **Canada Post Corporation's (CPC) Connect service** for bids closing at the Bid Receiving Unit in the National Capital Region (NCR) the email address is:

tpsgc.pareceptiondessaoumissions-apbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca

Note: Bids will not be accepted if emailed directly to this email address. This email address is to be used to open a **CPC Connect** conversation, as detailed in Standard Instructions **2003**, or to send bids through a **CPC Connect** message if the bidder is using its own licensing agreement for **CPC Connect service**.

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

4. Modify section 3.1 – Bid Preparation Instructions

Delete: section **3.1 – Bid Preparation Instructions** in its entirety; and

Insert: The following new section **3.1 – Bid Preparation Instructions**

3.1 Bid Preparation 3.1 – Bid Preparation Instructions Instructions

Bidders are encouraged to submit bids electronically.

- If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 standard instructions. The **CPC** Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

Canada requests that the Bidder submits its bid in separately bound sections as follows:

Section I: Technical Bid
Section II: Financial Bid
Section III: Certifications
Section IV: Additional Information

- If the Bidder chooses to submit its bid in hard copies, Canada requests that the Bidder submits its bid in separately bound sections as follows:

Section I: Technical Bid - two (2) hard copies and one (1) soft copy on a USB key.

Section II: Financial Bid - one (1) hard copy.

Section III: Certifications - one (1) hard copy.

Section IV: Additional Information - one (1) hard copy.

If there is a discrepancy between the wording of the soft copy on electronic media and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

- If the Bidder is simultaneously providing copies of its bid using multiple acceptable delivery methods, and if there is a discrepancy between the wording of any of these copies and the electronic copy provided through **CPC** Connect service, the wording of the electronic copy provided through CPC Connect service will have priority over the wording of the other copies.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of hard copy of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.
- (c) limit the number of pages in the bid to **150**

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>). To assist Canada in reaching its objectives, bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.
- 3) Unless otherwise noted, Bidders are encouraged to submit bids electronically. If hard copies are required, Bidders should:
 - a. use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and

- b. use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Bid

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach to carrying out the Work in a thorough, concise, and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Section II: Financial Bid

3.1.1 Bidders must submit their financial bid in accordance with the Financial Bid Form detailed in Appendix E - Attachment 1 to Part 3.

3.1.2 Electronic Payment of Invoices – Bid

If the Bidder is willing to accept payment of invoices by Electronic Payment Instruments, complete Appendix F - Attachment 2 to Part 3, Electronic Payment Instruments, to identify which ones are accepted.

If Appendix F - Attachment 2 to Part 3, Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

3.1.3 Exchange Rate Fluctuation

The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.

Section IV: Additional Information

In Section IV of their bid, Bidders must provide:

1. their legal name;
2. the name of the contact person (also provide this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any Contract that may result from their bid;
3. for Part 2, article 3, Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information.

4. Bidders who bid as a joint venture must indicate clearly that it is a joint venture and provide the following information:
 - a. the name of each member of the joint venture;
 - b. the name of the representative of the joint venture, i.e., the member chosen by the other members to act on their behalf, if applicable;
 - c. the name of the joint venture, if applicable.
5. Appendix K: Confidentiality Agreement

5. Modify section 4.1.2.1 – Mandatory Technical Criteria

Delete: section **4.1.2.1 – Mandatory Technical Criteria** in its entirety; and

Insert: the following new section **4.1.2.1 – Mandatory Technical Criteria**

4.1.2.1 Mandatory Technical Criteria

Mandatory technical evaluation criteria are included in Appendix G - Attachment 1 of Part 4- Evaluation Criteria.

The Phased Bid Compliance Process will apply to all Mandatory Technical Criteria and the **COVID-19 vaccination requirement certification**.

6. Modify Appendix G – Evaluation Criteria

Delete: **Appendix G – Evaluation Criteria** in its entirety; and

Insert: The following new **Appendix G – Evaluation Criteria**

(please see attached)

7. Respond to a question from the Industry

Q1: We are unable to accommodate the form of bond provided in the tender documents however, we are able to offer an alternative form of performance guarantee through co-signatory of the resultant contract (with associated drafting) by another UK based bidder's entity.

If this is not acceptable, we will regretfully be forced to remove ourselves from the bid process.

