

**PANAMA CANAL AUTHORITY
REQUEST FOR INFORMATION**
**Consulting Services for the Overview, Analysis, Proposal, and
Implementation of New Management Strategies, Administrative and
Operative Processes, Site Upgrades and Technology for the Canals' Fleet
and Equipment Management and Maintenance Division Processes**

1. DESCRIPTION

The Panama Canal Authority (ACP) is interested in optimizing and modernizing processes related to its shipyard administration, operation, and maintenance as well as the maintenance and operations of its tugboats, launches and others fleet. Therefore, it is seeking companies with the required experience that could be interested in offering consulting and implementation services (Interested Parties).

2. THIS IS A REQUEST FOR INFORMATION (RFI) ONLY

This Request for Information (RFI) is issued solely for information and budgetary planning purposes. It does not constitute a Request for Proposal (RFP) or a promise to issue an RFP in the future. This request for information does not commit the ACP to purchase any supply or service whatsoever. Further, the ACP is not seeking, at this time, proposals and will not accept unsolicited proposals. Interested Parties are advised that the ACP will not pay for any information or administrative costs incurred in response to this RFI; all costs associated with responding to this RFI will be solely at the interested party's expense. Not responding to this RFI does not preclude participation in any future RFP, if any is issued.

This RFI does not imply a commitment to purchase any supplies or services, acceptance, or a contractual agreement. Provided feedback will be used strictly for information purposes and not as a formal proposal.

3. BACKGROUND

The Panama Canal is an 80-km long waterway connecting the Atlantic and Pacific Oceans across the Isthmus of Panama. The Autoridad del Canal de Panamá (ACP) is an autonomous legal entity established under public law in accordance with Title XIV of the Constitution of the Republic of Panama and organized by Law No. 19 of June 11, 1997, which is exclusively in charge of the administration, operation, conservation, maintenance, and modernization of the Panama Canal and its related activities, pursuant to the constitutional and legal provisions in force, in order that it may operate in a manner that is safe, continuous, efficient and profitable. Comprehensive information of the ACP's history, operations, financial performance, market, organization, and legal framework can be obtained at its website, www.pancanal.com.

The Fleet and Equipment Management and Maintenance Division of the ACP is responsible for the acquisition and maintenance of all vehicles, heavy and special equipment, and floating equipment that the organization requires. The Division is

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integrated by four (4) sections and is responsible for the management and execution of a yearly budget of \$120M, ensuring proper maintenance levels and availability of vehicle and floating fleets to support the efficient administration, operation, and maintenance of the Canal.

The division is responsible for the activities and operations of the shipyard, the main repair and industrial diving facilities, the land transportation maintenance, and the fleet administration for the Panama Canal Authority. The division is headed by a manager who is responsible for four sections, each headed by a section manager as well as a Floating Maintenance Planning Team and an Analysis Team. This division provides expert advice and support in the design, construction, modification, and maintenance of floating and land transportation equipment; damages and marine salvage; industrial equipment and structures, project planning, industrial diving, and training; electromechanical systems and machine tools and their acquisition; and equipment and materials required for the advancement of the operations for this division.

In addition, the division is responsible for and administration of the floating equipment fleet (launches, boats, etc.) and the land transportation vehicle fleet (cars, trucks, fire trucks, ambulances, lifts, cranes, etc.).

3.1. The Engineering and Naval Architecture Section (INMN)

This section is responsible for providing naval architecture and engineering support for projects. Prepares and reviews designs for construction, modification and repair of structures, propulsion and machines of boats, tugs, barges, cranes, drills, dredgers, electrical generation systems and auxiliary equipment, lock equipment, landfills, power plants and industrial equipment under the responsibility of the Panama Canal Authority.

- Undertakes diagnostics and quality inspection following the processes established in the Quality Management Program of the Fleet and Equipment Management and Maintenance Division and oversees the assignment in the various projects managed by the Division.
- It has a certified group in the management of the control of the environment within confined spaces during the works carried out in the division's facilities.
- Provides Instrumentation and calibration services to all equipment of the Fleet and Equipment Maintenance Division.
- Provides support purchases of supplies, parts, safety equipment and office equipment. Undertakes logistical support for the optimal growth of the plant and the fulfillment of the improvement projects for the facilities and plant equipment including the floating equipment of the Fleet and Equipment Management and Maintenance Division and the equipment for the Salvage and Diving Unit.

