

Corner Brook Long Term Care

Request for Qualifications

Evaluation Manual

February, 2017

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1 INTRODUCTION AND PURPOSE

1.1 INTRODUCTION

This Evaluation Manual (the “Manual”) has been prepared for the evaluation of Responses received in response to the Request for Qualifications issued for the Corner Brook Long Term Care Project (the “Project”). Before starting the evaluation, the members of the Evaluation Committee, Evaluation Teams and their Advisors are required to be familiar with the Project, which is fully described in the Request for Qualifications dated 20th January 2017 and Addenda (collectively the “RFQ”).

RFQ Responses are due on 20th February 2017.

1.2 PURPOSE OF THE EVALUATION MANUAL

This Evaluation Manual is intended to assist the evaluators, the advisors and others involved in this evaluation process in implementing the evaluation procedures as set out in the RFQ for the evaluation of the Responses for the Project.

This Evaluation Manual:

- Identifies the roles and responsibilities of those involved in the evaluation of Responses;
- Provides a scoring guideline based on the Evaluation Criteria and other requirements described in the RFQ;
- Provides forms for the administration and documentation of the evaluation process;
- Describes the procedures and methodology of the evaluation process; and
- Provides an indicative schedule for the evaluation process.

This Manual is intended only as a high-level overview and reference guide. This Manual is not definitive or comprehensive of all issues that may arise during the course of the evaluations. This Manual is subject to the terms of the RFQ.

1.3 RFQ PREVAILS

This Manual should be read with the RFQ and does not amend the RFQ in any way, either by alteration or addition. If this Manual conflicts in any way with the RFQ, the RFQ will prevail.

Capitalized terms that appear in this document have their meanings defined in either this Manual or in the Definitions from the RFQ.

1.4 EVALUATION CRITERIA

Responses will be evaluated in accordance with the RFQ. The evaluation will be based on the information submitted in the Response, plus additional information received from the Respondent in answer to

clarification questions, or other information invited or discovered in accordance with the RFQ. The Evaluation Criteria are described in Part 2 of Appendix A of the RFQ.

2 EVALUATION ORGANIZATION STRUCTURE

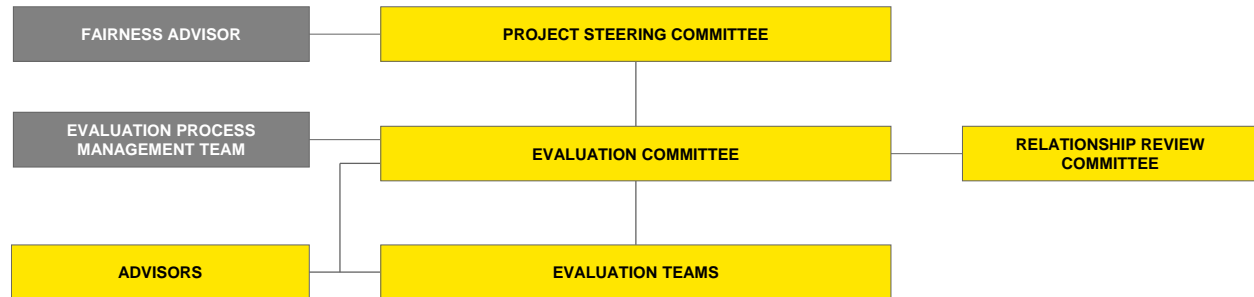
The Evaluation Committee will undertake the evaluation of all Responses with the assistance of the Evaluation Teams and Advisors as outlined in this Manual.

The Responses contain both personal and corporate information and are therefore confidential. All evaluation personnel will be bound by confidentiality undertakings and agreements.

2.1 EVALUATION ORGANIZATION CHART

The organization chart in Figure 1 illustrates the organization structure for the evaluation process.

Figure 1. Evaluation Organization Chart



A more detailed Organization Chart is included in Appendix A.

2.2 ROLES AND RESPONSIBILITIES

2.2.1 Project Steering Committee

The role of the Project Steering Committee is to receive the Evaluation Committee's recommendation in regard to the identification of a shortlist of Respondents and to decide whether to accept it. The Project Steering Committee will have access to all aspects of the evaluation process.

2.2.2 Evaluation Committee

The role of the Evaluation Committee is to conduct the evaluation process and to be responsible for it in every respect. Evaluation Committee responsibilities related to evaluation of Responses include:

- Approve this Evaluation Manual with amendments as it may decide are required;
- Appoint and approve changes to the Evaluation Teams;
- Appoint an Evaluation Committee Chair;
- Meet with the Evaluation Teams and Advisors as required prior to and during the evaluation process to test the reasonableness of the deliberations;

- Review all aspects of the Responses, as outlined in Part 3 (Response Format) of Appendix A of the RFQ;
- Evaluate Responses by application of the Evaluation Criteria and evaluation procedure described in the RFQ;
- Approve, as a whole committee, or as a subset of the committee, all outgoing correspondence with Respondents; and
- Prepare the Evaluation Report for the Project Steering Committee containing the Evaluation Committee's recommendation as to which Respondents should be included on the shortlist.

2.2.3 Relationship Review Committee

The Relationship Review Committee will review relationships and form a view as to whether any members of the Evaluation Committee, Evaluation Teams or other participants involved in the evaluation process are in a Conflict of Interest (COI) situation. Decisions of the Relationship Review Committee are final and binding on all persons.