R1: Canada cannot accept Bidder's alternative to the contract financial security requirement under the RFP's current terms.

No other changes apply

APPENDIX G

ATTACHMENT 1 TO PART 4 OF THE BID SOLICITATION

EVALUATION CRITERIA

Below are the Evaluation Criteria consisting of Technical Mandatory; Technical Point Rated; and Financial Point Rated criteria. The relevant weight assigned to each criterion is indicated.

Bidders are reminded to consider the total bid page limitation is **150 pages**.

Bid responses should be structured and numbered in the same manner as the Evaluation Criteria with separate tabs for each criterion.

Item	Category Titles	Requirement Description (Criteria)	Weight	Applicable Scale
1	Mandatory			
1.1	Property Management Services	<p>The bidder must have provided services of a similar scope to the Property Management Services described in this Solicitation for office space of at least 50,000 square meters. The provision of these services must have been continuous for a period of at least 48 months within the last seven (7) years prior to solicitation closing date. Continuous for a period of at least 48 month means that the Bidder must have been managing a minimum of 50,000 square meters throughout the entire 48-month period. The Bidder must demonstrate its experience by providing the following for each portfolio named for this mandatory:</p> <ul style="list-style-type: none"> - description of the assets(s) under management; - description of the services provided, demonstrating how these are of similar scope to the Property Management Services described in this Solicitation; - total square meters of office space; - period of time under management (start and finish dates); - client business name; and <p>client point of contact who may be contacted.</p>	n/a	n/a
1.2	Project Delivery Services	<p>The bidder must have provided services of a similar scope to the Project Delivery Services described in this Solicitation related to office space. The bidder must have delivered project(s) where:</p>		

		<ul style="list-style-type: none"> - the combined value of Work underway is at least \$15M within a single consecutive 12-month period; and - the twelve (12) month period is within the 48-month period prior to solicitation closing date; and - the project(s) cited in the response do not need to have been either initiated or successfully completed within the twelve (12) month period being identified <p>The Bidder must demonstrate its experience by providing the following for each portfolio of projects named for this mandatory:</p> <ul style="list-style-type: none"> - description of the project(s) under management; - description of how the project(s) are of similar scope to the Project Delivery Services described in the Solicitation - start and finish dates; - value of the Work completed in the twelve (12) month period; - client business name(s); and <p>client points of contact.</p>		
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2	Technical Rated		70/70	Applicable Scale
2.1	Property Management Services (PMS) Experience		10/70	
2.1.1	PMS Experience	<p>The Bidder should demonstrate its additional experience in the continuous delivery of services of a similar scope to the Property Management Services described in this Solicitation, beyond the mandatory requirement stated in Item 1.1 above. The Bidder should demonstrate its additional experience by providing the following for each portfolio:</p> <ul style="list-style-type: none"> - description of the asset(s)\portfolio(s) under management; - description of the services provided, demonstrating how these are of similar 	10/10	Scale 1

		<p>scope to the Property Management Services described in this Solicitation;</p> <ul style="list-style-type: none"> - total square meters of each asset(s)/portfolio(s); - the period of time under management (start and finish dates); - client business name; and <p>client point of contact (full name, phone number and email address) who may be contacted.</p>		
2.2	Project Delivery Services (PDS) Experience		10/70	
2.2.1	PDS Experience	<p>The Bidder should demonstrate its additional experience in the delivery of services of a similar scope to the Project Delivery Services described in this Solicitation.</p> <p>The Bidder should demonstrate the following for each project referenced:</p> <ul style="list-style-type: none"> - description of the project(s) under management; - description of the services provided and demonstrating how these were of similar scope to the Project Delivery Services described in this Solicitation; - value of the project - value of the work completed - start and finish dates; - client business name; and <p>client point of contact (full name, phone number and email address) who may be contacted.</p>	7/10	Scale 1
2.2.2	PDS Experience – Two Projects	<p>The Bidder should demonstrate its experience in the delivery of two (2), high dollar value real property projects, as defined in Section 4.0 of</p>	3/10	Scale 1