3.2. The Fleet Administration, Investment and Reliability Section (INMA)

This Section keeps analysis of fleet optimum size for all the fleets administrated by the Fleet and Equipment Management and Maintenance Division. Is responsible for the proper acquisition and replacement of all the land transportation, industrial and floating fleets for the ACP. Coordinates the routines and cycles for preventive maintenance of the fleet of tugs, launches, and vehicles assigned to the Fleet and Equipment Management and Maintenance Division. Maintain operations certificates of the equipment of all fleets. Performs periodic audits of the maintenance of the equipment to maintain availability of the fleet in accordance with operational requirements. Recommends criteria for the standardization of processes and indicates the optimum fleet of various equipment of the Panama Canal Authority. Maintains long-term plans for replacement and acquisition of the necessary equipment to provide availability of the resources needed in the Canal operations.

This Section provides assistance to the Contracting Officer by providing expert personnel as his representative for contracts involving the acquisition of floating equipment. This Section is responsible for the Divisions investment program, and coordinates with the other sections the proper execution of this program.

3.3. The Land Equipment Maintenance Section (INMT)

It is the section responsible for the complete maintenance of all the ground equipment of the Panama Canal Authority, such as light vehicles (sedans, pick-ups, vans), minor equipment (lifts, concrete mixers, welders) and heavy vehicles (trucks, cranes, mechanical shovels, tractors, fire trucks, ambulances, tankers, and flat beds).

- Undertakes diagnostics and quality inspections, car repair shops, and welding.
- Responsible for the general administration, strategic development, budgetary execution and personnel management for the Atlantic and Pacific repair and support units.

3.4. The Floating and Industrial Equipment Maintenance Section (INMF)

This section manages and directs the resources assigned for the reconstruction, repair, fabrication, and/or modification of major floating equipment (tugs, rigs, floating cranes, dredges, drilling rigs, push boat, miter gates and spillways, major components of the locks, vehicle bridges and general industrial repairs, etc.).

Responsible for the rehabilitation, preventive, and corrective maintenance of floating equipment such as launches, tugboats and marine motors.

- Performs maintenance to small crafts and other minor floating equipment afloat in Miraflores Dock and Mont Hope.

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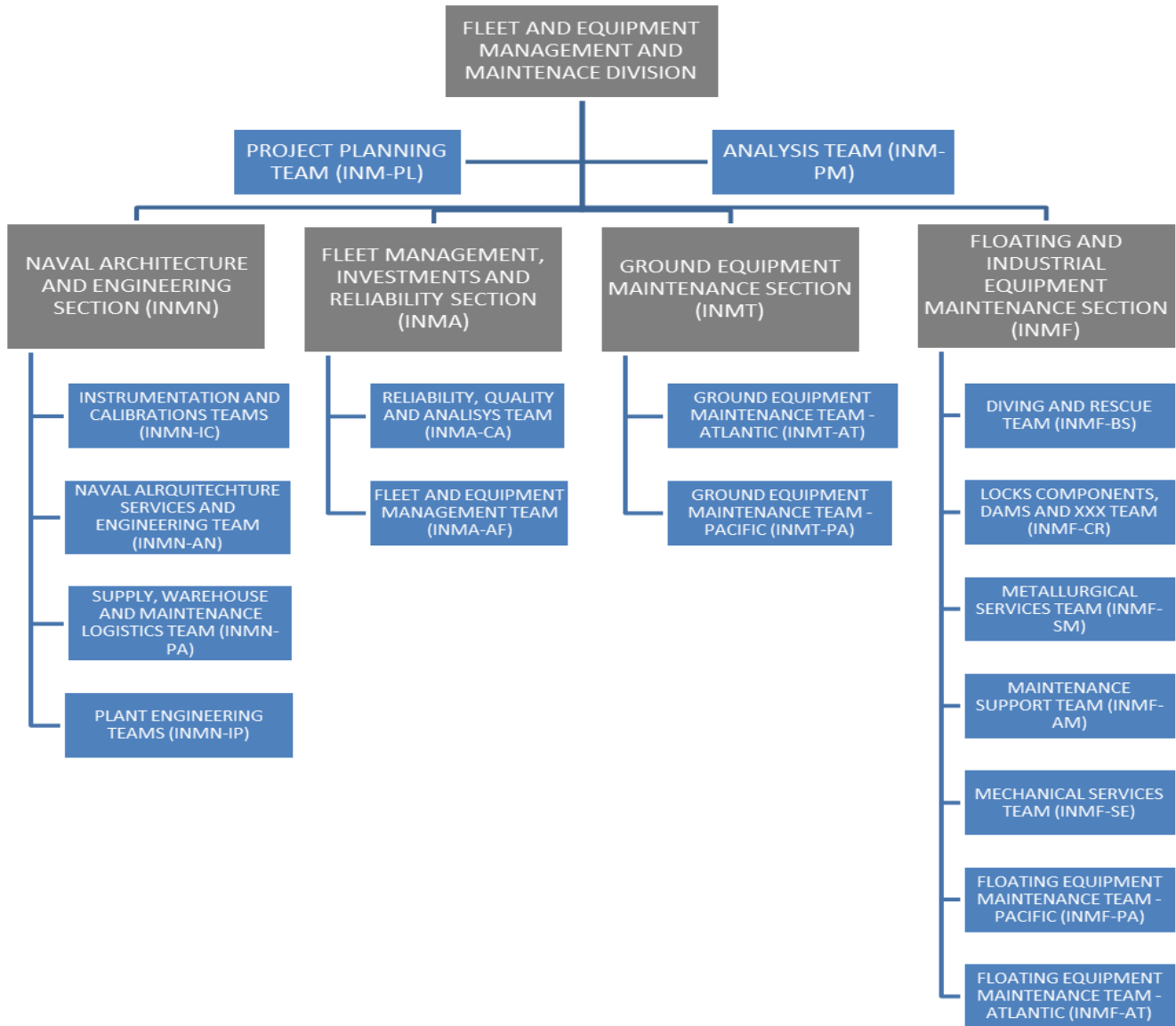
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- Responsible for the general administration, strategic development, budgetary execution, and personnel management in the units pertaining to floating equipment shops, tugs marine maintenance, salvage and diving, shipyard assistance, locks and dams' components and dry-docking plant equipment maintenance and mechanical, metallurgic, industrial coatings and electrical services units.
- Provides advisory services in the operation of the plant infrastructure, equipment, machinery, tools, and floating equipment.