2.2.4 Evaluation Teams

To assist the Evaluation Committee with the evaluation, Evaluation Teams with specific expertise will review the Responses. After their review of the Responses and consideration of the Evaluation Criteria, the Teams will provide an assessment of the Responses, provide evidence justifying the assessment and provide an indication of the comparative ranking of the Responses against each other. Comments and recommendations will be given to the Evaluation Committee prior to the Evaluation Committee's deliberations.

Specifically, the Evaluation Committee has appointed Evaluation Teams as follows:

Design-Build Evaluation Team

- Responsible for reviewing the design aspects of the Responses, in particular Section 3 (Design-Builder) of the Response Content Requirements as defined in Appendix A of the RFQ.
- The Design Evaluation Team is to provide comments and recommendations on the comparative ranking of the Responses to the Evaluation Committee.

Services Evaluation Team

- Responsible for reviewing the facility management aspects of the Responses, in particular Section 2.2 (Operations and Life Cycle) and Section 4 (Service Provider) of the Response Content Requirements as defined in Appendix A of the RFQ.
- The Services Evaluation Team is to provide comments and recommendations on the comparative ranking of the Responses to the Evaluation Committee.

Financial Evaluation Team

- Responsible for reviewing the financial aspects of the Responses, in particular Section 2.3 (Project Financing Experience) and Section 5 (Financial Capacity) of the Response Content Requirements as defined in Appendix A of the RFQ.
- The Financial Evaluation Team is to provide comments and recommendations on the comparative ranking of the Responses to the Evaluation Committee.

Each Evaluation Team will have a minimum of two people with a designated lead (the “Evaluation Team Chair”) who will oversee and coordinate the activities of the Evaluation Team, including:

- Documentation of the team’s considerations;
- Coordinating the logistic needs of the team;
- Coordinating the team’s Requests for Clarification and requests for additional information;
- Facilitating discussion toward consensus;
- Preparing the written comments and recommendations on the comparative ranking of the Responses to the Evaluation Committee; and
- Presenting the conclusions and recommendations of the Evaluation Team to the Evaluation Committee.

2.2.5 Evaluation Process Management Team

The Evaluation Process Management Team will be responsible for documentation and logistics. Responsibilities of the Evaluation Process Management Team include:

- Coordinating Project documentation, specifically:
 - The Evaluation Manual for approval by the Evaluation Committee; and
 - Maintaining appropriate records as directed by the Evaluation Committee.
- Managing logistical issues, including:
 - Ensuring evaluators have executed the Confidentiality Agreement (Appendix E) and the Relationship Disclosure Declaration and Undertaking Form (Appendix G);
 - Managing flow and distribution of Responses, including the security and control of the Responses and evaluation documentation;
 - Managing flow and distribution of clarifications;
 - Coordinating the booking of evaluation rooms; and
 - Overseeing security of the evaluation process.
- Receiving the Responses and managing the Response Receipt Log (Appendix C);

- Reviewing the Transmittal Packages for inclusion of documentation;
- Reviewing the Responses for completeness by completing the Completeness Review Checklist (Appendix D); and
- Extracting the Respondent Team Members lists included with the Responses for the relationship review process (Appendix F).
- Managing the Contact Person e-mail and all communications with Respondents including:
 - Issuing and receiving any and all correspondence with Respondents;
 - Monitoring and managing the delivery of Responses (electronic and hard copy) to and from the Evaluation Teams and the Evaluation Committee;
 - Arranging reference checks; and
 - Arranging interviews (if required).

2.2.6 Advisors

The Advisors will support the Evaluation Process Management Team, Evaluation Teams, Relationship Review Committee and Steering Committee in carrying out their respective roles.

3 ADMINISTRATIVE PROCEDURES

3.1 EVALUATION LOCATION

The Evaluation Teams will carry out the evaluation of Responses at multiple locations and through the electronic Data Room. Copies of the Responses will be delivered to the following evaluation locations:

- (1) St. John's
- (2) Corner Brook

3.2 CONFIDENTIALITY

All individuals involved in the evaluation process are required to execute a Confidentiality Agreement (Appendix E). Before a person is given any access to the Responses that person must sign the Confidentiality Agreement and submit it to the Evaluation Process Management Team.

The Evaluation Process Management Team will be responsible for ensuring that all RFQ evaluators have executed the Confidentiality Agreement prior to accessing the Responses and will retain scanned copies of each agreement.

3.3 DATA ROOM

Each evaluator, shortly after clearance by the Relationship Review Committee and execution of the Confidentiality Agreement, will have access to the secure Data Room site for Evaluators. All evaluation

materials, with the exception of financial information and any materials not in digital format will be available through the Data Room for evaluators to access. The Evaluation Process Management Team is responsible for setting up and controlling access to the Data Room.

3.4 RECEIPT AND CONTROL OF RESPONSES

Submissions will be received and recorded at the Tendering and Contracts office as listed as the submission location in the RFQ. A representative of the Evaluation Process Management Team will be present at the scheduled submission time to collect all submissions that were received prior to the submission deadline. All submissions will remain unopened until received by the Evaluation Process Management Team.

All Responses will be logged in the Response Receipt Log (Appendix C) which will document date and time received as well as the number of packages received. The calendar and clock designated as the official calendar and clock by the Government of Newfoundland and Labrador (“GNL”) at the Submission Location will be determinative with respect to whether Responses have been received on time.

After being received and logged, Responses received prior to the Submission Time will be kept in a separate secure room accessible to only the Evaluation Process Management Team and the Evaluation Committee. Any Responses received after the Submission Time will not be accepted.

