

ADDENDUM NO. 8
BIOSOLIDS OPERATIONS, MAINTENANCE AND PELLET MARKETING SERVICES
RFP NO. 180-18

January 29, 2019

This addendum amends and forms part of the Proposal Documents. The Proponent shall insert the addendum behind the cover page of the Proposal Documents.

REVISIONS TO SPECIFICATIONS:

Delete the following in Section 3 – Definitions:

3.9 “Evaluation Contract” means the process contract created between the City and any Proponent whose Services Proposal is compliant or substantially compliant with the requirements of this RFP and meets the City’s established threshold, and whose Cost Proposal is opened by the City.

Add the following in Section 3 – Definitions:

“Points for Negotiation” means the process where the Proponent wishes to negotiate any aspect of the Contract only in the event that it is selected as the successful Proponent.

Delete Section 8.2.13 (ii) of Instructions to Proponents and replace it with the following:

No guarantees are made as to solids content or quantities at a given solids content. The successful Proponent will be required to adequately stabilize all sludge cake having content within the range of 21-35%. All sludge cake received outside of the range of 21-35% shall be the responsibility of the successful Proponent to dispose, at the City’s cost.

Delete Section 9 of Instructions to Proponents and replace it with the following:

9 INSTRUCTIONS FOR COMPLETING THE SERVICES PROPOSAL

9.1 Proponents shall complete the Service Proposal in accordance with this section. As more particularly described in this section:

- (a) Proponents shall complete an Offer Document – Appendix A in accordance with paragraph 9.2;

- (b) Proponents shall obtain the bid security described in paragraph 9.3;
- (c) Proponents shall obtain an agreement to bond performance security and labour & material payment bond as described in paragraphs 10.1.1 & 10.2.1.

9.2 Offer Document

- (a) Proponents shall complete the Offer Document at Appendix A in permanent medium. The Offer Document shall be **signed and submitted** by a duly authorized signing officer of the Proponent. Where the Proponent is a Joint Venture, each member of the Joint Venture must execute the Offer Document and, for each member which is a corporation, the Offer Document must be **signed and submitted** by a duly authorized signing representative of the corporation. **Failure to include the signed offer document in your submission will result in automatic disqualification.**
- (b) Attach or bind the Offer Document to all schedules, documents, pages and other information set out in Appendix B – Submission Contents. Ensure that all such material is clearly identified, using the same heading and numbering outlined in Appendix B.

9.3 Security Documents. Each Proponent shall submit the bid security and agreement to bond / surety's consent described in the following paragraphs (collectively the "**Security Documents**").

- (a) Attach to the Offer Document bid security in the amount of **\$250,000.00** in the form of one of the following:
 - (i) a bid bond in the form CCDC 220 – 2002 naming "The Corporation of the City of Windsor" as obligee and issued by a surety licensed to conduct surety and insurance business in Ontario. The bid bond shall remain valid for at least the duration of the Irrevocability Period;
 - (ii) a certified cheque or bank draft payable to "The Corporation of the City of Windsor"; or
 - (iii) a irrevocable letter of credit in the form stipulated in Appendix L – Form of Letter of Credit.
- (b) No form of bid security other than as set out in this paragraph 9.3(a) is acceptable. A Service Proposal which does not include the required bid security will be declared non-compliant. The unopened Cost Proposals of those Proponents who are declared non-compliant will be returned.

- (c) The bid security of the successful Proponent will be retained by the City to compensate the City for the damages it will suffer should the successful Proponent fail to execute the Contract.

9.4 Points for Negotiation

- (a) This RFP includes the form of Contract that shall be executed by the successful Proponent. If the Proponent wishes to negotiate any aspect of the Contract in the event that it is selected as the successful Proponent, the Proponent shall submit Points for Negotiation with its Service Proposal.
- (b) Points for Negotiation shall be numbered consecutively, and each point shall explicitly state the clause of the Contract proposed to be negotiated and a brief discussion of the reason for the negotiation.
- (c) If a Proponent who has submitted Points for Negotiation becomes the successful Proponent, the successful Proponent will be limited to only the submitted Points for Negotiation in any negotiations with the City regarding the Contract.
- (d) In evaluating the Points for Negotiation submitted by a Proponent, the City can deduct up to 800 from the Proponent's Stage 1- Service Proposal score based on the impact of the Points for Negotiation, in the City's sole and absolute discretion.
- (e) The Base Unit Price Per Tonne of Wet Sludge shall not be a Point for Negotiation; submitting a Point for Negotiation regarding this item may result in disqualification, in the City's sole and absolute discretion.
- (f) Proponents are not required to submit Points for Negotiation, nor are they restricted from seeking clarification regarding the Contract through the question submission process.
- (g) The inclusion of Points for Negotiation does not represent or guarantee that the City will ultimately entertain the successful Proponent's position on these issues during the final negotiations, only that the successful Proponent may raise them for negotiation.