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3.5. Organizational Chart of the Fleet and Equipment Management and Maintenance Division.



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3.6. Geographical Locations

3.6.1. Mount Hope Shipyard



Google Maps: <https://maps.app.goo.gl/GtX9Sv7obpueopLC9>

3.6.2. Miraflores docks



Google Maps: <https://maps.app.goo.gl/bKcGC2JrFhvAbXYW7>

3.7. Main clients

The Fleet and Equipment Management and Maintenance Division provides services to the following main clients within the Panama Canal:

- Transit resources division (Operational tugboats and launches)
- Locks division (Panamax and Neo-Locks)
- Dredging operations division (dredges, suction pipe system, launches, tugboats and pushboats)
- Electrical operations division
- Water Division
 - Spillways mechanical components
 - Water treatment plants (Miraflores, Mt. Hope and Mendoza)

3.8. Operations Platform

The Fleet and Equipment Management and Maintenance Division utilizes the following systems to accomplish its operations:

- a. Maximo-SAA (SAA): Enterprise asset management software designed to assist an organization in managing its assets such as buildings, vehicles, fire extinguishers, equipment recording details such as details, maintenance schedules and participating in workflows to manage the assets.
- b. Oracle Financial System Modules:
 - I-procurement (ICX): This module enables internal clients to request inventory items from a standardized (internal) catalog, corporative contracts' items from the different suppliers, and also punch-out items from external suppliers' catalogs when available.
 - PO: The purchase order module manages the approval process for an internal requisition to secure funding and the required authorization levels for it to become an internal order. It is also used by the Inventory Management Unit for purchases to restock inventory.
 - PA: The projects accounting module receives, stores, and generates accounting information on the work carried out by the different units. These jobs can be operations or investment, commercial or obsolete/deteriorated inventory. This information provides the manager with a tool that eases his responsibility to manage costs efficiently, while meeting operational requirements.

3.9. Quality Management System

The QMS was established in 2002, when the Fleet and Equipment Management and Maintenance Division received ISO 9001 certification. Since then, and through the vice presidency of Operations (vice presidency that the division was part of) the certification was sustained, establishing a quality management system with all main processes documented. In 2020, the vice presidency decided not to recertificate, but maintaining the established QMS. The Division uses and applies 20 manuals and 62 process instructions.

4. SCOPE OF THE SERVICES

Interested Parties must provide all required resources to perform the consulting services. Proposed personnel must travel to the Republic of Panama to conduct on site interviews and interact with The Fleet and Equipment Management and Maintenance Division personnel to acquire a better understanding of actual processes. Proposed personnel must be fully bilingual (English and Spanish) so that interviews, recommendations, and reports must be provided in Spanish. Once the ACP has decided as to process changes and new technology, Contractor personnel must accompany ACP during implementation. Technology recommendations must be compatible with the current Oracle Financial System and IBM Maximo utilized by the ACP.

