



SAINT JOHN PORT AUTHORITY REQUEST FOR PROPOSALS

Financial Services for the Westside Modernization Project

Port Saint John, New Brunswick

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Defined Terms

“PSJ” means the Saint John Port Authority

“Atlantic Time” means Atlantic Standard Time (AST)

“Business Day” means 08:15 to 16:30, Atlantic Time, Monday to Friday, excluding Holidays

“Contract” means the undertaking by, and the agreement between, the PSJ and the Consultant to perform their respective contractual obligations.

“Evaluation Team” means the individuals who will evaluate the Proposals

“Inquiries Contact” means the individual referenced on the cover page of this RFP.

“Mandatory” or “Mandatory Requirement” means a specific criterion or requirement which is essential for the proposal to be evaluated.

“Must” or “Shall” means that the requirements so described must be met in a substantially unaltered form.

“Consultant” means a legally formed entity engaged by the PSJ to provide services.

“Consultant Team” is the proposed or engaged team by the Consultant and is responsible for providing all required Services.

Notice to Respondents

This is a Request for Proposal (RFP)

The intent of this Request for Proposals (RFP) is to solicit Proposals, for project monitoring services for the lifecycle of the Strategic Infrastructure project, from design through to execution and commissioning, in accordance with the contracting and procurements described in this RFP. Specifically we require the successful Proponent to provide the following:

- Advice on financing activities including performing an assessment of the Port's financing plan and developing the prospectus to be used in engaging investors
- Oversight and validation of project planning activities including:
 - Conducting a risk assessment to inform the focus of monitoring and audit activities.
 - Performing an assessment of the governance structure for overseeing project financing activities, risks and other impacts/issues/risks.
 - Assessment of due diligence activities and validation that a clear linkage exists between project objectives, milestones and cost management plans
- Monitoring and audit activities throughout the life of the project and recommending effective, pragmatic and timely corrective actions to mitigate identified risks

Refer to Schedule 'A' – Statement of Work for detailed work requirements.

A "value based selection" process will be employed for this procurement. This means that the successful Proponent will be the one whose Proposal offers best value, taking into consideration both qualifications and price.

Notwithstanding the foregoing, the Port reserves the right to cancel this RFP at any time. The successful Proponent will be required to enter into an hourly rate contract.

RFP Documents are only made available in electronic form from the Port Saint John website at www.sjport.com.

FINANCIAL PROPOSAL:

Proponents are to provide a fee proposal in accordance with Section 3.7 Financial Proposals.

COST OF PROPOSAL SUBMISSION AND OWNERSHIP OF PROPOSALS

- The Port is not responsible for any costs incurred by Proponents in preparing, submitting, or presenting their Proposals.
- All Proposals become the property of the Port upon submission and will not be returned.

CONFLICT OF INTEREST

- Any business entity or individuals that could create a conflict of interest or a perceived conflict of interest shall not be included in the Proponent's submission.
- If a Proponent considers that a particular relationship or association does not create a real or apparent conflict of interest and will not create a perception of conflict of interest, but is concerned that the Port could arrive at a different conclusion, the Proponent shall:
 - Fully disclose the circumstances to the Port at the earliest possible date, and
 - Request that the Port provide an interpretation before the RFP Closing as to whether the relationship or association creates a conflict of interest or a perception of conflict of interest.

SUPPLEMENTARY INFORMATION AND INTERVIEWS

Following the evaluation team's initial evaluation of the Proposals, the Port may at its sole discretion establish a shortlist where additional information may be requested through presentations

- If presentations are held:
 - the purpose would be to obtain supplementary clarifying information in addition to the written Proposals,
 - the Port would notify those Proponents selected for an presentation,
 - the presentations would take place at a place and time determined by the Port, anticipated to be within 15 days after the RFP closing time,
 - the presentations would be anticipated to last no longer than one and a half hours, and
 - the list of the Proponent's Team required to attend the presentation will be determined by the Port.
- Following receipt of supplementary information, the presentations, or both, the evaluation team may modify their initial evaluation scores to reflect the supplementary clarifying information obtained through any of the foregoing processes.
- The Port reserves the right to independently verify the past performance of any Proponent.
- The Port will not consider unsolicited supplementary or clarifying information received from Proponents after the RFP Closing unless requested by the Port.