		<p>the Statement of Work, where the services were of a similar scope to the Project Delivery Services described in this Solicitation. The Bidder should describe two projects, each with total values between \$500K and \$2M, which have been completed within the 36 month period <u>prior to solicitation closing date</u></p> <p>The Bidder should demonstrate their experience by providing the following for the two (2) projects referenced in their response:</p> <ul style="list-style-type: none"> - description of the projects; - description of the services provided, and demonstrate how these were of similar scope to Project Delivery Services described in this Solicitation; - period of time under management (start and finish dates). - Client's business name; and <p>client point of contact (full name, phone number and email address) who may be contacted.</p>		
2.3	Management Approach		25/70	
2.3.1	Organizational Structure and Use	<p>The Bidder should describe its corporate and operational structure proposed to deliver all elements of this Solicitation in London, United Kingdom and explain how it will be effective.</p> <p>With respect to the above, the Bidder should:</p> <ul style="list-style-type: none"> - identify the various positions proposed for its organization, 	10/25	Scale 2

		<p>including type and quantity;</p> <ul style="list-style-type: none"> - provide a description of the functions of the positions; - indicate which services will be delivered through the use of internal resources and which will be delivered through subcontractors and describe why the proposed delivery method represents best value for Canada; - explain how the proposed structure and its positions relate to the Basis of Payment (i.e., identify which positions are non-reimbursable and therefore fee based, and which are reimbursable); - where applicable, indicate positions that will be shared with other clients of the Bidder and the expected percentage of their effort that will be reimbursable by the Department of Foreign Affairs, Trade and Development (DFATD) as allowable costs. <p>The Bidder should provide an organization chart(s) with its response.</p>		
2.3.2	Quality Management	The Bidder should describe how it proposes to provide quality management services as it relates to Property Management Services, Project Delivery Services and corporate services. The Bidder should reference its current QM policy,	3/25	Scale 3

		<p>associated processes, and its quality control measures.</p> <p>With specific reference to its current QM policy, the Bidder should demonstrate how it will address the management and resolution of incidents internally within its organization, with its subcontractors and with DFATD as the bidder's client / customer.</p>		
2.3.3	Data, Information Management and Reporting	The Bidder should describe how it proposes to respond to the information and data management requirement of this Solicitation. At a minimum, the Bidder should describe its ability to provide information and data to accommodate the reporting requirements of this Solicitation and explain how it will be effective.	2/25	Scale 3
2.3.4	Expenditure Management	<p>The Bidder should describe how it will meet this Solicitation's requirements for budgeting, expenditure management, and the associated tracking and reporting to DFATD.</p> <p>The Bidder should describe how it will produce cost elements (including Building Classification of Accounts (BCA)) for verification and audit purposes. The Bidder should reference its cost accounting practices in its response.</p>	3/25	Scale 3
2.3.5	Subcontract Management - Openness, Fairness, and Transparency	<p>The Bidder should describe how it will provide open, fair, and transparent procurement processes that demonstrate best value in the provision of requirements described in this Solicitation.</p> <p>The Bidder should also describe how they will ensure that suppliers interested in providing services as a subcontractor will be provided access to the Work and how it will be effective.</p>	2/25	Scale 3
2.3.6	Client and Tenant Relationship Management	The Bidder should describe the measures and protocols it will implement in the provision of Client and Tenant Relationship Management and explain how they will be effective.	3/25	
2.3.7	Projects	The Bidder should provide its proposed generic project plan template(s), complete with a Work Breakdown	2/25	Scale 3