9.5 A Services Proposal:

- (i) which does not include all forms required to be submitted, in the format provided may be declared non-compliant;
- (ii) which does not include the specific Offer Document - Appendix A, except as provided in paragraph 9.2(a) may be declared non-compliant;
- (iii) which does not include the specified bid security, except as provided in paragraphs 9.3(a) may be declared non-compliant; and

- (iv) which does not include the agreement to bond / surety's consent for performance security and labour & material payment bond, described in paragraphs 10.1.1 & 10.2.1 may be declared non-compliant.

9.4 Each Submission shall be irrevocable and shall remain open for acceptance by the City for the duration of the Irrevocability Period.

9.5 Proponents shall submit the Services Proposal in an envelope, box or other opaque container clearly labelled "**Biosolids Operations, Maintenance and Pellet Marketing Services 180-18, Services Proposal**".

9.6 **There shall be no reference or indication to cost in the Services Proposal, either directly or indirectly.** Any Proponent including cost information in its Services Proposal may be disqualified, at the sole discretion of the Evaluation Committee.

9.7 Any irregularity in the Services Proposal shall be governed by the Purchasing Bylaw; specifically, Schedule B.

Delete Section 14.5 of Instructions to Proponents and replace it with the following:

14.5 The Services Proposals will be evaluated in accordance with the evaluation criteria found at Appendix D which include, but are not limited to:

- 14.5.1 Information obtained by references provided by the Proponent;
- 14.5.2 Information obtained from third parties;
- 14.5.3 Contents, completeness, clarity and responsiveness of the Proponent's Services Submission;
- 14.5.4 Professional qualifications, skill and experience of the Proponent's proposed staff;
- 14.5.5 Information provided by the Proponent in response to any Request for Additional Information;
- 14.5.6 Any other information provided by the Proponent or obtained by the City during the RFP process;
- 14.5.7 Points for Negotiation.

Delete Section 18 of Instructions to Proponents and replace it with the following:

18.1 The liability of the City to any Proponent for any claims arising out of this RFP including negligence and/or breach of the "bid contract" or "Contract A", shall be limited to the lesser of the actual loss suffered by the Proponent and five thousand dollars (\$5,000).

Delete Section 24 of Instructions to Proponents and replace it with the following:

24.1 This RFP shall be construed in accordance with and be governed by the laws of the Province of Ontario and each of the Proponents attorns to the exclusive jurisdiction of the courts of Ontario.

Delete Appendix B – Submission Contents and replace it with the attached.

Delete Appendix C – Cost Proposal and replace it with the attached.

Delete Appendix D – Evaluation Criteria and replace it with the attached.

REVISED AND ATTACHED:

Appendix “B” – Submission Contents (6 pages)

Appendix “C” – Cost Proposal (3 pages)

Appendix “D” – Evaluation Criteria (3 pages)

Except for the contents of this addendum, all other terms and conditions of this proposal remain the same.

END OF ADDENDUM NO. 8

Yours truly,

THE CORPORATION OF THE CITY OF WINDSOR

Elaine Castellan

Elaine Castellan
Purchasing Supervisor

EC/jm

ADDENDUM NO. 8
BIOSOLIDS OPERATIONS, MAINTENANCE AND PELLET MARKETING SERVICES
RFP NO. 180-18

January 29, 2019

I hereby acknowledge receipt of Addendum No. 8 to the RFP No. 180-18 (18 pages).

The information contained therein is hereby noted and account of same will be taken in our proposal cost.

This information was received on the _____ day of _____, 20_____.

