



RFP # 170310-06A

**For the Provision of Outage
Management Process Review &
Transformation Services**

Issued by: The Purchasing Department
Project Name: Outage Management Process Review Services
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1.0 INTRODUCTION

The Jamaica Public Service Company Ltd. (JPS) intends to engage the services of an experienced and competent consultant/company to conduct a detailed review of its existing Outage Management Process, to improve the planning and execution phases and to develop the deficiencies identified.

The need for this support has risen generally as a result of Seven (7) major system outages on the JPS power grid over the last ten (10) years, and more specifically in response to the latest incident which occurred on April 17, 2016. The specialist and/or company will be required to undertake all necessary steps in a timely (4 months) and professional manner to provide support in the review and improvement of the existing Outage Management Process. In summary to provide support in the following key areas:

1. Review JPS' initiation, planning and execution phases of the existing Outage Management Process to accepted international standards.
2. Review the communication that takes place between teams to support the outage management and make recommendations that may be included in a new policy and procedure.
3. Review JPS' operating policies and procedures governing the outage planning, outage coordination and outage execution and suggest updates which may be necessary to improve the process
4. Update the recommended outage management process and procedures with the new requirements of Dispatch Codes 2016 and Electricity Act of 2015
5. Provide the necessary recommendation and leadership in the integration, coordination and synergy between the requesting departments (e.g. Regional T&D, Engineering, Generation, Operations Planning) and the System Control Departments
6. Evaluate the appropriateness of the various software used in the Outage Management Process and make recommendations for efficiency or enhancements.
7. Evaluate and develop plans to address the deficiencies identified.

Details of the work activities are set out in section 3 (Tasks and Scope of Work) of this RFP.

1.1 About JPS

Jamaica Public Service Company Limited (JPS) is an integrated electric utility company, and the sole distributor of electricity in Jamaica. The Company is engaged in the generation, transmission and distribution of electricity, and also purchases power from a number of Independent Power Producers (IPPs). Marubeni Corporation of Japan and Korea East West Power (EWP), are majority shareholders, with joint ownership of 80 per cent of the shares in JPS. The

Government of Jamaica and a small group of minority shareholders own the remaining shares.

JPS serves about 602,008 residential, commercial and industrial customers, through a workforce of approximately 1,656 employees and a network of offices throughout the island. The Company owns and operates 4 power stations, 9 hydroelectric plants and 1 Wind Farm.

Along with the provision of electricity, JPS is a key partner in national development. The Company has a vibrant corporate social responsibility portfolio and makes significant contributions in the areas of education and youth development. The company also has a strong environmental focus and carries out its operations in an environmentally friendly manner.

The Office of Utilities Regulation (OUR) is the independent regulatory agency with responsibility for the electricity sector.

1.2 Purpose of RFP

Through this RFP, JPS aims to secure the services of an independent consultant/company to conduct a detailed review of its existing Outage Management Process, to improve the planning and execution phases and to develop the deficiencies identified.

1.3 Definitions

“Bidder”, “Supplier”, “Vendor” or “Contractor” “Firm” shall mean JPS’ qualified service provider acting in the role of the prime contractor who responds to this RFP.

“Bid/ Proposal” shall mean the Bidder’s formal written response indicating committed price.

All references to JPS or Company shall mean the Jamaica Public Service Company Limited.

“Services” means services ancillary to the provision of the Review and Transformation Services.

“Approved” means approved by the JPS or its delegated representatives.

“Delivery” means performance of the Transformation services.

“Days” means calendar days according to the Gregorian calendar.

“The Contract” means the final agreement entered into between the JPS and the Contractor signed by the parties, including any attachments, addenda, and appendices thereto and all documents incorporated by reference therein.

“The Contract Price” means the price payable to the Bidder under the Contract for the full and proper performance of its contractual obligations.