The Evaluation Process Management Team will do a Completeness Review of each Response to ensure that the sections of the Response Content Requirements as defined in Appendix A of the RFQ are included and the Mandatory Submission Requirements as set out in Section 4.1 of the RFQ are met. This step does not include any review of the documentation for quality or completeness of each section.

3.5 COMPLETENESS REVIEW

The Completeness Review will include:

- (a) Ensuring the Mandatory Submission Requirements set out in Section 4.1 of the RFQ have been met, which includes that Responses must be received at the Submission Location before the Submission Time as stated in the Summary of Key Information.
- (b) Completing the Completeness Review Checklist (Appendix D).
- (c) Extracting the Respondent Team Member List included as part of the Response Declaration Form (Appendix D of the RFQ) from each Response and sending it with the Relationship Disclosure Undertaking Form to all evaluators.
- (d) Receiving the completed Relationship Disclosure Forms from evaluators and directing all forms to the Relationship Review Committee for their Conflict of Interest review and decision. When directed to do so by the Relationship Review Committee, the Evaluation Process Management Team will notify evaluators when they are cleared to access the Responses.

Any issues that arise during the Completeness Review will be forwarded to the Evaluation Committee Chair for consultation as to appropriate resolution.

3.6 CONFLICT OF INTEREST

It is important that no member of an Evaluation Team or the Evaluation Committee has a Conflict of Interest with respect to any member of a Respondent Team. The assessment process for Conflict of Interest will be conducted in two stages in order to allow the Evaluation process to be completed expediently. These two stages are noted below. Evaluators will not be permitted into the Evaluation Location(s) or granted access to the Data Room until they have been cleared for participation by the Relationship Review Committee. The Relationship Review Committee will communicate the results to the Evaluation Process Management Team. In the case of individuals who have received COI remedial action requirements, the Relationship Review Committee will advise the Evaluation Process Management Team of those actions in writing. The Evaluation Process Management Team will ensure compliance with the conditions specified and provide documentation of implementation to the Evaluation Committee.

Throughout the evaluation process, evaluators are required to notify their Evaluation Team Chairs and/or Evaluation Process Management Team and the Evaluation Committee as soon as they become aware of any relationship that may constitute an actual or potential Conflict of Interest.

Should the Respondent composition, including their Team Members and Key Individuals, change over the course of the evaluation process, the disclosure process is to be followed with respect to any additions. Evaluation Team members will act prudently and excuse themselves from the evaluation if there is any doubt as to whether these additions to team membership would result in an actual or potential conflict, pending resolution of the matter.

3.6.1 Relationship Review

All Respondents are required to submit a list of Team Members as part of their Response Declaration Form (Appendix D to the RFQ).

The Evaluation Process Management Team will extract and circulate these lists to every person involved in the RFQ evaluation, including the Evaluation Teams, Evaluation Committee and any other individual having access to the Evaluation Locations, together with a blank copy of the Relationship Disclosure Declaration and Undertaking Form (Appendix G). All persons involved in the RFQ evaluation will complete this form and return it to the Evaluation Process Management Team.

The Relationship Review Committee will review the completed forms to determine whether or not, in its opinion, any disclosed relationship gives rise to an actual or perceived Conflict of Interest.

In response to an actual or perceived Conflict of Interest, the Relationship Review Committee may recommend that the Evaluation Committee:

- Remove an Evaluator and substitute an individual who is free from Conflict of Interest;

- Take other measures as appropriate.

No evaluators will be allowed access to the RFQ Responses until they are cleared by the Relationship Review Committee.

3.7 SECURITY PROTOCOL

The Evaluation Process Management Team will be responsible for ensuring that the security measures set out in Appendix N (Security Protocol) and below are implemented and maintained.

- All Responses will be received at the Submission Location. Once received, receipted and logged by the Evaluation Process Management Team representative, Responses will be retained in a lockable, designated room accessible only to the Evaluation Committee and Evaluation Process Management Team.
- Following the Completeness Review, the Responses will be moved to the Evaluation Locations as identified in Section 3.1. Responses will be retained in lockable, designated rooms (the "Evaluation Rooms"). The Evaluation Rooms are secured areas accessible by designated evaluation members with assigned keys.
- Only the personnel cleared by the Relationship Review Committee will have access to the Evaluation Rooms, evaluation materials and Responses.
- The Responses, or any part thereof, must not be removed from the designated Evaluation Rooms except in the custody of the Evaluation Process Management Team and as otherwise permitted by the Evaluation Process Management Team or the Evaluation Committee. All movement of Responses must be logged using the form provided in Appendix H.
- The doors to the Evaluation Rooms are to remain closed and locked at all times except for the entry and exit of personnel who are permitted access to the Evaluation Rooms.
- At all times, all evaluation materials will be stored together with the Responses, inside the Evaluation Rooms, or in the secure Data Room.

The Evaluation Process Management Team will ensure that upon completion of the evaluations, one copy of evaluation-related hard copy materials, one copy of all electronic files, and any questions and answers will be retained in secure storage by the Evaluation Process Management Team.

4 RESPONDENT COMMUNICATION

A Contact Person e-mail address managed by the Evaluation Process Management Team has been designated as the single point of contact with Respondents, and no individual involved in the evaluation process other than the designated representative of the Evaluation Process Management Team may communicate with Respondents. All communication with Respondents must take place through the Contact Person e-mail.

All communication with Respondents must be in writing. Respondents have been advised through the RFQ not to rely on any other means of communication.