Signature

Name (Printed)

Company Name

***NOTE: You are required to acknowledge this addendum with your proposal submission.**

**PLEASE FAX BACK TO (519) 255-9891 OR E-MAIL @ purchasing@citywindsor.ca SIGNED
ACKNOWLEDGEMENT SHEET ASAP**

Attn: Purchasing Department

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APPENDIX "B" – SUBMISSION CONTENTS

It is important that Proponents present the information set out in this Appendix so that it can be readily understood and evaluated. A Proponent's Submission should address all of the items set out in this Appendix, in the order in which they appear and using the same headings and numbering sequence. Proponents should attach schedules, documents, pages and other material to the completed Offer Document, clearly identifying the matter(s) addressed in such schedules, documents, pages and material.

Please use information found in Appendix J – Reference Materials to help complete the Submission.

1. **Declaration of Conflict.** Include a declaration of conflict statement which identifies any person(s) employed or consultant hired by the City in any capacity that:
 1. has a direct or indirect financial interest in the award of the Contract to any Proponent;
 2. is currently employed by, or is a consultant to or under contract to a Proponent;
 3. is negotiating or has an arrangement concerning future employment or contracting with any Proponent;
 4. has an ownership interest in, or is an officer or director of any Proponent.

NOTE: If the Proponent does not have a conflict to declare, please provide a "NO CONFLICT TO DECLARE" written statement under each question above.

2. **Proponent Information.** The following information should be included:
 1. If the Proponent is a Joint Venture, identify the contractual arrangements among the parties to the Joint Venture; the corporate resources of each party to the Joint Venture; the lead or single point of contact for the City; confirmed roles for each of the parties to the Joint Venture; and include a letter from each party to the Joint Venture acknowledging the structure of the Joint Venture, and that each will be jointly and severally liable to the City if the Proponent is awarded the Contract.
 2. A brief description of the Proponent's organizational chart and capacity to supply and support the required services, specifically relating to staffing, biosolids haulage, processing, pelletizer plant operation and maintenance, pellets marketing, process optimization and any other value-added services.

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3. Where the Proponent is a Joint Venture, the activities of each member of the Joint Venture, and its/their corporate resources.

3. **Experience.** Provide a narrative which details and demonstrates the Proponent's experience and why the Proponent is uniquely qualified to carry out the services under the Contract. Such experience details should be relevant to the project size and scope specifically; expertise in the field of biosolids management and proficiency in all aspects of these services including sludge cake loading, transportation, receiving, processing, storage and final disposition of the finished product. The experience must be of similar size and scope. In addition:
 - a. Provide a narrative, which details the Proponent's experience with regulatory and permitting requirements;
 - b. Indicate the Proponent's ability to obtain approvals and permits in a timely manner.

4. **Proponent Qualifications.** Describe the Proponent's qualifications and expertise respecting the competencies outlined in the Instructions to Proponents. Include reference to specific key personnel if necessary.

5. **Proponent Personnel and Staffing.** Competent biosolids handling, operation and maintenance of the pelletizing facility ensures process performance matches its design capabilities.

The following information shall be included:

1. The proposed organizational structure of the Proponent's staff and their anticipated interrelationship with the City and its staff. Provide the name and position of the person proposed as the key liaison.

2. Provide a very specific and detailed staffing plan, strategy for implementation and timeline of acquiring staff and management staff at all levels who would be responsible for the City's project. Provide a Gantt chart detailing the timeline working backwards from the service commencement date of June 1, 2019. This list should include the key liaison as well as that individual's direct manager and so on, and their office locations.

3. A work breakdown structure indicating each team member's responsibility and contribution as a percentage of the total work.

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4. Resumes/curriculum vitae for all of the individuals referred to above.

6. **Training.** The Proponent must recognize the potential for problems and take appropriate preventative actions. The successful Proponent must provide training to all necessary personnel as per the requirements of the RFP. The successful Proponent must make sure that training reaches into other engineering and technical support departments in the Proponent's organization and that staff training is available when and where appropriate in order to provide an extra level of quality control and problem solving capabilities when required.

The following information should be included, specifically identifying personnel noted under Section 5 – Proponent Personnel and Staffing.

1. The Proponent is to include a detailed description of the personnel-training program in regards to all levels of personnel and internal departments detailing how the Proponent will comply with the above paragraph and the requirements of the RFP.