		Structure (WBS), for use in delivering projects and explain how it will be effective. The Bidder should explain adjustments that would be made for projects of varying size and complexity (e.g.: Category, I, II and/or III projects as described in the Statement of Work).		
2.4	Contract Initiation and Completion		5/70	
2.4.1	Contract Initiation	The Bidder should provide a Project Management Plan for the Contract Initiation portion of this Solicitation and describe how it will be effective.	2.5/5	Scale 3
2.4.2	Contract Completion	The Bidder should provide a Project Management Plan for the Contract Completion portion of this Solicitation and describe how it will be effective.	2.5/5	Scale 3
2.5	Technical Scenarios		20/70	
2.5.1	Scenario 1 – Inspection, Testing and Repair	<p>DFATD has identified a high rate of premature failure in the building fire pump inventory across its international real property portfolio. Sample inspection and testing of the fire pumps carried out by DFATD identified the critical defect as being the pump motor windings. Based on DAFTD's sampling, the defect was found to be present in all the premature failures, as well as in other fire pumps that appeared to be operating normally. The overall defect occurrence rate is approximately 25 to 30 percent (%) of all fire pumps and is not strictly limited to any one manufacturer.</p> <p>Given the above findings, DFATD has directed its internal resources and/or contractors to inspect, test and repair any fire pumps found to have the defect in the assets managed by the contractor. The nature of the defect is such that the fire pumps can be inspected and tested in situ. However, for those fire pumps found to have the defect, the necessary repair consists of rewinding the motor. Therefore, any fire pumps found to have the defect will need to be removed from the building for the repairs to be carried out.</p> <p>Due to the important life safety function of the fire pumps, DFATD is asking that inspection and testing of all fire pumps</p>	4/20	Scale 3

		<p>be completed within six (6) weeks. Any motor found to have the defect must be repaired and reinstalled within twelve (12) weeks.</p> <p>As the Contractor, you are responsible for two (2) high profile assets through which consular activities are provided. Within each of these buildings the fire pump system is arranged the same. There is one primary pump and one back-up pump; therefore there are four (4) pumps in total.</p> <p>Describe in detail how you would respond to DFATD's requirement to inspect and test all fire pumps and repair and reinstall those fire pumps found to have defective motors.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is completed. Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.2	Scenario 2 - Occupation Health and Safety	<p>You are the Contractor managing DFATD's London Mission contract. For the first two years of the contract, the occurrence of injuries to your staff, and/or your subcontractors working within the portfolio, as well as building tenants, has been in line with industry norms. However, in the last six months, there has been a marked change in performance with three lost time injuries occurring. This is unacceptable and must be investigated to determine whether there are deficiencies within your Occupation Health and Safety Program, or its application.</p> <p>The specifics of the three lost time injuries are given below:</p> <ul style="list-style-type: none"> - in one building, an electrician from your Electrical Maintenance Subcontractor was electrocuted and seriously injured during 		

		<p>routine fluorescent lamp maintenance work in office space. The electrician was working with 230 Volt equipment after he had de-energized the work area. However, he had not locked out and tagged out the circuit. A cleaner from your Cleaning Subcontractor entered an adjacent office space and found the lights off. On finding the lights off in its work area, the cleaner went to the panel and found the circuit shut off and turned the circuit back on. The electrician, in the middle of replacing a ballast, was electrocuted. Both you and your Electrical Maintenance Subcontractor have written lockout/tag out procedures. Also, your contract with your Cleaning Subcontractor prohibits cleaners from entering electrical rooms, panels, and subpanels.</p> <ul style="list-style-type: none">- in the other building, Subcontractor "D" was engaged by you to re-lamp and replace the ceiling grid in a vacated office area. Subcontractor "E" was engaged to renovate washrooms throughout the building. Subcontractors' "D" and "E" were provided with access to the small loading dock area and adjacent freight elevator		
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		<p>to bring materials into the building and transport them to their individual construction areas. On the morning of the accident, Subcontractors "D" and "E" were in the loading dock area unloading materials at the same time. An employee of Subcontractor "D" was on the floor of the parking bay unloading materials from the side door of his van. A supplier to Subcontractor "E" was in an area adjacent to the employee of Subcontractor "D" unloading sheets of drywall from his flatbed truck using the truck-mounted loader crane. During craning of the drywall from the truck to the loading dock, the load shifted and fell off the drywall fork and down between the truck and the van, striking the employee of Subcontractor "D" in the back, temporarily pinning him against the van.</p> <ul style="list-style-type: none">- the washroom floor was mopped just prior to 7:00PM (end of normal operational hours); the Cleaning Subcontractor's cleaner did not post a "wet floor" sign; an occupant on the way out of the office for the day used the washroom and		
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		<p>slipped on the wet floor, fell, and suffered a concussion</p> <p>Assumption:</p> <ul style="list-style-type: none"> - the individuals described within the incidents themselves have received the necessary medical attention and have returned to work <p>Describe how you would investigate the situations and identify the adjustments in performance required. The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete.</p> <p>Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.3	Scenario 3 - Transition	<p>You are the Contractor managing the DFATD's London Mission contract. The Technical Authority advises you in writing on October 1, 2022, that effective April 1, 2023, additional DFATD buildings will be transferred into your contract for your management.</p> <p>The additional DFATD buildings consist of the following:</p> <ul style="list-style-type: none"> - one (1) Head of Mission Residence occupied by the High Commissioner to the UK with approximately 400m² sq. m. of residential space 	4/20	Scale 3