5 EVALUATION PROCESS

5.1 EVALUATOR ORIENTATION

Orientation sessions will be conducted for personnel participating in the evaluation process to familiarize them with their roles and responsibilities in the evaluation of the Responses.

5.2 EVALUATION SUMMARY SHEETS

Evaluation Summary Sheets have been developed to assist Evaluation Teams and the Evaluation Committee (see Appendix M). The evaluation categories are:

- (1) Respondent Team Lead and Design-Builder;
- (2) Service Provider; and
- (3) Financial Capacity and Experience.

5.3 DISTRIBUTION AND CONTROL OF RESPONSES

The Evaluation Process Management Team will be responsible for distribution of the Responses for use during the evaluation and for ensuring the documents are dealt with appropriately at the end of the evaluation using the Document Movement Log (Appendix H) and Evaluation Room Sign-In/Sign-Out Sheet (Appendix P). The Evaluation Process Management Team will keep the original unbound copy of each Response in a secure place for reference purposes.

To the extent that additional copies of Responses need to be made, the Chair of the Evaluation Committee may authorize the Evaluation Process Management Team to coordinate extra copies to be made from the electronic copy.

No marks are to be made on any of the copies of Responses received from the Respondents. Evaluators are discouraged from making working copies of any part of a Response. However, if necessary, evaluators may make working copies from the Responses which are to be shredded upon conclusion of the evaluation.

5.4 EVALUATION TEAMS REVIEW PROCESS

Each of the Evaluation Teams will evaluate the Responses in accordance with the requirements of the RFQ and will present the results of their evaluation to the Evaluation Committee for review. Each Evaluation Team will conduct the evaluation of the relevant section of the RFQ requirements as indicated in the Evaluation Team Responsibility Matrix (Appendix O).

5.4.1 Evaluator Conduct

Evaluators will review specific aspects of the Responses against the RFQ requirements. All Evaluators are required to thoroughly and carefully review all aspects of the Responses for which they will be responsible to evaluate. In doing so, they will consider the responses to clarification and rectification requests, interviews (if conducted) and any other information obtained during the evaluation process. They will assist and advise the Evaluation Team Chair as required. The Evaluation Teams should reach a team consensus in the recommendation as to whether the Responses substantially satisfy the requirements of the RFQ, as to the assessment of the Responses and as to the comparative ranking of the Responses against each other.

Each Evaluator will independently:

- Read all relevant aspects of the Responses;
- Be prepared for discussions at the Evaluation Team meeting(s); and
- Identify points of clarification for individual Respondents to the Evaluation Team Chair.

5.4.2 Evaluation Team Conduct

Each Evaluation Team as a whole will:

- Have an Evaluation Team Chair who will represent the Evaluation Team in discussions with other Evaluation Teams and the Evaluation Committee;
- Identify recommended points of clarification;
- Determine the consensus evaluation for its category of each Response for consideration by all of the Evaluation Teams, together with rationale for the consensus evaluation;
- Meet with the Evaluation Committee to review and reach consensus on evaluation results (evidence provided on the strength and weaknesses and overall assessment of each Respondent in comparison to other Respondents); and
- Prepare debriefing notes on each Respondent to enable the Evaluation Committee to debrief Respondents.

5.4.3 Cross-Team Review

Each Evaluation Team Chair is responsible for consulting with the other Evaluation Team Chairs to discuss those aspects of their section that are relevant to the other Evaluation Teams and consider their comments in the preparation of their Evaluation Summary Sheets.

5.4.4 Clarification and Rectification Requests

Each Evaluation Team will determine whether clarification questions are needed and will draft the clarification questions they wish to provide to a Respondent using the form provided in Appendix J (Request for Clarification). Clarification questions should be drafted to mirror the language in the RFQ.

The clarification questions will be discussed with the Evaluation Committee and approved prior to being forwarded by the Chair of the Evaluation Committee to the Evaluation Process Management Team for processing. The Evaluation Process Management Team and Evaluation Committee will ensure, to the extent possible, that questions asked to different Respondents have consistent wording. The Evaluation Committee will provide clear timeframes within which Respondents will respond to clarification questions.

The Evaluation Process Management Team will receive the clarification response through the Contact Person e-mail facility which will then be passed back to the Evaluation Team. The Evaluation Process Management Team will track and keep a log of all clarification requests and responses using the form provided in Appendix J (Clarification Response Log).

5.4.5 Respondent Interviews

The Evaluation Committee will decide whether interviews should be undertaken.

5.4.6 Reference Checks

The purpose of Reference Checks is to clarify and confirm the role/responsibilities of the Respondent Team Member on a particular Reference Project, as well as to confirm their performance with respect to specific submission questions. The Evaluation Committee, with input from the Evaluation Teams, has the discretion to determine which references for which Respondents will be approached. The intent is to focus on a representative sample of key relevant projects to help inform the evaluation decision.

During the first week of the evaluation, the Evaluation Committee and Evaluation Teams will meet to agree on a targeted list of topics and questions for the reference checks, as well as identify the individuals that that will be contacted. The Evaluation Process Management Team will organize the checks so that Evaluation Committee members can attend the interviews. The Reference Check Script provided in this Manual (Appendix K) should guide, but not limit, the conversation. The Reference Check Script will be reviewed to ensure it supports the RFQ Evaluation Criteria. Reference Checks can be used to clarify important issues that fall outside of the standard script.