LEGAL JURISDICTION

The law applied in respect to this RFP shall be the laws of the Province of New Brunswick and civil actions commenced in relation to this RFP shall be adjudicated by the Courts of the Province of New Brunswick.

Disclaimer

Disclosure of information in expressions of interest

If the Respondent chooses to include material of a proprietary nature in its Response, PSJ will use its best efforts to keep such material confidential to the extent permitted by law. The Respondent must specifically identify each page of its Response that contains such information by properly marking the applicable pages. Preferably, any sections which contain material of a proprietary nature shall be severable or removable from the Response to assist PSJ in protecting this information. The Respondent also shall include the following notice in the introduction to the relevant response:

"The data on pages _ __, identified by _ (symbol) and labeled 'Proprietary Information',

contain information that, if disclosed, could cause substantial injury to [Respondent's] competitive position. [Respondent] requests that such data be used only for the evaluation of the response, and understands that disclosure will be limited only to the extent that PSJ determines it proper or to the extent that PSJ deems disclosure necessary according to law.

PSJ will use its best efforts to prevent the unauthorized disclosure of this information and apply the above proprietary standard to marked data. However, PSJ, its staff, agents, and any professional consultants engaged by PSJ assumes no liability for any loss, damage, or injury that may result from any disclosure or use of marked data or any disclosure of this or other information. Further, the Respondent acknowledges that all such information shall be disclosed to and shared with those consultants and professionals whom PSJ has engaged to assist it with the Project.

Disposal of Responses

Once opened, all Responses are the property of PSJ and will not be returned. At the conclusion of the selection process, PSJ may dispose of any and all copies of the Responses received in whatever manner it deems appropriate.

Sole discretion, no liability

PSJ shall be the sole judge of each Respondent's conformity with the requirements of this RFP and the merits of the Response. PSJ reserves the right:

- to amend, modify or withdraw this RFP;
- to waive any requirements of this RFP;
- to require supplemental statements and information from any Respondent to this RFP;
- to accept or reject any or all Responses;
- to negotiate or hold discussions with one or more of the Respondents should negotiations with the successful respondent end;
- to issue a subsequent RFP to a shortlist of qualified RFP Respondents or a list of Respondents based on a new competitive basis;
- to cancel this RFP, in whole or in part, for any reason or no reason at PSJ's sole discretion; and
- to evaluate a Response in any manner deemed appropriate at PSJ's sole discretion.

There is no requirement for PSJ to meet with or discuss any aspect of unsuccessful Responses submitted by Respondents but may do so at the sole discretion of PSJ.

PSJ may exercise any such rights at any time, without notice or liability to any Respondent or other parties for their costs, expenses or other obligations incurred in the preparation of a Response or otherwise; and to waive any condition or modify any provision of this RFP with respect to one or more Respondents.

1.0 Introduction and General Information

1.1 Purpose and Process of the RFP

This RFP is issued by PSJ to any interested parties.

Responses to the RFP will be reviewed and evaluated by PSJ to determine which Respondent is most qualified to meet PSJ's strategic objectives and offers the most compelling solution to PSJ's financial services requirements for our Westside modernization project.

1.2 Summary of the Westside Project

The Project is a brown-field redevelopment of the Rodney and Navy Island Terminals. The total project duration is expected to be seven years from the start of construction and PSJ is anticipating that construction will begin in 2018.

Below is a table of the current and future facility terminal capacity after modernization.