		<p>and event/representation space used for meetings and hosting foreign dignitaries. The Head of Mission Residence must be staffed after-hours for special events by event support and cleaning staff.</p> <ul style="list-style-type: none"> - twenty (20) DFATD-owned staff quarter residences currently managed by DFATD resources located in various areas in London. <p>Describe the in-contract transition that you would undertake for the above situation. Your response should include outlines of the In-Contract Transition Plan.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete.</p> <p>Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.4	Scenario 4 - Project Delivery Services	<p>You are the Contractor managing DFATD's London Mission. The Technical Authority advises you that there are a number of high-priority projects underway in the additional buildings scheduled to be transferred into the Contract on April 1, 2023 (identified in 2.5.3 above). You are expected to familiarize yourself with and assume responsibility for the successful delivery of these projects.</p> <p>DFATD In-house Staff are in the midst of delivering a program of projects to replace exterior cladding</p>		

		<p>on twenty (20) staff quarter residences over a two-year period. The program, which is being funded through a short-term Government of Canada infrastructure initiative, was approved in the 2022/23 Mission Maintenance Workplan (MMW), for delivery by March 31, 2024. Now in the first year of implementation, DFATD Staff have already submitted the business cases for each of the twenty (20) staff quarters and received preliminary project approval to proceed with the further development of plans, specifications and more refined cost estimates. They were just about to engage a design consultant for this work when the Technical Authority advised them of DFATD's intent to transfer responsibility for the staff quarter residences to you.</p> <p>Upon notification of the intent to transfer, DFATD In-house Staff ceased work on the program.</p> <p>According to the master project schedule, the following were the proposed milestone dates:</p> <ul style="list-style-type: none"> - tender ready plans and specifications completed by December 31, 2022; - tender and award of the construction contract by February 28, 2023; - construction complete by October 31, 2023. <p>In the various business cases prepared to secure preliminary project approval, DFATD In-house Staff had identified the following project risks:</p> <ul style="list-style-type: none"> - the joints in the stone 		
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		<p>coping cap on the exterior wall of five of the buildings may have used a lead-based tint to colour the grout; the coping needs to be removed to accommodate the new exterior cladding;</p> <p>As the new contractor effective April 1, 2023, and in light of the short-term opportunity presented by the Government of Canada infrastructure initiative, it is important that you complete replacement of the exterior cladding replacement program by the end of the 2023/2024 fiscal year (March 31, 2024).</p> <p>Provide a Project Management Plan and work breakdown structure to describe how you would deliver the program of exterior cladding replacement projects by the end of the 2023/2024 fiscal year.</p> <p>The Bidder should provide considerations that would ensure project success and provide best value to DFATD as described in this Solicitation.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete.</p> <p>Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.5	Scenario 5 - Expenditure Management	During a verification of the previous fiscal year allowable labour costs for project delivery work invoiced by	4/20	Scale 3