7. **Transportation Plan and Equipment Requirements.** It is the City's intention that the successful Proponent shall obtain and use the transportation equipment as per the requirements outlined in Appendix G.

The following information should be included:

1. Provide a description of the proposed method of transportation of sludge and final product (pellets) including a complete inventory of equipment (number, type, and capacity) sufficient to demonstrate the adequacy of the proposed transportation system.

2. Provide specific details if the Proponent is planning on sub-contracting this portion of the service in accordance with the provisions of the Contract.
 - a. Provide a detailed description of the transportation sub-contractor's organizational chart and capacity to provide the required transportation services. Details should be relevant to this project's size and scope.

 - b. Provide a work breakdown structure indicating each transportation sub-contractor's team member's responsibility and contribution as a percentage of the total work, as it related to transportation. Resumes/curriculum vitae for all of the individuals referred to in this question.

 - c. Provide the transportation sub-contractor's complete inventory of equipment (number, type, and capacity) sufficient to demonstrate the adequacy of the

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proposed transportation system and their compliance to the requirements of this RFP and the Contract.

8. **Emergency Spill Control Plan.** The following information should be included:

1. The Proponent shall submit to the City, as part of their the Services Proposal, an Emergency Spill Control Plan identifying a method for containing and cleaning up accidental spills and identifying contract personnel, equipment to be utilized, and response time in accordance with Article 3.22 of the Contract. Referencing those personnel noted under Section 5 – Proponent Personnel and Staffing.

9. **Contingency Plan.** The Proponent must submit a contingency plan related to: a) the on-site and off-site storage, handling and transportation of pellets; b) disposal of sludge or finished product that is not suitable for its intended beneficial end use; and c) to mitigate the impact on its marketing, handling and distribution services or any Marketing Change of Law, as defined in the Contract. The plan must cover also emergencies like: major equipment outages, labour and strike disruptions, biosolids processing capacity exceedance, adverse weather condition impacts, product contamination, odour or nuisance generated, loss of markets or disposal sites or other unforeseen circumstances including labour disruptions.

The following information should be included:

1. Provide a narrative which details and demonstrates the Proponent’s contingency plan as it relates to the above paragraphs and the services requirements under the Contract.
 - a. Provide a narrative which details and demonstrates the Proponent’s contingency plans for disposal of the dewatered cake for both short and long term emergency methods of operation.
2. Provide a proposed contingency back-up system, if the proposed facility cannot be used for any reason.

10. **Odour, Dust, Noise and other Complaints Response Plan.** The following information should be included:

1. Proponent shall clearly identify positive means for the control of odour, dust, noise and other nuisances to the public emitted from the WBPF.

11. **Marketing and End Use Plan.** The following information should be included:

1. Provide a narrative of the Proponent’s marketing plan for the finished product and the ability to sell the annual production volume.

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2. Environmental benefit/beneficial reuse of the finished product. Ability to achieve beneficial reuse of the finished product through marketing or other end use.
 3. Fully describe the proposed end use and list all relevant regulatory and permit requirements together with assurances that demonstrate the ability of the Proponent to obtain all necessary permits and approvals in a timely manner.
12. **Operations and Maintenance Plan.** The following information should be included:
1. An Operations and Maintenance Plan in accordance with all of the requirements set forth in Article 3.2(d) of the Contract.
 2. Provide a declaration of understanding and compliance with the current Operations and Maintenance Manual prepared by American Water Enterprises for a minimum of one year from the Effective Date, as outlined in Appendix K – American Water Enterprises Operations & Maintenance Manual.
13. **Energy Efficiency Utilization Plan.** The following information should be included:
1. Steps required to implement an electricity, natural gas and water consumption optimization plan.
 2. Measures to implement a energy monitoring and audit program.
 3. Means to identify energy management opportunities (EMOs) for similar pelletization facility equipment.
 4. Process and equipment changes required to maintain and/or reduce energy consumption providing similar projects examples.
14. **Transition Plan.** The following information should be included:
1. Schedule of activities and events from award of the contract to initiation of full biosolids processing, including:
 - a. interim start-up processing period;
 - b. incoming transition plan;
 - c. start of full processing schedule;
 - d. staff management or assumption of facility existing staff;
 - e. pellets beneficial reuse plan; and;
 - f. acquisition of permits, licenses, agreements and required equipment.