Enhanced Capability/Capacity Table

Current Facility		Proposed Facility	
Current Main Channel Depth		Main Channel Depth at Project Completion	
8.4 m at chart datum (low tide)		10 m chart datum (low tide)	
Current Berth Length at Rodney Face & Pier 2 Slip		Berth Length at Rodney Face & Pier 2 Slip at Project Completion	
Rodney Face	Pier 2 Slip	Rodney Face	Pier 2 Slip
410 m	315 m	667 m	455 m
Load-bearing Capacity of Rodney Terminal Pier Current		Load-bearing Capacity of New Section of Rodney Terminal Pier At Project Completion	
12 KPA (250 lbs/ft ²)		96 KPA (2000 lbs/ft ²) at the new pier	
Estimated Container Yard Handling Capacity per Annum		Estimated Container Yard Handling Capacity per Annum	
125,000 TEU		320,000 TEU	
Estimated Rail Handling Capability per Annum		Estimated Rail Handling Capability per Annum	
75,000 TEU		330,000 TEU	
Estimated Truck Movement Capacity per Annum		Estimated Truck Movement Capacity per Annum	
50,000 TEU		135,000 TEU	
Container Handling Area of Terminal (Hectares)		Container Handling area of Terminal (Hectares)	
5.8 (14 acres)		10.1 (25 acres)	

2.0 Background & Context

2.1 History & Current Port

Boasting a year-round, ice-free deep-water port, and supported by strong connections to inland road and rail, Port Saint John plays a vital role in growing Canada's trade relationships and is a cornerstone of Atlantic Canada's economy.

As one of Canada's oldest working ports, our plan for a prosperous future builds on our industrial tradition while developing new offerings for emerging sectors, and redefining our relationship with the people of New Brunswick. In this way, PSJ is creating a dynamic profile both in industry circles and in our local community.

We are privileged in our role as caretakers, developers and visionaries for PSJ, and we understand that at the heart of all these roles lies environmental stewardship. Over the course of this port's history our understanding of our harbour's sensitive ecosystem has evolved, and our day-to-day operations, and long-term vision must reflect this new understanding. Since 2010, PSJ has conducted its operations according to our Port Stakeholder Inclusion Model. This model stands as a transparent approach to better communication and greater involvement with port and community stakeholders. Now used in all areas of port management, regular consultation with key stakeholders is conducted according to a scheduled timetable. PSJ also works with these stakeholders to identify its priority initiatives ahead of strategic planning, and drafting our business plan.

As an organization, PSJ is responsible for the administration of the federal real property that is the Port of Saint John, New Brunswick, pursuant to the Canada Marine Act (1998, 2008). Understanding that our business must be conducted in a spirit that is faithful to the Canada Marine Act, PSJ has identified four directives in the Canada Marine Act that stand as its Guiding Principles.

PSJ will:

- Remain financially self-sufficient;
- Be strategically significant to Canada's trade;
- Provide a link to rail and highway infrastructure; and
- Have a diverse cargo base.

Today, PSJ is the third largest port in Canada in terms of total tonnage throughput, after Vancouver and Montreal. Container volumes have grown from just 44,000 TEU's in 2011 to almost 100,000 TEU's in 2015, and PSJ has solidified its position as the fifth largest container port in Canada, and third largest container port in Eastern Canada.

2.2 Mandate and Purpose

Mandate

The mandate of Canada Port Authorities falls under the objectives of the Purpose section (Section 4) of the Canada Marine Act (1998, 2008):

Implement marine policies that provide Canada with the marine infrastructure that it needs and that offer effective support for the achievement of national, regional and local social and economic objectives and will promote and safeguard Canada's competitiveness and trade objectives;

- (a) promote the success of ports for the purpose of contributing to the competitiveness, growth and prosperity of the Canadian economy;*
- (b) base the marine infrastructure and services on international practices and approaches that are*

consistent with those of Canada's major trading partners in order to foster harmonization of standards among jurisdictions;
(c) ensure that marine transportation services are organized to satisfy the needs of users and are available at a reasonable cost to the users;
(d) provide for a high level of safety and environmental protection;
(e) provide a high degree of autonomy for local or regional management of components of the system of services and facilities and be responsive to local needs and priorities;
(f) manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which a port or harbour is located;
(g) provide for the disposition, by transfer or otherwise, of certain ports and port facilities; and
(h) promote coordination and integration of marine activities with surface and air transportation systems.

Authority

PSJ is a Canada Port Authority established by virtue of Letters Patent issued by the Minister of Transport with approval of Governor-in-Council, pursuant to section 8 of the Canada Marine Act and effective May 1st, 1999.