1.4 Background

JPS Power System Overview

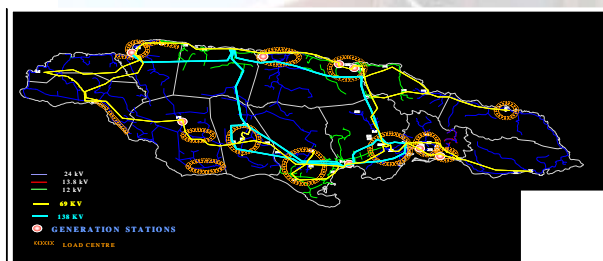
JPS is a vertically integrated company, which owns the transmission and distribution grid and accounts for 71% or 640.62 MW of the total generating capacity on the national grid, and independent power producers (IPPs) who provide the remaining 29% of the capacity.

The full complement of the JPS production capacity consists of eighteen (18) thermal power generating units located at four (4) Sites (Rockfort, Hunts Bay, Bogue and Old Harbour), eight (8) hydro plants independently sited across the island and a small wind plant (3MW) at Munroe in the south central part of the island.

The transmission system is comprised of approximately 400 km and 800 km of 138 kV lines and 69 kV lines, respectively. The system is supported by twelve (12) 138/69 kV inter-bus transformers with a total capacity of 798 MVA, and fifty three (53) 69 kV transformers with a total capacity of 1026 MVA. The primary distribution system is constructed on a network of 24 kV, 13.8 kV and 12 kV power lines.

The attached diagram represents a high level view of JPS power system grid.

Figure 1. System Layout



- **The Regulatory Framework**

The Office of Utility Regulation (OUR) is a multi-sector regulatory agency, established in 1995 by the Office of Utilities Regulation Act (the “Act”). Under the Act, the OUR has regulatory authority over the telecommunications, electricity, water and sewage and the transportation (road, rail, and ferry) sectors. With respect to the electricity sector, the OUR regulatory powers encompasses the dimensions of prices, technical standards and quality of service.

The OUR has a mandate under the Act to “*undertake such measures as it considers necessary or desirable to:*”

- a) Protect the interests of consumers in relation to the supply of a prescribed utility service
- b) Promote and encourage the development of modern and efficient utility services

At present, the OUR have reviewed and provided their feedback of JPS’ Technical Reports of the April 17 and August 27, 2016, major system disturbances.

- **Brief System Disturbance History**

During the last ten (10) years, our customers, on seven (7) occasions, experienced power outages which resulted from island-wide shutdowns or major shutdown of sections of the JPS system. These outages occurred on the following dates and for the reasons indicated:

1. July 15, 2006 – System shutdown, due to delayed clearance of a fault following a lightning strike to the Duncan 138 kV transmission line; attributed to a loss of DC supply to primary “A” distance relay and a defective primary “B” distance relay.
2. July 3, 2007 – System shutdown, due to delayed clearance of a fault on lightning arresters for generator No. 2 step-up transformer at Old Harbour where one pole of the 138 kV circuit breaker in the switchyard failed to open properly.
3. January 9, 2008 – System shutdown, due to a stuck breaker, disabled breaker-fail relay and consequent delayed clearance of a fault on the Duhaney/Tredeggar 138 kV transmission line at the Tredeggar end after a wooden transmission support pole fell to the ground.

4. August 5, 2012 – System shutdown, due to delayed clearance of a fault on the Duhaney/Naggos Head 69 kV transmission line at the Duhaney end at pole #1; in the absence of the primary distance protection, which was defective and out of service.
5. March 30, 2013 – System separation and major rural outage, due PT failure at the Duhaney S/S, clearing of the station and subsequent islanding of the power system.
6. April 17, 2016 – System separation and major rural area outage, due to excessive transmission line loading and subsequent islanding of the power system.
7. August 27, 2016 – System shutdown, due to delayed fault clearance of a three-phase fault on the Port Authority 69 kV bus

The System Incidents mentioned above have several common factors which were the subject of OUR enquiries, sets out various recommendations to be implemented by JPS.

2.0 GENERAL INSTRUCTIONS TO BIDDERS

- 2.1 The Bidder is expected to examine all instructions, terms and specifications in the Bidding Documents. Failure to furnish all information required by the Bidding Documents or submission of a bid not substantially responsive to the Bidding Documents in every respect will be at the Bidder's risk and may result in the rejection of its bid.

