

Belldune Port Authority
Request for Proposal
RFP 21-SC-060



Professional Services –
Port Financial Performance Assessment

Closing: Tuesday, March 02, 2021 @ 2:00 PM – Atlantic Time

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

CONTENTS

1	ORGANIZATIONAL OVERVIEW	1
2	BACKGROUND/OBJECTIVES	2
3	ELIGIBILITY OF PROPONENTS	2
4	DEFINITIONS	2
5	SUBMISSION OF PROPOSALS	2
6	PROPOSAL CLOSING	3
7	AUTHORIZING OFFICER / CONTRACT	3
8	REQUESTS FOR ADDITIONAL INFORMATION, INSTRUCTIONS AND / OR CLARIFICATIONS	3
9	MODIFICATION OR WITHDRAWAL OF PROPOSALS	4
10	VALIDITY OF PROPOSALS	4
11	INSURANCE	5
12	WORKER’S COMPENSATION	5
13	PERMITS AND LICENSES	5
14	SUBCONTRACTORS / SUB-CONSULTANTS	5
15	CONFLICT OF INTEREST	6
16	GROUND FOR DISQUALIFICATION	6
17	PROPONENT’S RESPONSIBILITIES / REQUIREMENTS	6
18	EVALUATION CRITERIA	7
19	ORAL PRESENTATION	8
20	COST OF PREPARATION OF PROPOSALS	9
21	AGREEMENT / CONTRACT	9
22	BPA’S RIGHTS	9
23	SCOPE OF WORK	11
24	PROPOSAL SUBMISSION GUIDELINES	15
	APPENDIX A – PROPONENT’S RESPONSE SHEET	
	APPENDIX B – PROPOSAL EVALUATION FORM	

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

SECTION 1 – TERMS AND CONDITIONS

1 ORGANIZATIONAL OVERVIEW

Originally built in 1968 to address the shipping needs of what was then the Noranda Smelter (Glencore), the Port of Belledune has grown and evolved from the single terminal facility, to a four-terminal port. Over the years, it has assumed a greater role in the economy of the surrounding regions and now provides a gateway through which bulk, liquid bulk and breakbulk material and commodities move across the globe. The Port has expanded numerous times in recent years in 1995, 1998, 2010, and is now embarking upon another expansion project planned to be completed in 2022. The Port of Belledune, in striving to fulfil its mission, has become one of the cornerstones of the local economy and provides direct and indirect employment for many local residents.

The Port of Belledune was designed to handle a broad array of general cargo including bulk commodities, vehicles, resource products, consumables, consumer merchandise, and specialized cargo. With the latest expansions, the new and upgraded terminals have opened the door for business diversification at the port.

In 2000, the Belledune Port Authority (BPA) was formed to take over all operations at the Port of Belledune. Until that time, the port had been run by a federal department in Ottawa. The creation of the Belledune Port Authority as a Canadian Port Authority lead by a local Board of Directors and a professional management team has had a positive impact on port operations. Decisions can be made locally and can be made quickly based on the economic and social merits of an opportunity.

The BPA immediately realized that due to its ultra-modern facilities and strategic location for accessing large North American and international markets, it had significant advantages to offer potential clients. This, together with being able to offer some of the shortest shipping routes between Europe and North America make the Port of Belledune very attractive to shippers.

The Port has steadily expanded the scope of its services and has handled general cargo of all shapes and sizes, high & heavy project cargoes, break bulk, forest products, paper products, consumables, and bulk cargoes. It deals with shipping companies and clients from across the world and has steadily broadened its client-base resulting in more diversified clientele and greater volumes. The team at the Port continually strives for cost-effective, efficient cargo handling along with significant operational flexibility in addressing the unique needs of each of its clients.

REQUEST FOR PROPOSAL RFP21-SC-060 PROFESSIONAL SERVICES – Port Financial Performance Assessment

2 BACKGROUND/OBJECTIVES

The purpose of this Request for Proposal is to invite submissions from qualified professional firms to provide a Proposal, in compliance with this Request for Proposal, for the provision of a financial performance assessment for the Port of Belledune.

3 ELIGIBILITY OF PROPONENTS

Proponents are advised that official RFP documents may be obtained from the BPA's Website or directly from the BPA.