Services to be provided may include but are not limited to:

4.1. Process Improvements

- a. Review processes within The Fleet and Equipment Management and Maintenance Division regarding administration and operation of the two main facilities for the purpose of industrial and floating equipment maintenance (Mount Hope Shipyard and Miraflores Dock) as well as the maintenance and modernization of these two facilities and provide recommendations to re-engineer and automate processes to improve efficiency and lower operational costs, considering the industries best practices.
- b. Recommend best practices to align the client's needs, and to improve maintenance planning and forecasting to determine the most efficient service level.
- c. Evaluate and provide recommendations to improve the Quality Control and Quality Assurance processes for the services provided.
- d. Evaluate and provide recommendations to improve the overall maintenance process.

- e. Evaluate and provide recommendations to improve the maintenance processes for the main floating operational equipment (operational tugboats and launches)

4.2. Facility and layout improvements

- a. Provide recommendations to improve existing facilities (Mount Hope Shipyard and Miraflores Dock) efficiency (space utilization, accessibility, working conditions, equipment, and tools, etc.) based on each installation operational logistics.

4.3. Technology Improvements

- a. Evaluate and provide recommendations on software technology to improve operation, data analysis and reporting efficiency, improve visibility of maintenance on-going schedules, improve data collection during maintenance, and reduce paper processes. Any new software recommendation must be compatible with the Oracle Financial System and/or IBM-Maximo.
- b. Evaluate the use of automation/robotics in our existing workshop operations areas to improve efficiency and lower operational costs.
- c. Evaluate and provide recommendations on heavy and mobile equipment for better operational efficiency of the different workshops and maintenance areas (cranes, forklifts, scanners, tablets, handheld computers, etc.).

5. MINIMUM REQUIREMENTS

Interested parties must meet the following requirements:

- a. Experience: Have at least (10) ten years of experience in naval fleet repairs, naval fleet maintenance, shipyard management, supply chain and logistics operations.
- b. Past Performance: Must have successfully performed similar services within the last 10 years, in companies with dry docking and dock facilities, that can dry dock equipment up to 114 m loa and 17 m beam, including tugboats, dredges, barges and other floating equipment. Past performance must include new technology and systems implementation. It should include at least two (2) similar studies and implementations.
- c. Proposed Key Personnel: Must be specialized professionals on the fields of shipyard management, naval maintenance, information technology, engineering, project management, logistics personnel and specialists who have carried out process improvement projects, operations flow design, maintenance processes evaluation, IT solutions, and workshops design, etc.

6. DELIVERABLE

To participate in the market research, interested parties shall present the following information by the specified date:

- a. A proposed statement of work to accomplish the required services.
- b. A proposed schedule of work indicating the duration of the different activities, including implementation period.
- c. A cost breakdown for performing the required services, including implementation period services.
- d. A description of their experience, evidencing compliance with the indicated 10 years of experience in naval fleet repairs, naval fleet maintenance, shipyard management, supply chain and logistics operations.
- e. A list of similar services performed in companies with dry docking and dock facilities, that can dry dock equipment up to 114 m loa and 17 m beam, including tugboats, dredges, barges and other floating equipment. Past performance must include new technology and systems implementation. Information to be provided must include at least two (2) similar studies and implementations.
- f. Each project or past performance submitted as evidence of compliance with this requirement shall have a distinct name. Each project submitted shall include at least the following information.
 - i) Name and location of the services performed
 - ii) A description of the services performed
 - iii) Starting and ending dates of the project
 - iv) The name of the Client/Company for which the services were performed; point of contact, telephone number and email. The ACP may be calling to verify references provided.
 - v) Project/Contract amount in U.S. dollars
- g. A list of the proposed personnel available for the services and their experience in similar projects. The information shall include curriculum vitae for each of the proposed key personnel and copies of professional certifications and licenses related to the subject matter.

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7. QUESTIONS

Queries will be received by email only. Responses to interested parties will be delivered in the same manner.

ACP may request clarifications / conference calls on any proposal received if deemed necessary.

8. POINT OF CONTACT

Interested parties shall deliver all information and inquires not later than January 31, 2022, to the following contact: **Ing. Gustavo Rivas, email:**

GJRivas@pancanal.com