The Reference Checks should focus on verification and confirmation of facts and claims made in the written submission (for example, clarifying or confirming the Respondent Team Member's role and participation).

5.4.7 Scoring

After their review of the Responses and consideration of the Evaluation Criteria, the Evaluation Teams will provide an assessment of the Responses, provide evidence justifying the assessment and provide an indication of the comparative ranking of the Responses against each other.

Subject to Section 5 of the RFQ, the Evaluation Committee will have the final decision on the application of the Evaluation Criteria and the translation of the Evaluation Team recommendations into scoring as required by the RFQ.

5.5 EVALUATION COMMITTEE MEETING

After each of the Evaluation Teams has completed its relevant Evaluation Summary Sheet for each of the Responses, the Evaluation Team Chairs will meet with the Evaluation Committee to present the results of their evaluation. After reaching consensus with the Evaluation Committee on overall evaluation for each Respondent, each of the Evaluation Teams will finalize and sign off on an Evaluation Summary Sheet for the Evaluation Committee. An Evaluation Summary Sheet is to be prepared for each of the Responses.

The Evaluation Committee will consider the information provided by the Evaluation Teams and generate the Evaluation Report.

The report will include the official record of the evaluation regarding the evaluators' satisfaction with the Responses and will include a recommendation as to which Respondents should be on the shortlist.

5.6 STEERING COMMITTEE REVIEW MEETING

Once the Evaluation Committee has approved all components of the evaluation, the Evaluation Report will be presented to the Steering Committee.

The Steering Committee will review the Evaluation Committee's Evaluation Report and will determine whether to accept the Committee's recommendation as to which Respondents should be shortlisted.

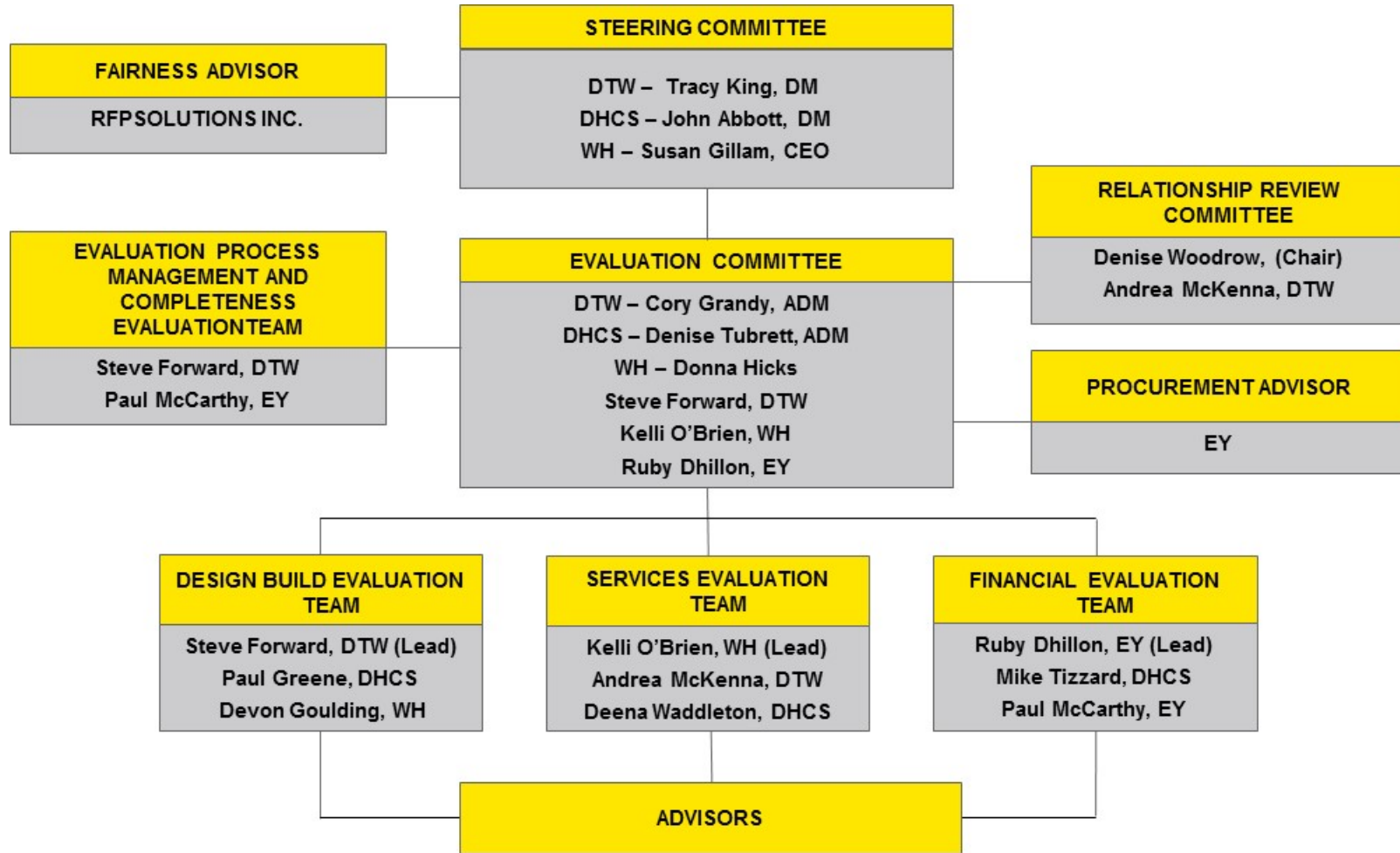
5.7 DISPOSITION OF RESPONSES

One original copy of all short-listed Responses will be retained by the GNL. All other copies of the Responses will be destroyed.