		<p>you, the Contractor, DFATD has determined that the labour cost for certain individuals is unusually high. More specifically, one of your environmental technical professionals, one building systems specialist, and one occupational health and safety specialist, have each been billed in excess of 500 hours for the year exclusively against Project Delivery Work, for a total of more than 1500 hrs.</p> <p>While project delivery work volumes for the year in question were known to be higher than normal, you did not identify any unusually high project delivery labour effort for your technical professionals and specialists in your human resource utilization plan. Additionally, there was no indication of this increased labour in any of the individual project specific business cases. Further, based on allowable direct labour costs invoiced in previous years, these three resources are known to provide significant support to the Property Management Services Work, as well as have corporate responsibilities.</p> <p>The Technical Authority has brought the above findings to your attention.</p> <p>Describe how you would investigate this situation and how you would respond to the Technical Authority's findings. Your response should explain the labour charges put forth and demonstrate that the Basis of Payment has been respected.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation.</p>		
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		<p>State any assumptions made relative to the scenario, however, do not assume that any step is complete.</p> <p>Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
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3	Financial Rating		30/100	
3.1	Fees		20/30	
3.1.1	Property Management Service Fees	Monthly Management Fee.	20/20	As per Attachment 1 to Part 3 of the RFP
3.1.2	Project Delivery Services (CAT I & II) Fee – Projects Valued at Less Than \$1M	Project Delivery (PDS) Fee.		As per Attachment 1 to Part 3 of the RFP
3.1.3	Optional Project Delivery Services (CAT III) Fee – Projects Valued at \$1M to less than \$20M	Optional Project Delivery Services (OPDS) Fee – Projects Valued at \$1M to less than \$20M		As per Attachment 1 to Part 3 of the RFP
3.2	Financial Scenarios		10/30	
3.2.1	Scenario 1 – Inspection, Testing and Repair	<p>In relation to the response prepared for Criterion 2.5.1 (Scenario 1), the Bidder should provide:</p> <p>A listing and description of all labour, subcontracts or other cost elements; and</p> <p>An explanation of the estimated level of effort for all labour; and</p> <p>An estimate of all Allowable Costs and Fees, as per the Basis of Payment, of providing the services described in the response.</p>	5/10	Scale 3

3.2.2	Scenario 4 – Project Delivery Services	In relation to the response prepared for Criterion 2.5.4 (Scenario 4), the Bidder should provide: A listing and description off all labour, subcontracts or other cost elements; and An explanation of the estimated level of effort for all labour; and An estimate of all Allowable Costs and Fees, as per the Basis of Payment, of providing the services described in the response.	5/10	Scale 3
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4. Score Calculations

4.1 Total Overall score 100% is based on Technical 70% and Financial 30%

4.2 Technical/Financial Point Rated

4.2.1 Each Criterion indicates what the bidder should provide to support their demonstration of capability and capacity to address the Criteria as it relates to the solicitation requirements. Bidders will be scored on a 0-5 rating guide.

Scores will be distributed as follows:

Score	Weight (%) Assigned to Criterion
0	0%
1	20%
2	40%
3	60%
4	80%
5	100%

4.2.2 Bidders must obtain a minimum of 42 of the available points, or 60% overall, for the technical rated criteria to be considered responsive.

4.3 Scales

The following three (3) scales will be used:

4.3.1 Experience – Scale 1

0	Information is not submitted or cannot be evaluated or does not meet the minimum solicitation requirement and/or the Experience is not relevant to the solicitation requirement
1	Proposal demonstrates minimum experience in providing the services as per the solicitation requirements and/or the proposal presented little experience relevant to the solicitation requirement.
2	Proposal demonstrates little experience beyond minimum experience in providing the services as per the solicitation requirements and/or the proposal presented experience that is only partially related to the solicitation requirement and/or presents a significant weakness in experience.
3	Proposal demonstrates some experience beyond minimum requirements in providing the services as per the solicitation requirements and/or presented Experience is mostly related to the solicitation requirement but presents minor Weaknesses.
4	Proposal demonstrates significant experience in providing the services as per the solicitation requirements and/or presented experience directly related to the solicitation requirement and/or the experience covers all the significant services of the solicitation requirement.
5	Proposal demonstrates very strong experience in providing the services as per the solicitation requirements and/or the experience presented fully covers and is directly related to the solicitation requirement.

4.3.2 Organizational Structure – Scale 2

0	Bidder's information submitted was not relevant to the criterion or failed to submit response.
1	Proposed Organization lacks resources to meet all solicitation requirements. Proposal demonstrates little understanding of the solicitation requirements, and the proposed approach does not address important factors and demonstrates little understanding. Proposed approach has significant weaknesses and is not likely to meet solicitation requirements. Proposal poses substantive risk and/or lacks a risk management strategy.
2	Proposed Organization does not cover most elements and is unlikely to meet all solicitation requirements, provide good services or value. Proposal demonstrates some understanding of the solicitation requirements, and the proposed approach addresses some important factors but does not demonstrate adequate understanding.