Vision 2020

PSJ is a cornerstone of the New Brunswick economy and part of Canada's critical transportation infrastructure. Moving towards 2020, our strategic direction must anticipate the shifting nature of the economy, changes to those industries that rely on our port, the needs of the community, and our duty of environmental stewardship to the Bay of Fundy.

Mission

To proactively manage, in a sustainable manner, the provision of infrastructure and services for present and future users of PSJ to the economic and social benefit of the surrounding region.

Values

PSJ recognizes the value and importance of its employees in achieving its Mission and strategic objectives and is committed to providing the necessary support, training and recognition to maintain a high level of performance within the organization.

2.3 Orientation

PSJ, Atlantic Canada's largest port by tonnage, is located on the north shore of the Bay of Fundy at the mouth of the St. John River. Given this location, it experiences some of the highest tides in the world with tidal ranges up to 8.5 metres.

Geography and Characteristics of PSJ

The port is located centrally within the municipality of Saint John. Part of the critical infrastructure necessary to support the industrial and commercial economic environment of the province, it includes bulk, containers, break bulk, rail, road and cruise infrastructure.

The harbour consists of three key areas:

- i) The approaches to the port consist of that portion of the Bay of Fundy contained within the harbour limits between Partridge Island and a line running east from Musquash Harbour to due south of Cape Spencer. It contains the Canaport Single Point Mooring crude oil reception facility, Canaport LNG Terminal, the Port's designated anchorages and the pilot boarding station.
- ii) The main harbour, located between the central peninsula of the city and the city's West Side, contains several PSJ facilities, the Bay Ferries ferry terminal and the former Canadian Coast Guard Base. A public

waterfront area, consisting of a hotel, residential complexes, restaurants, retail and public boat landing are located adjacent to the former Canadian Coast Guard Base in the northeast sector of the main harbour at Market Square. The former Lantic Sugar Refinery site now owned by the City of Saint John, is located

immediately south of Lower Cove Terminal. Due to the position of this land between Lower Cove and Barrack Point, this property has been identified as being of strategic importance to Port Saint John.

Water access to and from the harbour is through the main navigation channel running northwest / southeast on the east side of Partridge Island. The St. John River also enters the Bay of Fundy through the main harbour, which in conjunction with the high tidal ranges, results in the presence of strong currents throughout the area, necessitating the need for annual maintenance dredging in the port.

iii) Courtenay Bay lies to the east of the central peninsula of the city and is accessed through Courtenay Bay navigation channel which runs north from the main channel. Barrack Point Potash Terminal, Irving Oil Terminals and Atlantic Wallboard are located in this area.

PSJ Facilities

PSJ has a diverse range of facilities including:

- Navy Island Forest Products Terminal
- Rodney Container Terminal
- Terminal 12
- Long Wharf Terminal
- Marco Polo Cruise Terminal
- Diamond Jubilee Cruise Terminal
- Lower Cove Terminal
- Barrack Point Potash Terminal

Private Facilities:

- The Canaport crude oil facility and offshore mooring buoy which receives VLCC's in the outer harbour
- The LNG Terminal at Mispic Point
- Irving Oil Terminals in Courtenay Bay
- Bay Ferries Terminal
- Barge Terminal adjacent to Spruce Lake Industrial Park (nearing completion)

3.0 Proposal Content Requirements

3.1 Intent

- This Section specifies, in detail, the form and minimum content requirements for the qualifications related information required to be submitted in each Proposal.
- Proponents may at their discretion include additional information which they consider relevant to ensure a full and proper evaluation.
- Proponents to demonstrate that the proposed personnel is qualified to lead the work and is available to provide Services for the term of the contract as specified in this RFP.
- Refer to Section 5.0 Evaluation and Selection for additional details.