5.8 RESPONDENT DEBRIEFING

All Respondents will be offered the opportunity for a debriefing at an appropriate time after announcement of the short-list.

APPENDIX A ORGANIZATION CHART



APPENDIX B EXPECTED EVALUATION SCHEDULE

Activity	Date(s)
RFQ Submission Time	20 th February 2017
Completeness Review	27 th February 2017
Distribution of list of Respondent Team Members for Relationship Review	28 th February 2017
Relationship Review Clearance	1 st March 2017
Distribution of Responses to Evaluation Rooms	2 nd March 2017
Review Commences	2 nd March 2017
1st Evaluation team meeting – Agree references to take up if any, clarification questions agreed	8 th March 2017
Issue Clarification Questions	9 th March 2017
Reference Checks (if required)	9 th March 2017
Clarification Question Answer Deadline	13 th March 2017
2nd Evaluation team meeting – consider clarification / any further action	14 th March 2017
Evaluation team consensus meeting	15 th March 2017
Finalisation of Evaluation Worksheets	16 th March 2017
Evaluation Committee Meeting – Evaluation Team Recommendations to EC, Consensus Scoring and Completion of EC Report	17 th March 2017
Evaluation Report (with signed Summary Sheets) to Project Steering Committee	21 st March 2017
Steering Committee Meeting - Evaluation Committee Presents Evaluation Results to Project Steering Committee	24 th March 2017

APPENDIX C RESPONSE RECEIPT LOG

Receipt Number	Received From (organization)	Date	Time	Location	No of Packages	Initial of Evaluation Process Management Team representative

Confirmed Received:

 Signature of Evaluation Process Management Team representative

 Print Name

 Date

APPENDIX D COMPLETENESS REVIEW CHECKLIST

Respondent Team: _____

RFQ Appendix A	Mandatory Requirement (if applicable)	Yes/No	Comments
Delivery	<ul style="list-style-type: none"> • Received by Submission Time. • Clearly marked with the words, "Response to RFQ – Corner Brook Long Term Care Project" and addressed to the Submission Location. • Limited to 50 double-sided sheets (100 pages), including appendices. • On 8.5" x 11" paper size 	[Yes/No] [Yes/No] [Yes/No] [Yes/No]	[Date/Time] [Yes/No]
Language	In English	[Yes/No]	
Contents	Copies:		
Package 1	<ul style="list-style-type: none"> • Transmittal Letter <ul style="list-style-type: none"> ○ One hard copy and one electronic copy. • Response Declaration Form signed by the Respondent <ul style="list-style-type: none"> ○ One hard copy and one electronic copy. • Relationship Disclosure Form signed by the Respondent <ul style="list-style-type: none"> ○ One hard copy and one electronic copy. 	[Yes/No] [Yes/No] [Yes/No]	
Package 2	<ul style="list-style-type: none"> • Response, excluding the financial information, <ul style="list-style-type: none"> ○ Six bound copies, one marked "Master"; and one electronic copy. 	[Yes/No]	
Package 3	<ul style="list-style-type: none"> • Financial information <ul style="list-style-type: none"> ○ One bound copy, marked "Master"; and one electronic copy. 	[Yes/No]	
1.	Introduction		
1.1	Proposed Respondent Team and Organization: <ul style="list-style-type: none"> • Members of the Respondent Team and • Organization chart(s), at the corporate level 	[Yes/No] [Yes/No]	
1.2	Contact Information: <ul style="list-style-type: none"> • Name and contact details for the Respondent's Representative 	[Yes/No]	
2.	Respondent Team Lead		
2.1	Project Development and Management Experience <ul style="list-style-type: none"> • Up to three (3) Reference Projects 	[Yes/No]	
2.2	Operations and Lifecycle <ul style="list-style-type: none"> • Up to three (3) Reference Projects 	[Yes/No]	
2.3	Project Financing Experience		

	<ul style="list-style-type: none"> Up to three (3) Reference Projects 	[Yes/No]	
2.4	<p>Team Lead</p> <ul style="list-style-type: none"> A comprehensive résumé for the Team Lead Team Lead's location and availability 	[Yes/No] [Yes/No]	
3.	Design-Builder		
3.1	<p>Project Management</p> <ul style="list-style-type: none"> Up to three (3) Reference Projects 	[Yes/No]	
3.2	<p>Design Qualifications and Experience</p> <ul style="list-style-type: none"> Up to three (3) Reference Projects 	[Yes/No]	
3.3	<p>Construction Qualifications and Experience</p> <ul style="list-style-type: none"> Up to three (3) Reference Projects 	[Yes/No]	
3.4	<p>Design-Builder's Key Individuals:</p> <ul style="list-style-type: none"> Design-Builder's Project Lead <ul style="list-style-type: none"> A comprehensive résumé Project Lead's location and availability Design-Builder's Design Lead <ul style="list-style-type: none"> A comprehensive résumé Design Lead's location and availability Design-Builder's Construction Lead <ul style="list-style-type: none"> A comprehensive résumé Construction Lead's location and availability 	[Yes/No] [Yes/No] [Yes/No] [Yes/No] [Yes/No]	
4.	Service Provider		
4.1	<p>Facility Management Experience and Qualifications</p> <ul style="list-style-type: none"> Up to three (3) Reference Projects 	[Yes/No]	
4.2	<p>Service Provider's Key Individual:</p> <ul style="list-style-type: none"> Service Provider Lead <ul style="list-style-type: none"> A comprehensive résumé Project Lead's location and availability 	[Yes/No] [Yes/No]	
5.	Financial Capacity		
5.1	<p>Financial Capacity</p> <ul style="list-style-type: none"> Design-Builder <ul style="list-style-type: none"> Annual audited financial statements for each of the last three fiscal years; and If available, interim financial statement for each quarter since the last fiscal year for which audited statements are provided. <p>Or</p> <ul style="list-style-type: none"> Written confirmation, generally in the form of the Bonding Undertaking contained in Appendix F from a surety that the Builder will be able to obtain a performance bond in the amount of \$50 million and a labour and materials payment bond in the amount of \$50 	[Yes/No] [Yes/No]	