All services rendered shall operate within the parameters set forth in this Request for Proposal Document.

4 DEFINITIONS

In this Request for Proposal, except where otherwise qualified, the following terms will be defined as follows:

- "BPA" shall mean Belledune Port Authority;
- "Closing Date" shall mean the last date and time by which Proposals will be received by the BPA;
- "RFP" shall mean the Belledune Port Authority Request for Proposal RFP21-SC-060, including all schedules/appendices attached hereto and any Addendum issued hereafter by the BPA;
- "Subcontractor" or "Sub-Consultant" refers to any person or firm to whom a Proponent intends to delegate all or part of the execution of the services, to be provided under the Agreement;
- "Proponent" shall mean "Consultant", "Supplier", "Vendor", or "Bidder" (person or company) who submits a Proposal under the RFP;
- "Selected Supplier / Successful Proponent" means the Consultant(s), if any, whose Proposal is / are accepted by the BPA.

5 SUBMISSION OF PROPOSALS

All submissions must be received electronically by email to Sylvain Raymond, VP Finance & Business Development, at raymond@portofbelledune.ca

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

Submissions of all RFPs are final. All documents submitted with respect to this RFP shall become the property of the BPA and will not be returned to the Proponent.

6 PROPOSAL CLOSING

All Proposals must be submitted to the BPA no later than the closing date of Tuesday, Mar 02, 2021 @ 2:00 PM – Atlantic Time.

Proposals received after the Closing Date will not be considered. No extensions will be granted. It is the responsibility of each Proponent to ensure that its Proposal(s) is received at the email or address referred to in Section 5, no later than the Closing Date and time specified in Section 6.

7 AUTHORIZING OFFICER / CONTRACT

All Proposals must be signed by a company representative with lawful signing authority, and the name of one (1) representative must be included for all communication concerning the Request for Proposal. Included shall be name, address, telephone and fax numbers and e-mail address (refer to the “Proponent’s Response Sheet”).

8 REQUESTS FOR ADDITIONAL INFORMATION, INSTRUCTIONS AND / OR CLARIFICATIONS

All requests for additional information, clarifications or instructions concerning the RFP and the preparation of Proposals must be sent in writing (e-mail) and received by the BPA no later than five (5) working days prior to the RFP Closing Date. Questions shall be submitted to:

Sylvain Raymond
VP Finance & Business Development
E-mail: raymond@portofbelledune.ca

Oral information provided to any Proponent by anyone at the BPA will not be binding.

REQUEST FOR PROPOSAL RFP21-SC-060 PROFESSIONAL SERVICES – Port Financial Performance Assessment

A list of all relevant questions from all Proponents and the BPA's response to each question will be issued to all Proponents in the form of an Addendum. Any Addendum issued as aforesaid by the BPA will automatically, upon its issuance, become an integral part of the RFP, provided it is issued by the BPA and sent to Proponents at least three (3) working days prior to the Closing Date. Said Proponents will be deemed to have agreed to the terms of any such Addendum and will be automatically bound thereby unless they withdraw or amend their Proposals (refer to Section 9).

It is the duty of the Proponent to take all appropriate measures in order to obtain all information and instructions required by it to make its Proposal(s) conform to the requirements of the RFP. No Proponent will be entitled to claim against all or its own employees a lack of information or instructions to support or justify its Proposal(s) or to avoid any obligation, condition or Specification contained in the RFP or Proposal submission(s).

It will be the responsibility of the Proponent to contact the BPA prior to submitting a Proposal to ascertain if any Addenda have been issued, to obtain the Addenda and to return executed Addenda with the Proposal(s). Failure to include a signed copy of all addenda issued by the BPA in relation to this Request for Proposal shall be cause for rejection of the proposal submission.

9 MODIFICATION OR WITHDRAWAL OF PROPOSALS

Prior to the Closing Date, a Proposal(s) may be modified or withdrawn by way of written request to the contact person referred to in Section 8.

No Proposal(s) can be modified or withdrawn after the Closing Date. No Subcontractor / Subconsultant or object or details of a Contract with a Subcontractor / Subconsultant referred to in the Proponent's Proposal or any information relating thereto in a Proposal may be changed after the Closing Date. Once a Proposal has been selected, it may only be amended in detail with the agreement of the BPA and the successful Proponent upon entering into negotiations.