2.2 Points of Contact (PoC)

All communications and questions with JPS regarding this RFP must be directed to the following Point of Contact (POC):

Name: Ms. Jennifer Foster
Address: Jamaica Public Service Company Ltd
113 Washington Boulevard
Kingston 20, Jamaica
Email: jfoster@jpsco.com

2.3 Communication Regarding the RFP

Unauthorized communications concerning this RFP with other Company employees, executives or contractors may result in immediate disqualification.

All communication and questions should be submitted electronically to the POC. In order to ensure consistency in the information provided to Bidders, responses to questions received will be communicated to all participants, without revealing the source of the inquiries.

Only written responses will be considered official and binding. JPS reserves the right, at its sole discretion, to determine appropriate and adequate responses to questions and requests for clarification.

If for some reason, the Bidder cannot supply all materials electronically, hard copies will be accepted.

Queries should include:

- Company's name, company address and phone number, contact person, email address, position, telephone (work and cell)
- References to specific points within this RFP using the Section number as reference
- Clear and concise questions

A Bidder contact should be provided for all questions and clarifications arising from the Proposal. Please include the person's name, e-mail address, Bidder's address, position title, telephone (work and cell) and facsimile number.

2.4 Period of Validity of Bids

Bids shall remain valid for ***ninety (90) days*** after submission. A bid valid for a shorter period may be rejected by the Company as non-responsive. In exceptional circumstances, the Company may solicit the Bidder's consent to an extension of the period of validity. The request and responses thereto shall be made in writing.

2.5 RFP Amendment and Cancellation

At anytime prior to the deadline for the submission of bids, the Company may for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder, modify the Bidding documents by amendment.

The amendment will be done in writing to all prospective Bidders who have received the Bidding Documents or by posting on JPS' website and will be binding on them.

In order to afford prospective Bidders reasonable time in which to take the amendment into account in preparing their bids, the Company may, at its discretion, extend the deadline for the submission of Bids.

JPS reserves the unilateral right to cancel or reissue the RFP at its sole discretion. Bidders will respond to the final written RFP and any exhibits, attachments and amendments.

2.6 Confidentiality of Data

The Bidder should recognize that JPS operates in a sensitive business environment and, for that reason the Bidder must treat the materials and data provided by JPS as confidential.

2.7 Bid Withdrawal

A Bidder may withdraw a submitted bid at any time up to the deadline for submitting bids. To withdraw a bid, the Bidder must submit a written request electronically, signed by an authorized representative, to JPS before the deadline for submitting bids. After withdrawing a previously submitted bid, the Bidder may submit another bid at any time up to the deadline for submitting bids.

3.0 PREPARATION OF BIDS

3.1 Bid Format

The proposals shall include the following:

- a) Executive summary of why your firm should be chosen to provide consultancy services to conduct detail review of JPS' Outage Management process inclusive of the planning and execution phases and develop plans to address the deficiencies identified. General Information Sheet, Appendix 1
- b) Qualification and experience of your company and staff in providing the services described in this RFP
- c) Price Schedule
- d) Copy of Public Liability Insurance
- e) Exclusions, if any
- f) Any other terms and conditions of the service to be provided.

Failure to provide the information could result in disqualification of a Bidder.

3.2 Bid Prices

Prices quoted by the Bidder shall be fixed during the Bidder's performance of the Contract and shall not be subject to variation on any account.

4.0 SUBMISSION OF BIDS AND SELECTION CRITERIA

4.1 Bid Response

The deadline for submission of proposals is **Wednesday March 29, 2017 at 2.00 pm.**

The Company may, at its discretion, extend this deadline for the submission of bids, in which case all rights and obligations of the Company and Bidders previously subject to the deadline will thereafter be subject to the deadline as extended.

4.2 Late Bids

Any bid received by the Company after the deadline for submission of bids prescribed by the Company, pursuant to **Section 4.1**, will be rejected and/or returned unopened to the Bidder.