	<p>million written by a surety, or sureties, authorized to conduct business in the Province of Newfoundland and Labrador if the Proponent is awarded a contract</p> <ul style="list-style-type: none"> • Respondent Team Lead <ul style="list-style-type: none"> ○ Annual audited financial statements for each of the last three fiscal years; and ○ If available, interim financial statement for each quarter since the last fiscal year for which audited statements are provided. • Service Provider <ul style="list-style-type: none"> ○ Annual audited financial statements for each of the last three fiscal years; and ○ If available, interim financial statement for each quarter since the last fiscal year for which audited statements are provided. • Guarantor(s) (if applicable): <ul style="list-style-type: none"> ○ Annual audited financial statements for each of the last three fiscal years; and ○ If available, interim financial statement for each quarter since the last fiscal year for which audited statements are provided. 	<p>[Yes/No]</p> <p>[Yes/No]</p> <p>[Yes/No]</p> <p>[Yes/No]</p> <p>[Yes/No]</p> <p>[Yes/No]</p>	
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**Evaluation Completeness and
Evaluation Team:**

Signature:

Date:

APPENDIX E CONFIDENTIALITY AGREEMENT

1. Interpretation

In this Agreement:

- (a) "Confidential Information" means all documents, knowledge and information provided by the Government of Newfoundland and Labrador or any of its Representatives (the "Disclosing Party") to, or otherwise obtained by, the Recipient (the "Receiving Party"), whether before or after the date of this Agreement, or otherwise either orally, or in writing or other visual or electronic form in connection with or relevant to the Corner Brook Long Term Care Project, including, without limitation, all Responses received from a Respondent in response to the Request for Qualifications, all design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information which:
- (1) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
 - (2) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Corner Brook Long Term Care Project, without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
 - (3) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
 - (4) was developed independently by the Receiving Party without the use of any Confidential Information; or
 - (5) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law.
- (b) "Permitted Purposes" means evaluating the Responses received in connection with the Corner Brook Long Term Care Project Request for Qualifications, and any other use permitted by this Agreement.
- (c) "Recipient" means the individual receiving the Confidential Information.

- (d) All capitalized terms not otherwise defined in this Agreement have the respective meanings ascribed to them in the RFQ.

2. Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not, without the prior written consent of the Government of Newfoundland and Labrador, disclose in any manner whatsoever, in whole or in part, or use, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person, firm, corporation, or other entity except as permitted in this Agreement.

3. Destruction on Demand

On written request, the Recipient will promptly deliver to the Evaluation Process Management Team or destroy all documents and copies thereof in its possession or control constituting or based on the Confidential Information, and the Recipient will confirm that delivery or destruction to the Evaluation Process Management Team in writing.

4. Acknowledgment of Irreparable Harm

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the Government of Newfoundland and Labrador may be irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the Government of Newfoundland and Labrador will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which Government of Newfoundland and Labrador may be entitled at law or in equity.

5. Waiver

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the Government of Newfoundland and Labrador will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.

6. Severability

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

7. Enurement

This Agreement enures to the benefit of the Government of Newfoundland and Labrador and binds the Recipient and its successors.

The undersigned will comply with the attached requirements.

Name: _____

Signature: _____

Date: _____

APPENDIX F RESPONDENT TEAM MEMBERS LIST

List of Team Members and Key Individuals

List of Team Members and Key Individuals		
Respondent Team Name		
Team Member Name	Address	Role on Team
Key Individual Name	Address	Role on Team
		Team Lead
		Design-Builder's Project Lead
		Design Builder's Design Lead
		Design Builder's Construction Lead
		Service Provide Lead

APPENDIX G RELATIONSHIP DISCLOSURE DECLARATION AND UNDERTAKING FORM

Re: **Corner Brook Long Term Care Project (the “Project”)**

Name (print)

I, _____, have agreed to participate as a member of the _____ in connection with the Corner Brook Long Term Care Project. I understand that the Government of Newfoundland and Labrador (“GNL”) wishes to ensure that the evaluation and all aspects of the Project are carried out in a manner that is fair and that is free of unauthorized disclosure of confidential information.