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15. **Health and Safety Plan.** The following information should be included:
 1. Proponent Organization Occupational Health and Safety Policy and Procedures
16. **References.** The following information should be included:
 1. A list of at least four (4) clients, completed on the attached Appendix B Schedule 1, including contact names, email addresses and telephone numbers, processing capacity (wet tonnes, percent solids), project start and finish dates (if applicable), end use of final product, operating problems, odour and other complaints for those projects noted under Section 3 – Experience. This list should include at least two (2) clients the Proponents are presently dealing with, other than the City, who have similar projects and for whom they are performing similar work.
 2. A list of at least four (4) clients of the transportation sub-contractor proposed, referencing Section 7- Transportation Plan & Equipment Requirements, completed on the attached Appendix B Schedule 1, including contact names, email addresses and telephone numbers.
17. **Points for Negotiation.** Provide your Points for Negotiation, if any, in accordance with section 9.4 of the Instructions to Proponents.
18. **Health, Safety and Workplace Violence and Harassment Acknowledgement.** Sign and enclose the form at Appendix F.
19. **Other Information.** Attach any additional material which is not specifically referred to or requested above but which the Proponent believes is relevant to its Submission or that will demonstrate the required abilities, qualifications and expertise described in this RFP document.

-END OF APPENDIX “B” -

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APPENDIX "C" – COST PROPOSAL

**TO: The Corporation of the City of Windsor
Attention: Purchasing Department
Legal Services Department
400 City Hall Square
Suite 403
Windsor, ON N9A 7K6**

Name of Proponent:

Business Address:

Phone: _____ **Fax:** _____

Contact name for future correspondence and inquiries:

Name _____ **Title:** _____

Phone: _____ **Fax:** _____

E-mail: _____

We have read and we fully understand the requirements of the RFP, including the scope and nature of the services, the applicable timelines, the Contract, and any addenda issued by the City. We acknowledge that the opening of the Cost Proposal does not constitute an offer from the City to enter into "Contract A" as described in the RFP.

DEFINITIONS

Unless otherwise defined in this Cost Proposal, capitalized terms and expressions used in this Cost Proposal shall have the meanings assigned to them in the Instructions to Proponents and the Contract.

REPRESENTATIONS AND WARRANTIES

We represent and warrant that our Offer Document and all of the information contained in it, and all schedules, documents and other information submitted as part of our Services Proposal, are

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incorporated herein by reference and shall be deemed to be an integral part of this Cost Proposal and our Submission.

BASE UNIT PRICE PER TONNE OF WET SLUDGE

Having carefully examined the RFP, including all of the Appendices and including addendum numbers _____, having fully investigated and ascertained existing conditions, circumstances and limitations affecting the services required under the Contract:

1. We offer to enter into the Contract with the City to provide the services required under the Contract for the fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge:

CANADIAN DOLLARS (\$_____).

The above fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge:

- (a) excludes the harmonized sales tax, but includes all other taxes and duties;
- (b) excludes the cost of utilities as set out in Article 8.4 of the Contract;
- (c) is a fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge for the provision of the services contemplated by the Contract;
- (d) includes the cost of all bonds;
- (e) excludes the \$835,000 (inclusive of all applicable taxes) Annual Allowance for provision of capital improvement requirements as stipulated in Article 6 of the Contract;
- (f) is fixed for the first three (3) years of the Contract; and
- (g) may be adjusted in years four (4) through ten (10) in accordance with Article 8.2 of the Contract.

DECLARATIONS

- A. We declare that our Submission is not made in connection with any other Proponent and is, in all respects, fair and made without collusion or fraud.
- B. We declare that our Submission applies and complies with any applicable fair wage practices.
- C. We acknowledge and agree that our Submission is irrevocable and open for acceptance by the City for a period of one hundred and twenty (120) days starting from the day after the Submission Deadline.