4.3 Sealing and Marking Bids

Responses to the RFP should be submitted in a sealed envelope addressed as follows:

JPS Outage Management Process Reviews & Transformation Services
Manager: Contracts Administration
Jamaica Public Service Company Limited
Main Security Post
113 Washington Boulevard
Kingston 20
RFP No. 170310-06A

One (1) original and one (1) copy of the proposal must be submitted in an inner and outer envelope duly marking the envelopes "original" and "copy". The inner envelope, **only**, shall indicate the name and address of the bidder to enable the bid to be returned unopened in case it is declared late or is otherwise unacceptable.

If the envelopes are not addressed, as per above, the company will bear no responsibility for the bid's misplacement or premature opening. A bid opened prematurely for this cause will be rejected by the Company and returned to the Bidder.

In addition bidders are expected to submit an electronic copy of their proposal:

Proposals must be emailed to:

rfi@jpsco.com

Proposal must be signed by an official authorized personnel who can bind the contractor to the provision of the RFP.

4.4 Proposal Rejection

Bids received after the deadline for submission of bids will be rejected. Any Bid received that does not meet the requirements of this RFP may be considered to be non-responsive, and the Bid may be rejected. Bidders must comply with all of the terms of this RFP. JPS may reject any bid as being non-responsive that does not comply with the terms, conditions, and characteristics of this RFP or the key criteria for selection.

4.5 Right of Rejection

JPS reserves the right, at its sole discretion, to reject any and all proposals or to cancel this RFP in its entirety and to accept a proposal other than the lowest priced, if JPS determines, at its sole and absolute discretion, that JPS' interests will best be served by doing so.

5.0 SELECTION PROCESS AND Evaluation CRITERIA

A selection committee consisting of staff members of JPS Contracts and the Engineering Departments will review all responses. Based on the preliminary evaluation of the responses, a short list of respondents may be selected.

Selection will be based on the contractor's responsiveness to the RFP and total price quoted.

5.1 Bid Evaluation Criteria

The competency, experience and background of bidders will be considered in making the selection. Bids will be evaluated based on the criteria including, but not limited to the following:

Criteria

Factors	Weighted Maximum Scores
Proposal Preparation - Professional presentation and organization of the proposal, which illustrates quality of the potential solutions and the Strategic Plan been recommended.	25
Price – JPS is price sensitive, however, in evaluating fees, the Company will consider the best value versus cost or other factors such as expertise, level of service and professionalism.	30
Qualification and Experience <ul style="list-style-type: none"> - Feedback from References - Knowledge and experience in providing similar service - Technical support 	25
Responsive to the RFP and ability to provide service beyond the scope of the RFP <ul style="list-style-type: none"> - Technical capability - Management of scope and materials based on methodology to be employed and demonstrated ability to meet JPS' timelines. 	20

****References** - At least three testimonials are to be submitted in response to this RFP.

5.2 **Determination of Responsive Bids**

The company will examine the bids to ensure conformance to all the instructions listed in the Instructions to Bidders.

Omission of any of the requisite documentation may result in the bid being declared non-responsive and therefore rejected.

5.3 **JPS Bid Evaluation Discretion**

JPS at its discretion may:

- ❖ Select a bid other than the lowest priced if JPS determines, at its sole and absolute discretion, that JPS' interests will best be served by doing so;
- ❖ Withhold any information used in conducting the evaluation;

- ❖ Reject any or all bids and enter into negotiations with any Bidder or Bidders that JPS may choose;
- ❖ Seek clarification from any Bidder regarding bid information and may do so without notification to any other Bidder;
- ❖ Continue the review procedure until a Bidder is selected successfully or until JPS chooses to reject all bids;
- ❖ Accept any bid or alternate as submitted without negotiations;
- ❖ Require revisions to, corrections of, or other changes to any bid submitted as a condition to its being given any further consideration;
- ❖ Select for negotiations only the overall best bids or alternate submitted, as determined by JPS;
- ❖ Truncate negotiations with a Bidder if JPS determines that progress towards a contract is not proceeding in a reasonable manner or at a reasonable pace;
- ❖ Open negotiations with additional Bidders;
- ❖ After review of all bids, opt to split the contract between two or more service providers.