3.2 Corporate Profile

- Provide general information about the Proponent, which need not be specific to this RFP. Information provided should include:
 - Proponent address, phone number, e-mail, and fax number
 - Proponent contact person for any matters related to the RFP including contact name, title, address, phone number, e-mail, and fax number
 - A brief description of the Proponent including history of the firm and years in business
 - A list of office locations including the location of the firm's headquarters and any offices that will provide services in relation to the work proposed in response to this RFP
 - Number of employees in Canada, Atlantic Canada, New Brunswick, and Saint John
 - A description of specialized areas of expertise and/or services offered by the firm
 - A summary of the firms overall experience
- Provide general information about any sub-contractors to be used on the project, which need not be specific to this RFP. Information provided for each sub-contractor should include:
 - Name of sub-contractor, head office address, telephone number and fax number
 - If different from the above, the sub-contractor's branch, regional or other office address, telephone number, and fax number, at the location from which most of the services will be performed.
 - A description of the services to be provided by the sub-contractor
 - A brief description of the sub-contractor including history of the sub-contractor and years in business
 - Number of employees in Canada, Atlantic Canada, New Brunswick, and Saint John
 - A description of specialized areas of expertise and/or services offered by the sub-contractor
 - A summary of the sub-contractor's overall experience
 - A description of the relationship between the sub-contractor and the Proponent, along with details on previous experience working together

3.3 Proposed consultant and sub consultant team

3.3.1 Proposed Project Team

- Proponents to demonstrate in their Proposal that they, together with their sub-consultants, have the capacity available to commit to managing and performing all the services and producing all of the deliverables required for this particular project. Capacity includes:

- Sufficient qualified staff and resources,
- Sufficient time to dedicate to the project

In order to demonstrate capacity, Proponent's should provide the following as part of their submission:

- An organization chart describing how the Proponent's team (including sub-contractors) will be organized, by indicating formal reporting lines and informal lines of communication.
- Names of key personnel proposed to be assigned to the project. For each resource identify and provide a description of their role, indicate the amount of time they will be committed to the project during the various phases of the project, confirm their availability to be assigned to the project as proposed in your submission, and indicate if the resource is an employee of the Proponent or a sub-contractor.
- A listing of any other Proponent or sub-contractor resources to be used in providing services related to this RFP. Additional resource can be listed by job category or classification along with their anticipated contributions to the project.

3.3.2 Project Team Leader Qualification

- Proponents are expected to assign an appropriately qualified individual to lead the Proponent's team for the duration of the project. In order to demonstrate the team leader's qualifications, please provide the following as part of the submission:
 - A short summary highlighting the team leader's certifications, education, and experience relevant to this project
 - A resume detailing their professional credentials, education and project experience
 - Detailed project summaries (one-page max) of three projects similar in nature to the work requested under this RFP, performed for similar organizations and/or under similar circumstances. Include a description of the results/outcomes of the project. Provide a reference (contact name, title, phone, email). References may be contacted by Port Saint John during the evaluation period.

3.3.3 Key Team Members Qualification

- For each team member identified in the response to 3.3.1, provide:
 - A short summary highlighting the resource's certifications, education, and experience relevant to their proposed role
 - A resume (two-pages maximum) detailing their professional credentials, education and project experience

3.3.4 Proposed Team Expertise

- Proponents are to demonstrate the extent to which that the proposed team, as a whole, has experience in the following skills areas:
 - Project Governance
 - Project Management Methodology
 - Auditing of major capital and construction projects
 - Financial project controls
 - Understanding of project risks
 - Infrastructure project funding and financing
 - Experience with marine based construction
 - Familiarity with various delivery team structures
 - Experience with government or quasi-government capital projects

When responding to this requirement, indicate which resources have the requested experience, describe their level of expertise, and detail where, when and how this experience was obtained.

3.4 Experience and Past Performance Record

- Proponents should provide three (3) project summaries and client references for three projects/assignments, for which the Proponent has provided similar financial advisory and project monitoring services. These referenced projects/assignments should:
 - Be similar in nature to the project /assignment for which Proposals are being sought,
 - Have required a scope of services similar in nature to this project / assignment
 - Have been performed by the Proponent, including with some or all of the same key personnel proposed for this project.
 - Include at least one project which was performed locally or within Atlantic Canada
 - Include at least one project which involved providing similar services on a major infrastructure project with federal and/or provincial contribution agreements

For each summary Proponents should provide the name of the client organization, project timeframe, a description of the project, a description of the outcomes of the project, and a client contact (name, title, phone, email). References may be contacted by Port Saint John during the evaluation period.