10 VALIDITY OF PROPOSALS

All Proposals must remain valid and open for acceptance by the BPA for a period of ninety (90) working days after the Closing Date. This period may be extended if requested by the BPA and agreed to by the Proponent in writing.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

11 INSURANCE

The successful Proponent shall be required to provide and maintain Certificates of Insurance as required by BPA. Professional Liability Insurance of a minimum of \$2 million is required.

12 WORKER'S COMPENSATION

The successful Bidder will be required to obtain suitable workers' compensation coverage/insurance to ensure with compliance with applicable legislation. Additionally, the successful Bidder may be required to provide proof of coverage/insurance and agrees to provide copies to the BPA upon request.

13 PERMITS AND LICENSES

The Proponent shall obtain and pay for all licenses and permits which may be required to comply fully with laws, ordinances and regulations of the proper public authorities, in connection with the performance of their work. The Proponent shall be responsible for all damages and shall indemnify and save the BPA harmless from and against all damages and liability, which may arise out of the failure of the Proponent to obtain and pay for such licenses and permits and to comply fully with any and all applicable laws, ordinances and regulations.

14 SUBCONTRACTORS / SUB-CONSULTANTS

Proponents must, if applicable, specify in its Proposal, the name of each Subcontractor / Sub-Consultant, and the object and details of all the subcontracts it proposes to enter into with each of them. Proponents must also demonstrate in their Proposal(s) the qualifications of each Subcontractor / Sub-Consultant, and capacity to perform in conformity with the RFP and the Vendor's Proposal. The Subcontractor(s) / Sub-Consultant(s) will be expected to meet the same standards and quality of work as those required from Proponents.

Proponents will be held responsible for all aspects of the work carried out by the Subcontractor(s) / Sub-Consultant(s). Proponents will be solely responsible for the quality of service and / or materials supplied by his / her Subcontractors / Sub-Consultants. Proponents will have the responsibility to coordinate all activities related to his / her Subcontractors / Sub-Consultants. The BPA retains the right to approve all Subcontractors / Sub-Consultants; however, any approval of Subcontractors / Sub-Consultants by the BPA shall not diminish the responsibility of the successful Proponent.

REQUEST FOR PROPOSAL RFP21-SC-060 PROFESSIONAL SERVICES – Port Financial Performance Assessment

If a Proposal with Subcontractors / Sub-Consultants is selected and the successful Proponent wishes to substitute one Contractor / Consultant for another, the decision will be made only at the discretion of the BPA.

15 CONFLICT OF INTEREST

All Proponents and / or Proponent's Partners / Suppliers / Contractors / Subcontractors / Sub-Consultants shall disclose any interests that could conflict, or create a perceived conflict with the interests of the BPA.

16 GROUNDS FOR DISQUALIFICATION

Any attempt on the part of the Proponent or any of its employees, agents, Contractors or representatives to contact any of the following persons with respect to this RFP may lead to disqualification:

- Any member of the Proposal Review Committee or other advisor to the Proposal Review Committee;
- Any member of the BPA Board of Directors;
- Any employee of the BPA, with the exception of the individual named in section 8 of this RFP;
- Any Project Consultant / Engineer retained by the BPA to assist staff and / or the successful Proponent with the preparation of tender specifications, and / or execution of the work.

17 PROPONENT'S RESPONSIBILITIES / REQUIREMENTS

This RFP document lists only major details with respect to the products and services required; therefore, it is the Proponent's responsibility to provide all required labour, materials, tools, equipment and incidentals required to provide professional services in accordance with the requirements of this Request for Proposal. Notwithstanding the general and specific requirements defined herein, nothing contained in this document shall excuse the successful Proponent from completing assigned work in a professional and timely manner.