5.4 Bid Discrepancies

Arithmetical errors will be rectified on the basis that if there is a discrepancy between words and figures, the amount in words shall prevail. If the contractor does not accept the correction of errors, its bid shall be rejected.

The Company may waive any minor informality or non-conformity or irregularity in a Bid, which does not constitute a material deviation, provided such waiver does not prejudice or affect the relative ranking of any Bidder.

5.5 Contract Award

The Company will award the contract to the successful Bidder whose bid has been determined to be the most responsive and has been determined the most competitive bid, provided it has been determined that the bidder is qualified to perform the Services required.

The competence, experience and background of Bidders will be considered in making the contract award.

6.0 SCOPE OF WORKS

1. Review JPS' initiation, planning and execution phases of the existing Outage Management Process to accepted international standards.
2. Review the communication that takes place between teams to support the outage management and make recommendations that may be included in a new policy and procedure.
3. Review JPS' operating policies and procedures governing the outage planning, outage coordination and outage execution and suggest updates which may be necessary to improve the process
4. Update the recommended outage management process and procedures with the new requirements of Dispatch Codes 2016 and Electricity Act of 2015
5. Provide the necessary recommendation and leadership in the integration, coordination and synergy between the requesting departments (e.g. Regional T&D, Engineering, Generation, Operations Planning) and the System Control Departments
6. Evaluate the appropriateness of the various software used in the Outage Management Process and make recommendations for efficiency or enhancements.
7. Evaluate and develop plans to address the deficiencies identified.

Deliverable 1: The review and assessment of JPS' existing Outage Management Process from planning through to execution. This should include but not limited to:

1. Review JPS' existing Planned Outage Policies and Procedure
2. Review the outage planning and approval process from Originator (requestor) to Operations Planning (planning coordinator) to System Control (executor).
3. Review of the outage scope planning and preparation by the requestor prior to submission
4. Review the Outage Planning Software that supports the process and make recommendations
5. Review the communication supporting the outage planning and execution and make recommendations

Deliverable 2: Develop plans and make recommendations to address the deficiencies in the existing Outage Management Process through organizational and institutional strengthening to ensure a continuous process of development and enhancement.

1. Institution strengthening through tailored training and developmental programs
2. Recommend Industries Best Practices to include the use of relevant Engineering Software Tools.
3. Provide the necessary recommendation and leadership in the integration, coordination, and synergy between the System Protection and Control, Regional Operations, System Control, SCADA/EMS and Operations Planning departments

1. Project Timeline

The required time schedule is as outlined below:

Deliverable 1 : May 31, 2017
Deliverable 2 : June 30, 2017

7.0 Service Level Standards

All work carried out under this Contract shall be of the highest standard and carried out to completion by competent professionals. The timelines stipulated for the various components of this project must be strictly adhered to avoid any undue delay or interruption of service.

- 7.1 There shall be a thirty (30) day guarantee on all Services performed by the Contractor pursuant to this Contract.

7.2 Identification Cards

All Contractor employees/agents shall have a valid company Identification Card to gain access to the JPS premises and should be displayed by the Vendor or his employee/representative when carrying out work on the said premises. The ID should show the following:

- Vendor/Sub-Vendor Company's name.
- Employee's name.

7.3 Dress Code

It is expected that each company will have its own dress code. However, our expectation is that Vendors' employees will be appropriately and neatly dressed in business attire.

8.0 GENERAL CONDITIONS OF CONTRACT

The Contractor will be required to comply with the following conditions:

8.1 Period of Contract

The period of contract shall be for the duration of the project and shall be effective from the date of signing of the contract.

8.2 Sub-Contracting

If the Vendor needs to sub-contract any part of the work, such arrangements must be confined to the Vendor and the sub Vendor. JPS intends to enter into a contract with a single entity. Where a sub Vendor is a part of this project, this should be declared by the Vendor to JPS and information must be provided on the intended party

8.3 Warranties, Indemnification and Limit of Liability

The Vendor warrants that the services shall be undertaken in accordance with the standard of care, skill and diligence appropriate at the time of performance expected of industry recognized firms performing services of a similar type and nature.