	<p>Proposed approach has weaknesses and is not likely to meet all solicitation requirements or be effective.</p> <p>Proposal poses medium risk and/or demonstrates a weak risk management strategy.</p>
3	<p>Proposed Organization covers most elements and is likely to meet solicitation requirements.</p> <p>Proposal demonstrates adequate understanding of the solicitation requirements, and the proposed approach addresses most factors and demonstrates adequate understanding.</p> <p>Proposed approach has minor weaknesses and is likely to meet solicitation requirements.</p> <p>Proposal poses medium-low risk and/or demonstrates an adequate risk management strategy.</p>
4	<p>Proposed Organization covers all elements and demonstrates a strong organization that will meet all solicitation requirements, provide good services and value.</p> <p>Proposal demonstrates a very good understanding of the solicitation requirements, and the proposed approach addresses all important factors and demonstrates a very good understanding.</p> <p>Proposed approach has no significant weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield good results.</p> <p>Proposal poses low risk and/or demonstrates a good risk management strategy.</p>
5	<p>Proposed Organization covers all elements, is likely to meet all solicitation requirements, deliver excellent service and provide best value.</p> <p>Proposal demonstrates expert understanding of the solicitation requirements, and the proposed approach addresses all important factors and demonstrates expert understanding.</p> <p>Proposed approach has no apparent weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield excellent results.</p> <p>Proposal poses no apparent risk and/or demonstrates an excellent risk management strategy.</p>

4.3.3 Generic Scale – Scale 3

0	<p>Bidder's information submitted was not relevant to the criterion or failed to submit response.</p>
1	<p>Proposal demonstrates little understanding of the solicitation requirements, and the proposed approach does not address important factors and demonstrates little understanding.</p> <p>Proposed approach has significant weaknesses and is not likely to meet solicitation requirements.</p> <p>Proposal poses substantive risk and/or lacks a risk management strategy.</p>

2	<p>Proposal demonstrates some understanding of the solicitation requirements, and the proposed approach addresses some important factors but does not demonstrate adequate understanding.</p> <p>Proposed approach has weaknesses and is not likely to meet all solicitation requirements or be effective.</p> <p>Proposal poses medium risk and/or demonstrates a weak risk management strategy.</p>
3	<p>Proposal demonstrates adequate understanding of the solicitation requirements, and the proposed approach addresses most factors and demonstrates adequate understanding.</p> <p>Proposed approach has minor weaknesses and is likely to meet solicitation requirements.</p> <p>Proposal poses medium-low risk and/or demonstrates an adequate risk management strategy.</p>
4	<p>Proposal demonstrates a very good understanding of the solicitation requirements, and the proposed approach addresses all important factors and demonstrates a very good understanding.</p> <p>Proposed approach has no significant weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield good results.</p> <p>Proposal poses low risk and/or demonstrates a good risk management strategy.</p>
5	<p>Proposal demonstrates expert understanding of the solicitation requirements, and the proposed approach addresses all important factors and demonstrates expert understanding.</p> <p>Proposed approach has no apparent weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield excellent results.</p> <p>Proposal poses no apparent risk and/or demonstrates an excellent risk management strategy.</p>

4.4 Operational Baselines

- 4.4.1 The following Operational Baselines are estimates of the volume of Work which is expected to be completed through the base period of the resulting Contract. The Baselines are provided to assist the preparation of bids and will be used to calculate the Total Expected Fee that Canada would expect to pay under term of the resulting Contract.

Services	Operational Baseline for Evaluation
Expected Property Management Services	\$10,258,790
Expected Project Delivery Services (CAT I & II)	\$2,800,847
Expected Optional Project Delivery Services (CAT III)	\$2,460,000

4.5 Financial Fees

4.5.1 The Bidder is to propose Management Fees, a Project Delivery Services Fee, and an Optional Project Delivery Services Fee, using the Financial Bid Form detailed in Attachment 1 of Part 3 of the RFP. The Bidder is to provide separate Fees, as follows:

- Management Fee for the duration of the contract (expressed as a monthly amount in Pounds Sterling) for the period from the Operational Start Date to 31 March 2026; and
- Project Delivery Services Fee (PDS Fee) (Expressed as a percentage) for the period from Contract Award to 31 March 2026.
- Optional Project Delivery Services Fee (OPDS Fee) not greater than the PDS Fee (expressed as a percentage) for the period from Contract Award to 31 March 2026.