In consideration of the above matters, I hereby declare as follows:

- (e) The information contained in this Declaration to the best of my knowledge and belief as at the date of this Declaration.
- (f) I have reviewed the Respondent Team Members List for the Project (attached as Schedule 1) for the purpose of identifying personal, business or professional relationships or financial interests with any of the Respondents or Respondent Team Members or any known firm or company having an ownership interest in any of the Respondents (collectively, “Members of a Respondent”), including the following:
 - (1) personal relationships (e.g., a spouse, parent or child is employed by or married to a Member of a Respondent);
 - (2) business or professional relationships (e.g., I am negotiating or have an arrangement concerning future employment or contracting with a Member of a Respondent; I had a former long-term employment relationship with any Respondent; I have, or had, ongoing or successive contractual relationships or contractual or legal disputes with any Member of a Respondent); or
 - (3) financial interests (e.g. equity or shares invested in a Member of a Respondent).
- (g) As at the date of this Declaration, I am not aware of any such personal, professional or business relationship or financial interests with any of the Members of a Respondent Team, other than as set out below (and in the attached additional pages and documents – additional pages and documents are attached only if necessary). (Note that any person who participates in the evaluation must, as part of his or her conflict of interest review, also consider and immediately disclose any direct or indirect financial interest in the affairs of any Member of a Respondent, regardless of the amount of such interest.)

PLEASE LIST ONLY MEMBERS OF A RESPONDENT FOR WHICH A RELATIONSHIP EXISTS

Name of Member of Respondent	Description of Relationship

I understand that GNL wishes to ensure that the evaluation and all aspects of the Project are carried out in a manner that is fair and that is free of unauthorized disclosure of confidential information, and that if I am aware of other relationships or interests that are relevant to the foregoing, I have disclosed them above or in additional pages or documentation.

If, after the date of this Declaration, should I become aware of any personal, business or professional relationships or financial interest with any of the Members of a Respondent, then I will make full, true and plain disclosure in writing to the GNL.

Dated this ____ day of February, 2017

Signature

Email Address

Telephone Number(s)

Fax Number(s)

Mailing Address (print legibly or type)

APPENDIX I REQUEST FOR CLARIFICATION FORM

Clarification Number:	
Nature of CLARIFICATION (section to be completed by Evaluation Team)	
Evaluation Team:	
Respondent:	
Date Submitted to Evaluation Process Management Team:	
Nature of Clarification Request: (To be completed by Evaluation Team)	
ISSUANCE (section to be completed by Evaluation Process Management Team)	
Date Clarification issued	
Clarification Question Issued to Respondent: (to be completed by the Evaluation Process Management Team)	
Due date of response	
RECEIPT (section to be completed by Evaluation Process Management Team)	
Date Response Received:	
Response: (To be completed by section Team Leader)	

APPENDIX K REFERENCE CHECK SCRIPT

To commence the reference check, interviewers should introduce themselves and explain:

- (1) Purpose of the call;
- (2) Name of the project; and
- (3) Name of person/firm for which the reference check is being conducted.

Question	Response
1. Name of interviewee	
2. Current position of interviewee	
3. Position of interviewee on reference project	
4. Does interviewee feel qualified to provide reference?	Y/N
5. Relationship of interviewee to position/firm whose reference is being checked:	
a. Current relationship with interviewee	
b. Relationship during project	
6. What was the role of the individual/firm on the project?	
7. What were the authorities/responsibilities of the individual/firm on the project?	
8. How did the individual/firm contribute to the overall success of the project?	
9. Were there any issues or concerns with performance?	
10. Would you hire them again?	
11. Would you recommend them to others?	
Describe key strengths and weaknesses	
Other observations	

Note that comments received during Reference Checks will be kept confidential and retained on file.

Name of Interviewer:

Name of Interviewer:

Date:

APPENDIX M EVALUATION SUMMARY SHEETS

Provided separately

APPENDIX N SECURITY PROTOCOL

Once the Completeness Review is completed, all sets of the Responses will be numbered. The master set will be kept in a secure location on site by the Evaluation Process Management Team for reference purposes and will not be separated, unbound or otherwise changed from its original format.

In addition to the measures described in Section 3.7 of this Manual, the following document control measures will be in place and the Evaluation Process Management Team will ensure that these measures are implemented and maintained at all times:

- (a) Only individuals who have, in advance, signed the Confidentiality Agreement and been cleared through the Relationship Review Process will be permitted to access the Responses.
- (b) The Evaluation Process Management Team will maintain an updated list of all Evaluation Team members, and the Evaluation Process Management Team will ensure that no person who is not on that list is permitted access to the Responses.
- (c) Responsibility for access to the evaluation room(s) rests with the Evaluation Process Management Team. The Evaluation Process Management Team will require a record of all persons accessing the room(s) to be kept and retained on a daily basis.
- (d) No copies or originals of Responses or any evaluation records will leave the room(s) except in the custody of the Evaluation Process Management Team and as otherwise permitted in accordance with Section 3.7 of this Manual.
- (e) The members of the Evaluation Committee may review the Responses at any time but only in secure evaluation room(s).

APPENDIX O EVALUATION TEAM RESPONSIBILITY MATRIX

RFQ Section	RFQ Requirement	EVALUATION COMMITTEE	BUILD EVALUATION TEAM	SERVICES EVALUATION TEAM	FINANCIAL EVALUATION TEAM
2.	Respondent Team Lead				
2.1	Project Management	X	X		
2.2	Operations and Life Cycle	X		X	
2.3	Project Financing Experience	X			X
2.4	Team Lead	X	X	X	X
3.	Design-Builder				
3.1	Project Management		X		
3.2	Design Qualifications and Experience		X		
3.3	Construction Qualifications and Experience		X		
3.4	Design-Builder's Key Individuals		X		
4.	Service Provider				
4.1	Facility Management Experience and Qualifications			X	
4.2	Service Provider's Key Individual			X	
5.	Financial Capacity				
5.1	Financial Capacity				X