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- D. We acknowledge that if we are selected as the successful Proponent, and if we execute the Contract thirty (30) calendar days prior to June 1, 2019, that we will be fully in compliance with all terms and conditions of the Contract as of June 1, 2019, and commence all services required thereunder as of June 1, 2019, being the Effective Date of the Contract.
- E. We have attached the bid security required by section 9.3(a) of the Instructions to Proponents.
- F. We have attached *evidence*, in form required by paragraphs 10.1.1 and 10.2.1 of the Instructions to Proponents, that if awarded the Contract we will provide the annually renewable performance, labour & material security required by the Contract.
- G. We acknowledge and agree that, if awarded the Contract, we will:
 - (a) execute the Contract and deliver the executed original to the City within seven (7) business days of our receipt of the same;
 - (b) deliver to the City, within seven (7) business days of our receipt of notice of selection:
 - (i) proof of all insurance required by the Contract;
 - (ii) the annually renewable performance bond and labour & material payment bond as required by the Contract; and,
 - (iii) a current WSIB clearance certificate if applicable.

Signed, sealed and submitted for and on behalf of:

PROPONENT _____

DATE _____

SIGNATURE _____

Name and Title _____

I have authority to bind the Proponent named above

-END OF APPENDIX “C”-

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APPENDIX “D” – EVALUATION CRITERIA

1) Evaluation of Services Proposal

The Services Proposal will comprise 80% of the overall Proponent score. The evaluation criteria and relative weightings are to be applied as follows, referencing Appendix B:

Mandatory Criteria – IS A PASS/FAIL OF THE (SERVICES PROPOSALS) AT THE SOLE, ABSOLUTE AND UNFETTERED DISCRETION OF THE CITY.

NOTE: Proponent must obtain a PASS to move on with the evaluation

EVALUATION CRITERIA-MANDATORY	PASS/FAIL
<ul style="list-style-type: none"> • Is the Proponent’s Offer Document - Appendix A, compliant as required in paragraph 9.2(a) • Is the Proponent’s specified bid security compliant as required in paragraphs 9.3(a) • Is the Proponent’s agreement to bond performance security and labour & material payment bond compliant as required in paragraphs 10.1.1 & 10.2.1 • Is the Proponent’s Declaration of Conflict compliant as required in Appendix B – Submission Content, Question 1 	

Stage 1 – Services Proposal

EVALUATION CRITERIA	POINTS
Proponent Information: As per Appendix B, Question 2.	100
Experience: As per Appendix B, Question 3.	150
Proponent Qualifications: As per Appendix B, Question 4.	150
Proponent Personnel and Staffing: As per Appendix B, Question 5.	225
Training: As per Appendix B, Question 6.	150
Transportation Plan and Equipment Requirements: As per Appendix B, Question 7.	150
Emergency Spill and Control Plan: As per Appendix B, Question 8.	20
Contingency Plan: As per Appendix B, Question 9.	110
Odour, Dust, Noise and other Complaints Response Plan: As per Appendix B, Question 10.	20
Marketing and End Use Plan: As per Appendix B, Question 11.	50

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Operations and Maintenance Plan: As per Appendix B, Question 12.	225
Energy Efficiency Utilization Plan: As per Appendix B, Question 13.	30
Transition Plan: As per Appendix B, Question 14.	120
Health and Safety Plan: As per Appendix B, Question 15.	150
Points for Negotiations: As per Appendix B, Questions 17.	Loss of up to 800 points at the City’s sole and absolute discretion
Total	1650

Stage 2 – Services Proposal

REFERENCES – IS A PASS/FAIL OF THE (SERVICES PROPOSALS) AT THE SOLE, ABSOLUTE AND UNFETTERED DISCRETION OF THE CITY.

NOTE: Proponent must obtain a PASS to move on to opening up the Cost Proposal.

EVALUATION CRITERIA	PASS/FAIL
References	

**BIOSOLIDS OPERATIONS, MAINTENANCE AND PELLET MARKETING SERVICES
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2. Evaluation of Cost Proposal

The Cost Proposal will comprise 20% of the overall value of the Proponent score and is further broken down as follows:

Price Component	Weight
Fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge	20

2.1 Fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge

The lowest fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge will be assigned a score of 20 marks. The remaining fixed, All-Inclusive Base Unit Price Per Tonne of Wet Sludge amounts will be allocated points in accordance with the following formula:

$$\frac{\text{Lowest Rate}}{\text{Rate}} \times 20$$

-END OF APPENDIX “D”-