- Proponent's should provide any other information that will help the Proponent demonstrate its experience and past performance record, e.g. unique project challenges or problems, innovative solutions, project successes.

3.5 Project Comprehension

- Provide a brief analysis of the requirements and challenges of this project, from the Proponent's perspective, based on the information provided in this RFP or which the Proponent anticipates.
- Identify any special needs or considerations which the Port may not have identified, and suggested approaches for addressing them, but do not include in the fee proposal for any additional services beyond those required by the RFP.
- Describe the main considerations applicable to this type of project.

3.6 Proposed Work Methodologies

- Describe the Proponent's approach for meeting the project requirements. Provide a work plan outlining the number of hours and the resources to be assigned for each of the major service areas outlined in the Scope of Services (i.e. Financing, Planning and Validation, and Monitoring and Audit Activities). Identify the activities that are proposed to be on-site at PSJ.
- Describe how all of the required disciplines will be coordinated to optimize services to ensure high quality and properly coordinated deliverables.
- Describe the management systems, strategies, and skills that will be employed to ensure that:
 - The Port's expectations around keeping the project on schedule and on budget are met.
 - The highest quality of professional services and deliverables are provided to the Port within the required timelines (to be determined based on the final construction schedule) for the required services and deliverables.
 - There is continuity of resources throughout the full duration of the project and how impacts will be minimized due to any changes in the Proponent's resources.
- Describe the support and participation expected from PSJ and the anticipated level of involvement required from PSJ personnel for each of the identified major service areas outlined in the scope of services..

- Describe the proposed communication structure for the project monitoring/auditing activities that will keep the Board of Directors and management well informed of progress and identified issues in a timely manner.
- Provide any other relevant information about the Proponent's work methodologies.

3.7 Financial Proposal

- Submit a fee proposal for all monitoring, audit and reporting services:
 - For each of the proposed resources/roles provide a fixed hourly rate
 - For each of the major service areas outlined in the Scope of Services (i.e. Financing, Planning and Validation, and Monitoring and Audit Activities) provide a total fee based on the number of anticipated work hours required for the performance of the Services
- The successful Proponent's travel expenses will be reimbursed separately. Provide an estimate for travel costs based on the Proponent's plans for on-site work and the resources to be assigned to work onsite. Proponents must identify all travel costs for which reimbursement will be sought including travel time, if applicable. All travel must be approved prior to incurring any expenses and is subject to negotiation with PSJ.
- The hourly rate fee shall take into account all consulting services, deliverables, milestones and the project schedule.
- Do not include HST in any fee proposal amounts.
- The fixed hourly fee will not be adjusted on account of escalation in the cost of providing the services that resulted from a change in schedule not caused by the actions of the Port. Any changes to contract amount after the contract is signed will be in accordance with the terms of the contract.

4.0 Submission Communication

4.1 Enquiries

Any enquiries regarding this RFP must be directed to:

Craig Bell Estabrooks, Manager of Corporate Planning
cestabrooks@sjport.com

Proponents are encouraged to review the complete RFP and obtain clarification on any questions, errors, omissions, or other items as early as possible. Enquiries made after February 22, 2017 may not be accepted or responded to.

4.2 Delivery

Responses must be submitted electronically to PSJ on or before 11:59 pm Atlantic time on March 1st, 2017.

Response to be directed to:
Craig Bell Estabrooks, Manager of Corporate Planning
Saint John Port Authority
111 Water Street,
Saint John, NB E2L 0B1

PSJ shall not, under any circumstances be responsible for the loss of, delay or non-delivery of any Response.