All work shall be performed by skilled individuals, in order to produce a professionally completed job. The successful Proponent shall work directly with designated BPA staff to ensure that the project is successfully completed in as timely a manner as possible. All work scheduling and job details shall be coordinated with the BPA's designated staff person.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

It is the sole responsibility of the Proponent to become familiar with and understand the nature and extent of the work to be executed. All details with respect to the scope of the project, whether in temporary or permanent work, may not be included in this RFP document; however, these items shall be considered as included in the scope of services for the Contract. On submission of the bid, it shall be understood that this has been done and provisions for all risks, incidental items, and contingencies are included in the RFP price.

All requirements detailed in this Request for Proposal shall be considered as the “minimum” acceptable requirements, unless specified otherwise. The apparent silence of these requirements and any supplemental requirements as to any detail, or the omission from the requirements of a detailed description concerning any point shall be regarded as meaning that only the best commercial practices are to prevail and that only materials of the highest quality and correct type, size and design are to be used. All interpretations of these requirements shall be made on the basis of this statement.

18 EVALUATION CRITERIA

Proposals submitted by non-eligible Proponents, incomplete Proposals or Proposals which do not comply with all of the requirements of this RFP, contain false information or the contents of which do not permit a full analysis thereof, will not be considered by the BPA. General statements or restatements of the conditions of the RFP will not be satisfactory to the BPA.

At the close of the Proposal, all Proposals will be evaluated by a committee comprised of BPA staff, and / or external consultants appointed by BPA representatives.

Proponent selection will be on the basis of those Proponents providing the greatest overall benefit to the BPA, and will include, but not be limited to, the completeness of the RFP response, price, compliance with all Specifications / Terms of Reference, relevant past experience and / or references, and any other factors which the BPA deems appropriate in the determination of the Proponent as a responsive and responsible Proponent and best value to the BPA. In addition to the general evaluation criteria specified above, Proposals shall be evaluated on the following weighted criteria:

EVALUATION CRITERIA	WEIGHT
WORK PLAN, METHODOLOGY AND SCHEDULE	30 Points
PROJECT TEAM	30 Points
REFERENCES / PAST EXPERIENCE	15 Points
PROJECT FEES	25 Points
TOTAL:	100 Points

REQUEST FOR PROPOSAL RFP21-SC-060 PROFESSIONAL SERVICES – Port Financial Performance Assessment

Refer to Appendix B for additional information relating to the rating factors that will be taken into consideration when evaluating each Proponent’s RFP submission.

Only those Proponents satisfying the requirements described in Section 24 of the RFP, and achieving a minimum technical score of 50 points out of a possible 75 points will receive further consideration. The technical score will be comprised of the following evaluation criteria: Work Plan, Methodology and Schedule, Project Team, and References / Past Experience.

The BPA, at its discretion, may negotiate any aspect of any Proposal with one or more of the Proponents at any time. Negotiations with any Proponent shall not oblige the BPA to enter into a Contract with any Proponent or be construed as an acceptance of the Proposal.

In addition to reviewing the written Proposals, the evaluation process may include, at the sole discretion of the BPA, a formal interview with one or more of the Proponents involved in the Proposal. Proponents will be advised (in writing) if the interview process will be weighted and scored by the RFP Evaluation Committee members, and will be apprised of the assigned criteria and weighting. The Proponent’s “interview” score will be added to their technical and pricing scores, which will have been calculated in accordance with the evaluation criteria and weighting detailed in Appendix B, prior to the interview process taking place.

The BPA has no obligation whatsoever toward Proponents as a result of the acceptance or rejection of any Proposal. By submitting a response to this Request for Proposal, Proponents acknowledge and accept that they cannot challenge, in any way whatsoever, the BPA’s decision to accept or reject any Proposal, nor request any compensation, or claim damages as a result thereof.

19 ORAL PRESENTATION

The BPA may request that any Proponent make an oral presentation of its Proposal, or may permit an oral presentation by a Proponent who wishes to explain its Proposal. The BPA shall determine the time and place of these presentations. The terms of the Proposal themselves may not, however, be changed by the Proponent during these oral presentations. The oral presentation process may be subjected to a scoring process, as determined by the RFP Evaluation Committee members.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

20 COST OF PREPARATION OF PROPOSALS

All expenses incurred by the Proponent in connection with the preparation of its Proposal, including, without limitation, the cost of oral presentations (if requested) shall be borne by the Proponent. The BPA shall not incur any obligation whatsoever toward the Proponent whether said Proposal is accepted or rejected. All Proposals shall become the property of the BPA and will not be returned to the Proponent.