Note^{*}: Management Fees that are made in a foreign currency must be converted to Canadian currency for evaluation. The Bank of Canada rate published by 16:30 ET on the bid closing date, must be applied as a conversion factor to the bids made in foreign currency.

4.6 Calculation of Total Expected Fee

4.6.1 All qualified bids that have met the mandatory criteria and received a technical score will have their Total Expected Fee calculated as follows:

- Expected Management Fees = (Expected Property Management Services X 48 months)
- Expected Project Delivery Services (PDS) Fees = (Expected Project Delivery Services X Project Delivery Services (PDS) Fee Percentage)
- Expected Optional Project Delivery Services (OPDS) Fees = (Expected Optional Project Delivery Services X Optional Project Delivery Services (OPDS) Fee Percentage)
- **Total Expected Fee** = Expected Management Fees + Expected Project Delivery Services (PDS) Fees + Expected Optional Project Delivery Services (OPDS) Fees

4.7 Evaluation of Fees

4.7.1 Financial bids are evaluated by scoring the bidders in relation to the average fee bid by all bidders

- First Normalized Fee is calculated for each bid using the following formula:

Formula	Explanation
$1 - \sqrt{\left(\frac{x_i - \bar{x}}{\bar{x}}\right)^2}$	x_i = Total Expected Fee of the bidder \bar{x} = Average Total Expected Fee of all bidders

- 4.7.2 Bidders are then ranked from 1 to the total number of bidders in ascending order, where the lowest Total Expected Fee is ranked first (1st)
- 4.7.3 A Correction Factor is then applied to the normalized fee based on the number of bidders to favor lower bid fees. All responsive bids will be ranked as follows:

Rank	Correction (%)
1	100%
2	80%
3	60%
4	40%
5	20%
5+	0%

- 4.7.4 Finally, a Price Score (PS) will be assigned based on the following formula:

$$\text{Price Score (PS)} = \text{Normalized Score} \times \text{Correction Factor} \times 20$$

4.8 Example using Four (4) Bidders

4.8.1 Bid Fee Information

Bidder	Property Management Bid Fee (monthly)	Project Delivery Services (Cat I&II) Bid Fee Percentage	Optional Project Delivery Services (Cat III) Bid Fee
Bidder A	\$11,503	8.0%	5.0%
Bidder B	\$7,278	9.0%	10.0%
Bidder C	\$10,818	10.0%	10.0%
Bidder D	\$8,513	12.0%	9.0%

4.8.2 Calculate Total Expected Fees for Each Bidder, Average Expected Fee, and Standard Deviation:

Bidder	Property Management Bid Fee	Expected Property Management Fees	Project Delivery (Cat I&II) Bid Fee Percentage	Expected Project Delivery Fees (Cat I&II)	Optional Project Delivery (Cat III) Bid Fee	Expected Optional Project Delivery (Cat III) Fees	Total Expected Fees
	Operational Baseline	10,258,790	Operational Baseline	2,800,847	Operational Baseline	2,460,000	
Bidder A	\$11,503	\$552,144	8.0%	\$224,068	5.0%	\$123,000	\$899,212
Bidder B	\$7,278	\$349,344	9.0%	\$252,076	10.0%	\$246,000	\$847,420
Bidder C	\$10,818	\$519,264	10.0%	\$280,085	10.0%	\$246,000	\$1,045,349
Bidder D	\$8,513	\$408,624	12.0%	\$336,102	9.0%	\$221,400	\$966,126
Average Expected Fee							\$939,526.58

4.8.3 Calculate Normalized Score and rank for each bidder. Then apply Correction Factor and calculate score out of 20.

Estimated Total Cost of contract	Total Expected Fee	Normalized Score	Rank	Correction (%)	Price Score (out of 20)
Bidder A	\$899,211.76	0.957090	2	80%	15.31
Bidder B	\$847,420.23	0.901965	1	100%	18.04
Bidder C	\$1,045,348.70	0.887367	4	40%	7.10
Bidder D	\$966,125.64	0.971689	3	60%	11.66