5.0 Evaluation and Selection

Proposal will be evaluated in accordance with the following evaluation scoring methodology:

Item Description	Score	Max. Points
1. Corporate Profile		5
The corporate profile will be evaluated based on the location, capacity, and specialized expertise/experience of the Proponent and any Subcontractors.		5
2. Proposed Consultant and Sub consultant Team		35
a) Proposed Project Team Structure – The proposed team structure will be evaluated based on its ability to accomplish the work proposed and the availability of the resources.		5
b) Project Team Leader – The project team leader will be evaluated based on their relevant qualifications, experience, and track record.		10
c) Key Team Members – The key team members will be evaluated based on each resource’s suitability for their proposed role, qualifications, experience, specialized expertise, and track record.		10
d) Proposed Team Expertise – The proposed team will be evaluated as a whole based on the extent to which the team demonstrates a high degree of expertise in each of the identified skill areas,		10
2. Experience and Past Performance Record		20
a) Project References (5 points each) – Each project will be evaluated based on the degree to which the project is similar to the work requested as part of this RFP and the results of the project. References may be contacted and client feedback may be considered in the scoring of this requirement.		15
b) Other relevant experience – Additional information provided by the Proponent will be evaluated based on the extent to which it supports the Proponent’s knowledge, expertise and success in proving similar services.		5
3. Project Comprehension		10
The Proponent will be evaluated based on the breadth and depth of its understanding of the project, the anticipated challenges to be faced, and any other considerations noted. To achieve a high score, Proponents should demonstrate a high-degree of insight backed by examples of similar scenarios on other projects.		10
4. Proposed Work Methodologies		15
The Proponent will be evaluated based on the quality of its methodology including: <ul style="list-style-type: none"> • The methodology is clear, well-defined, and easy to understand • The plan is comprehensive and achievable, and supported by strong management systems (objectives, timeframes, budgets will be met and a backup plan for staffing is proposed) • The proposed communication/interaction between the Proponent and PSJ is appropriate and the level of effort required by PSJ resources and management is reasonable. 		15
Fees		25
TOTAL		/110

6.0 PSJ Liability

6.1 PSJ's Liability for Proponent's costs

Each Response to this RFP and all information required to be submitted pursuant to this RFP shall be compiled and prepared at the sole cost and expense of the Respondent. There shall be no claims whatsoever against PSJ, its directors, officers, employees, consultants, contractors or representatives, for reimbursement for the payment of costs or expenses incurred in the preparation of this RFP or any other information related to it.

Schedule A – Statement of Work

1.0 Scope of Services

Financing

- Provide advice and perform an assessment of the Port's financing plan
- Develop the prospectus the Port will use to engage potential financial investors and provide guidance through the financing process
- Set up a structure to monitor adherence to the requirements of the financing agreement

Planning and Validation

- Conduct an initial risk assessment to provide input into governance, monitoring/auditing activity
 - Identify key strategic and operational risks
 - Assess the potential ranges of financial impact on project costs due to identified significant risks
- Perform an assessment of the effectiveness of current and proposed governance structure in overseeing the following:
 - Financing activity
 - Financial performance
 - Risks and controls that have an impact on the accuracy of the financial reporting of the project
 - Contract management and controls
 - Issues and risks that may have an impact on the organization's regular operations
 - Progress on mitigation activities
- Validate that project governance, due diligence and planning are progressing in accordance with project objectives and schedule
- Validate that there is a clear linkage between project objectives, milestones, funding, and cost management
- Develop a risk based plan for monitoring and auditing financial activities throughout the lifecycle of the project

Monitoring and Audit Activities

- Execute the plan for monitoring and auditing project and financing activities throughout the lifecycle of the initiative
 - Evaluate activities and processes that control or have a direct or indirect impact on financial risk
 - Identify and assess project parameters and indicators of performance and report significant variances
 - Track and report progress made in addressing identified issues on a regular basis
- Provide reporting, throughout the lifecycle of the project, that identifies execution and financial risks, and recommends effective, pragmatic, and timely corrective actions to mitigate such risks
- Identify best practices and opportunities for improved accuracy and timeliness of project reporting
- Update the monitoring plan as the risk profile changes throughout the project's lifecycle

2.0 Communications

The Proponent will propose a communication structure for the project monitoring/auditing activities that will keep the Board of Directors and management well informed of progress and identified issues in a timely manner.