21 AGREEMENT / CONTRACT

Unless otherwise agreed upon or amended in writing by the Proponent and the BPA, the selection of a Proposal shall be binding upon the selected Proponent, and undertakings of this RFP document, including the appendices, will form part of that agreement unless the agreement provides otherwise.

Selection of a Proponent's RFP submission does not guarantee a contract with the BPA. The selection of a Proponent's RFP submission merely initiates the process of negotiations which may lead to a Contract. Furthermore, the award of a contract may be conditional on the receipt of funding and/or BPA Board of Directors approval.

The BPA is neither bound to accept the lowest priced Proposal, nor to accept any Proposal which is submitted. If an award results from this RFP, the award may not be exclusive. The BPA may choose to work with the other Suppliers or in-house resources. The BPA is not bound to justify its decision with respect to the selection or rejection of any Proposal. It may, however, provide any unsuccessful Proponent, upon request, with a debriefing concerning its own Proposal.

It is the BPA's intention to prepare and execute a formal written agreement between the BPA and the successful Proponent within thirty (30) working days from the date of award, or issue a Purchase Order.

22 BPA'S RIGHTS

The BPA reserves the right to request and obtain additional information as required from Proponents in a reasonable length of time, in order to complete the RFP evaluation(s).

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

The BPA reserves the right to contact the references submitted by the Proponent in their RFP response to verify the Proponent's record and ability to complete the work. The Proponent acknowledges and agrees that the results of the reference checks shall become the property of the BPA, and shall not be released to the Proponent or the public. The Proponent further acknowledges and agrees that it shall not seek the release of the results of any reference checks conducted in conjunction with its application for prequalification.

Based on available funding, the BPA reserves the right to delete components from this RFP and negotiate changes to more fully meet the BPA's needs.

The BPA reserves the right to award this RFP in whole, or in part to more than one (1) Proponent, as may be deemed to be in the BPA's best interest.

The BPA reserves the right to adjust the final quantity of requested services to meet budgetary allocations.

The BPA reserves the right to determine acceptability of deviations and / or equivalencies.

The issue of this RFP or any negotiations with a Proponent after the Closing Date does not bind the BPA to enter into a Contract to purchase the product / services described herein. Any recommendation must be presented to the BPA Board of Directors, and / or BPA President and CEO for final approval or rejection. Said authorities will be the final authority.

Award of this RFP will be contingent upon approval from the Board of Directors and / or supplementary funding award(s). If / when Board of Directors and / or funding approval is received, it is the BPA's intention to then proceed with the issuance of contract award.

The BPA reserves the right not to award this RFP due to budgetary or other considerations.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

SECTION 2 – TERMS OF REFERENCE

NOTE: PROPONENTS SHALL PROMPTLY NOTIFY THE BPA (IN WRITING) OF ANY AMBIGUITY, INCONSISTENCY, OR ERROR WHICH THEY MAY DISCOVER UPON EXAMINATION OF THE SCOPE OF WORK CONTAINED BELOW.

INTERPRETATIONS, CORRECTIONS OR CHANGES MADE TO THE RFP DOCUMENT SHALL BE MADE BY ISSUE OF AN ADDENDUM DOCUMENT

(Refer to Section 8 – Requests for Additional Information, Instructions and / or Clarification for detailed instructions on submitting a written request for clarification / information).

23 SCOPE OF WORK

The following scope of work is associated, in part, with a larger planning effort at the Port of Belledune (the Port) known as the Master Development Plan or MDP. The MDP is a proactive master planning project to establish a roadmap for the future of the Port of Belledune over a 30-year planning horizon.

The Belledune Port Authority (BPA) has retained Hatch as Program Manager for the MDP. Therefore, the Consultant selected to perform this scope of work must do so under the direction of BPA and Hatch. This includes completing the tasks associated with this Financial Performance Statistics scope to the satisfaction of BPA and Hatch, in accordance with the schedule, and within the budget negotiated between BPA and the Consultant.