The Vendor warrants that they have the technical competence and resource capability to design, develop, and implement the activities.

The Vendor agrees to indemnify and save JPS, including also its employees, officers, directors, affiliates, sub-Vendor or suppliers of all tiers, consultants and agents, harmless from any and all losses, damages, claims, causes of action, liabilities, losses, costs or expenses, including death, to the extent caused by the negligence or willful misconduct of the Vendor, its agents, employees or s' affiliates, their agents, or employees, in connection with the works, except if such injuries or death to persons, or damage to property, is caused solely by the Company's negligence or willful misconduct.

Neither party to this contract may assert against the other party any claim for breach or non-performance in connection with this contract unless the asserting party has given the other party written notice of the event giving rise to liability

within twelve months after the asserting party first knew or should have known of such event.

The provision of this clause shall survive any expiration or termination of this contract.

8.4 Prices for Services

Prices charged by the Vendor for the Services performed under this Contract shall not exceed the prices quoted by the Vendor in the financial proposal and further agreed in any post negotiation discussions between JPS and the successful bidder and shall be fixed for the period of the Contract unless otherwise agreed by the Parties in writing.

8.5 Terms of Payment

The Vendor shall invoice JPS at agreed intervals. In order to facilitate consistency in the review and approval of invoices, all invoices should clearly state details of the work performed.

JPS shall pay within 30 working days of receipt of undisputed invoice.

8.6 Termination

JPS reserves the right to terminate the contractual arrangement after the initial phase of the process in the event that the standards of delivery are not met. Either party may terminate the contract without cause by giving 30 days' notice to the other party.

8.7 Force Majeure

The Vendor shall not be liable for termination by default, if and to the extent, that its failure to perform its obligations under the Contract is the result of an event of Force Majeure.

If a Force Majeure situation arises, the Vendor shall promptly notify the JPSCo in writing of such condition and the cause thereof. Unless otherwise specified by JPS in writing, the Vendor shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the Force Majeure event.

8.8 Penalties/Liquidated Damages

The performance of services shall be made by the Vendor in accordance with the specifications and/or standards specified by JPS.

The penalty amounts presented for each class of violation will be pursued on a “per violation” basis. In determining the amount of a penalty or the degree of a proposed sanction to be assessed JPS will consider the following factors:

- (1) The severity or seriousness of the violation.
- (2) Whether the violation was willful or intentional.
- (3) Whether the Vendor acted in good faith to avoid or mitigate the violation or to correct the violation after it became apparent.
- (4) Whether the Vendor has engaged in similar violations in the past.
- (5) The level of penalty or sanction necessary to deter future violations.

8.9 Equipment

All equipment or supplies provided by JPS to the Vendor shall remain the property of JPS. The Vendor shall return such equipment to JPS upon termination of the Contract or when the equipment is no longer needed by the Vendor. The equipment shall be in the same condition as when it was delivered to the Vendor by JPS. The Vendor shall have full responsibility for the keep and care of the equipment.

8.10 Insurance

Although not a requirement, the Vendor who is awarded the contract maybe required to provide insurance as outlined below:

- **Public liability insurance**

For personal injury, death or property damage arising from accidents during the performance by the Vendor of its obligations under the contract and with a minimum limit of indemnity of \$10,000,000 for any one event or period.

- **Employers Liability insurance**

Covering all employees and casual workers and with an Indemnity to Principal extension with a minimum limit of indemnity of \$10,000,000 for any one event or period.

- **Personal Accident Insurance**

Coverage or its equivalent covering all its employees for claims for personal injury or death in connection with this contract.



Appendix 1

REQUEST FOR PROPOSAL (RFP)

JPS Outage Management Process Review & Transformation Services

GENERAL INFORMATION

Name of Organization: _____

Address:

Key Contact: _____

Title: _____

Telephone Numbers: _____

Email Address: _____