Scope

The Financial Performance Statistics shall quantify financial KPIs for the Port into a Financial Performance Database, deliverable via Excel file. The database will organize relevant raw data and highlight the KPIs described within this scope.

BPA will provide the Consultant with all relevant available data regarding the Port's financial performance. The Consultant is responsible for requesting any additional information that may be required in order to meet the requirements of this scope, and where required information is not available, Consultant shall work with BPA and Hatch to establish reasonable allocations to enable development of the financial KPI's.

The Consultant is responsible for analyzing raw data to produce financial KPIs for the Port on a monthly or annual basis between 2010 – 2020 and benchmark them against other ports of similar size and cargo mix.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

Tasks

The tasks associated with the scope are listed below:

- **Task 1: Amalgamation of Reference Information**

The Consultant shall request and review monthly financial documentation provided by BPA and analyze financial trends based on the Port of Belledune’s balance sheet and including cargo volumes, vessel calls, lease agreements, capital investments, etc.

- **Task 2: Create Financial Performance Database and Perform Analysis**

The Consultant shall create an Excel-based financial performance database utilizing the raw data collected in Task 1. Subsequently, the Consultant shall utilize the database to generate the financial KPIs outlined in the table below for a series of key categories (to be determined in cooperation with BPA and Hatch, but likely to include commodity and customer/client) as well as for the Port overall, for the aforementioned period of 2010 - 2020. The Consultant shall work with BPA and Hatch to determine which calculations will be conducted on an annual versus monthly basis.

Indicator ¹	Units
Tonnage worked	Tons
Berth Occupancy Revenue per Ton of Cargo	\$/Ton
Cargo-Handling Revenue per Ton of Cargo	\$/Ton
Harbor Dues per Ton of Cargo	\$/Ton
Cost per Ton of Cargo	\$/Ton
Profit per Ton of Cargo	\$/Ton
Land Lease Revenue per Acre	\$/Acre
Building Lease Revenue per Square Foot	\$/Square Foot
Return on Assets and/or Equity	%
Return on Investment (ROI)	%
Profit versus Revenue	\$
Capital Investment	\$

¹Some indicator calculations may include a Minimum Annual Guarantee (MAG) payment to the Port that is not tied to activity. Where these exist, the Consultant will take additional steps to ensure that the effects of one or more MAG payments on a particular indicator can be included and excluded as necessary.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

- **Task 3: Benchmark Analysis and Additional KPI Recommendation**

The Consultant shall utilize the financial KPIs to produce a benchmark analysis, comparing the financial performance of the Port of Belledune with at least three (3) Canadian ports (Canadian Port Authorities) and at least three (3) international ports of similar size and cargo mix.

Furthermore, the Consultant shall recommend any additional relevant KPI's for the Port of Belledune's future consideration. Each KPI shall be accompanied by an appropriate data collection and calculation methodology.

- **Task 4: Draft Financial Performance Technical Memo**

Consultant shall produce a draft financial performance technical memo, including the associated narrative, figures, data, graphics, etc., highlighting the methodology and results of the work performed in Tasks 1 through 3 for a single round of review and comment as per the schedule (below).

- **Task 5: Final Financial Performance Technical Memo & Financial Performance Database**

The Consultant shall produce a final financial performance technical memo, incorporating comments provided by BPA and/or Hatch on the draft memo. The final technical memo shall be accompanied by the financial performance database in Excel format.

- **Task 6: Participate in Project Management Meetings**

The Consultant will be required to participate in Project Management meetings, including:

- A kick-off meeting with staff from BPA, Hatch, and any other relevant members of the Master Development Plan (MDP) project team;
- Status Report Meeting with Hatch, two weeks after Notice to Proceed, where the Consultant will present progress and methodology for the Financial Performance Database and Performance Benchmark Matrix;
- Other internal MDP project team meetings, as necessary;
- 1-2 follow-up meetings with BPA and/or Hatch following submittal of the final deliverable.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

Outputs/Deliverables

The Consultant shall produce the following deliverables for this project:

- Draft Financial Performance Technical Memo – near-to-final draft financial performance technical memo, including the associated narrative, figures, data, graphics, etc., highlighting the methodology and results of the work performed in Tasks 1 through 3. The deliverable will be transmitted electronically to BPA/Hatch in the following format:
 - A print-ready, color PDF of the draft technical memo.
- Final Financial Performance Technical Memo and Database – the final financial performance technical memo, including the associated narrative, figures, data, graphics, etc., highlighting the methodology and results of the work performed in Tasks 1 through 3, and accompanied by the financial performance database. The deliverables will be transmitted electronically to BPA/Hatch in the following format:
 - A print-ready, color PDF of the final technical memo;
 - The native file (in MS Word, InDesign, or other software) of the final technical memo, in order to provide BPA/Hatch the ability to incorporate all or a portion of the deliverable into the Master Development plan; and
 - A formatted, organized, and user-friendly Excel workbook featuring the financial performance database developed under Task 2.

Schedule

The Consultant shall have up to three (3) weeks from Notice to Proceed to complete Tasks 1 through 8 with the following deliverable deadlines:

Deliverable	Deadline
Draft Financial Performance Technical Memo (Task 4)	Week 2
Final Financial Performance Technical Memo and Database (Task 5)	Week 3

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

SECTION 3 – PROPOSAL SUBMISSION GUIDELINES

24 PROPOSAL SUBMISSION GUIDELINES

Each proposal submission shall include, but not be limited to the following information:

Project Team

Proponents shall provide a comprehensive list of personnel. A description of each person's role in the project is to be included, along with an applicable project listing and professional résumé for each project team member, which clearly demonstrates each member's post-secondary education, experience, qualifications and roles / responsibilities on similar projects.

References / Past Experience

Proponents shall provide a minimum of three (3) recent project / client references which are considered identical or similar to the scope of work specified herein. Proponents shall provide, at minimum, the following information with respect to each project / client reference:

- Client name and address;
- Name of Contracting Officer and telephone number;
- Project commencement and completion dates;
- Summary of the project components,;
- Name of Project Manager and other key project team members;
- Primary sub-contractors (if any) utilized on the project.

Work Plan, Methodology and Quality Assurance

Proponents shall provide a detailed work plan and methodology clearly describing all tasks proposed to fulfill the objectives. Proposals should include a discussion of the strategy that will be used to achieve the project objectives.

Included in this plan should be an indication of when meetings will be required with BPA staff and the timing of draft reports. Use a minimum period of five (5) working days as an estimate for the BPA's review period of any draft reports or submissions provided.

In the methodology section, the Proponent is invited to identify any special problems foreseen and how they would, if appointed, deal with them. The Proponent is also invited to describe any specialized method or technological means that they may have at their disposal to ensure quick, efficient and professional execution of the services.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

Schedule

The Proponent shall provide a graphic work plan that provides a clear description of the tasks proposed to carry out the various aspects of the work, and to fulfill the objectives identified within the scope of this RFP.

Proponents shall also provide a person-hour schedule with their technical proposal detailing the hours spent on each task for each project. This person-hour schedule shall include pricing details. Total person hours by category (professional, technical, or administrative) shall be indicated.

Project Fees

The fees shall be considered lump sum prices beyond which no additional payments will be considered, unless requested in writing by the successful Proponent and authorized in writing by BPA.

Proponents are encouraged to propose additional services which would enhance the services. **Fees associated with additional services are to be priced separately.**

Pricing shall be in Canadian funds and include freight, duty, and all taxes, rates and charges which are applicable at the time of RFP submission. It is the responsibility of the Proponent to find out from the appropriate authorities what taxes, rates and charges are applicable to this RFP. The Harmonized Sales Tax applicable for the Province of New Brunswick shall be considered “extra” to all RFP pricing.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Financial Performance Assessment

APPENDIX A
PROPONENT'S RESPONSE SHEET

Proponent Name: _____

Address: _____

City: _____

Province: _____

Postal Code: _____

Telephone Number: _____

Fax Number: _____

E-mail Address: _____

Contact Person: _____

Title: _____

NAME (Please print)

TITLE (Please print)

AUTHORIZED SIGNATURE

DATE

THE BPA RESERVES THE RIGHT TO REJECT ANY OR ALL SUBMISSIONS.
THE LOWEST OR ANY SUBMISSION WILL NOT NECESSARILY BE ACCEPTED.

**REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Performance Assessment**

APPENDIX B

PROPOSAL EVALUATION FORM

Factors used in the evaluation should be interpreted in accordance with the following guidelines. Adjustments in criteria may be made if appropriate to the consulting assignment. Scoring to be as follows:

10/10	Greatly exceeds RFP requirements / expectations.
9/10	Somewhat exceeds RFP requirements / expectations.
8/10	Meets all RFP requirements / expectations.
7/10	Meets most RFP requirements / expectations, with a few trivial deficiencies / inconsistencies.
6/10	Meets most RFP requirements / expectations, with several trivial deficiencies / inconsistencies, or a few significant deficiencies / inconsistencies.
5/10	Meets some RFP requirements / expectations, with several significant deficiencies / inconsistencies.
4/10	Meets few RFP requirements / expectations.
2/10	Incomprehensible / incoherent.
0/10	Missing from the proposal.

1. WORK PLAN, METHODOLOGY AND SCHEDULE

30 POINTS

Quality of Proposal

5 points

Evaluate the effort that went into the Proposal. A well-thought-out Proposal could be reflective of the way the project will be done. Is the Proposal well organized and laid out?

Work Plan

15 points

Evaluate the thoroughness and conciseness of the Proponent’s approach to the project. Has the project been thoughtfully assessed beyond just repeating the terms of reference? Is the project and its particularities understood? A well-thought-out work plan will reduce the possibility of the Proponent exceeding the fee estimate and consequently reducing the quality of the work or requesting fee increases.

Schedule

5 points

Evaluate the Proponent’s schedule for completion of the work. Pay particular attention to schedules that allow unrealistic times for reviews and decisions by other agencies. Does the schedule correlate to the proponent’s person-hour schedule?

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Performance Assessment

Liaison / Coordination

3 points

Evaluate the Proponent's approach to dealing with the BPA and other stakeholders during the process. How closely does he intend to work with them? Is the time allowed for meetings reasonable?

Innovation / Creativity

2 points

Evaluate the Proponent's level of innovation and creativity in the Proposal. Has the Proponent demonstrated innovation and/or creativity by proposing additional services which would add value to the end result? This category will be evaluated as follows: No innovation/creativity = 0/10, a few trivial innovations/creative ideas = 3/10, several trivial or a few significant innovations/creative ideas = 6/10, several significant innovations/creative ideas = 10/10.

2. PROJECT TEAM

30 POINTS

Company Experience

10 points

Evaluate the length and quality of experience of the company in doing similar work. Companies with longer experience will have established organization and internal procedures, which will smooth the interface between the Proponent, the Owner and the Contractor.

Project Manager Experience

10 points

Evaluate the length and quality of experience for the person named in the Proposal as the Proponent's project manager. The experience does not necessarily have to be all with the same Proponent. Obtain performance evaluations from other sources on previous BPA projects if possible.

Support Team

10 points

Evaluate the length and quality of experience of the support team members who have been selected by the Proponent to work on this particular project. Also look at any sub-consultants to be used by the Proponent. Consider whether the Proponent has sufficient backup staff to handle the size of job if one or more members of the team leave or if complex issues arise during the course of the project.

3. REFERENCES / PAST EXPERIENCES

15 POINTS

Fees and Personnel

5 points

Rate the Proponent on past performance in being able to complete the projects within the fee estimates and with the same personnel as originally proposed.

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Performance Assessment

Keeps to Schedule

5 points

Rate the Proponent on past performance in being able to respect the schedule. Late projects may indicate that the Proponent is accepting work beyond capacity with the available staff and organization.

Project Problems

5 points

Rate the Proponent on past performance. Has past performance of the Proponent been questionable through projects other than those initiated by the BPA?

4. PROJECT FEES

25 POINTS

Level of Effort

8 points

Evaluate the total technical person-hours proposed. Higher technical hours should result in a better project and points given here will tend to compensate for the resulting higher fee. Beware of excessively high or low person-hours, which may indicate that the Proponent does not understand the scope of the work or is using less experienced personnel.

Project Fees

17 points

REQUEST FOR PROPOSAL RFP21-SC-060
PROFESSIONAL SERVICES – Port Performance Assessment