

Tender Number: 60141378
Date Created: Jan 25, 2011
Contact Person: Dana MacDonald
Telephone: 902-424-1714
Document Reference: 60141378

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Requisition #10027087

Request for Proposals for Access to Business (A2B) Solution Implementation Services for the Department of Service Nova Scotia and Municipal Relations.

Fax and / or electronic proposals **will not** be accepted.

Department Contact: Natasha Clarke (902) 424-8625

PRICES TO BE QUOTED TAX OUT ONLY

PLEASE COMPLETE THE UNIT, DELIVERY DATE, UNIT PRICE AND EXTENDED PRICE FIELDS

Item	Qty	Material	Delivery date	ALL PRICES MUST BE EXTENDED AND TOTALLED	
				Unit Price	Extended Price
00001	1				
	Perf. unit	Access to Business Project			

The item covers the following services:

Item	Quantity	Unit	Description
10		EA	Access to Business Project

Tender Number: 60141378

PRICES TO BE QUOTED TAX OUT ONLY

PLEASE COMPLETE THE UNIT, DELIVERY DATE, UNIT PRICE AND EXTENDED PRICE FIELDS

Item	Qty Unit	Material Description	Delivery date	ALL PRICES MUST BE EXTENDED AND TOTALLED Unit Price Extended Price	
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THE FOLLOWING INFORMATION MUST BE COMPLETED TO ENSURE TENDERACCEPTANCE **TOTAL:**

BIDDING COMPANY:		REPRESENTATIVE OF BIDDING COMPANY:	
PRINT NAME:			
PHONE#:	FAX#:	E-MAIL ADDRESS:	
PO BOX:	CITY:	POSTAL CODE:	
STREET:	CITY:	POSTAL CODE:	
DELIVERY PROMISED:	TERMS:	FOB:	
SIGNATURE:			

All documents listed here can be found on our web site at www.gov.ns.ca/tenders/policy

If you do not have access to these documents via the Internet, please request a copy from Nova Scotia Procurement, 6176 Young St., PO Box 787, Halifax, NS B3J 2V2, phone (902)424-3333, fax (902)424-0622. Please request the document(s) by name.

NEED HELP? Suggestions and hints to help you reply to this tender are available from the above web page by selecting "Tendering Guides" then "Request for Quotations Completion Guide".

*****INSTRUCTIONS REGARDING THIS PURCHASE*****
By submitting a response to this tender, you acknowledge that you have read and complied with the applicable Nova Scotia Procurement documents. The following documents apply to this tender, and are available from the above web page by selecting "Terms & Conditions" then selecting the following:

Atlantic Standard Terms and Conditions (revised April 1, 2007)
Supplement - Request for Proposals (revised January 2005)

Requisition #10027087



Rev 090615

Procurement Services - Public Tenders Office

6176 Young Street, Suite 200

Halifax, Nova Scotia B3K 2A6

Telephone: (902) 424-3333 Facsimile: (902) 424-0608 or 0622

REQUEST FOR PROPOSALS (RFP)

RFP No. 60141378

**Access to Business (A2B) Solution Implementation
Services**

For

**Service Nova Scotia and Municipal Relations
(SNSMR)**

Request for Proposals prepared and released by:
Service Nova Scotia and Municipal Relations

**RFP RESPONSE TEMPLATE FOR
A2B Solution Implementation Services**

RFP #60141378

**AN MS WORD RESPONSE TEMPLATE CONTAINING THE TEXT OF THE
RESPONSE REQUIREMENTS, AS CONTAINED IN SECTIONS 3 AND 4 OF THIS
REQUEST FOR PROPOSALS, IS AVAILABLE BY SENDING AN EMAIL REQUEST,
INCLUDING ORGANIZATION AND CONTACT INFORMATION, TO:**

Natasha Clarke

CLARKENA@gov.ns.ca

**PROPOSERS SHOULD USE THIS TEMPLATE TO FORMAT THEIR RESPONSE AS
SPECIFIED IN SECTION 3 AND 4 OF THIS REQUEST FOR PROPOSALS**

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Introduction

Service Nova Scotia and Municipal Relations (SNSMR) is responsible for providing seamless, easy access to government services for Nova Scotian residents and businesses. Access Nova Scotia is the delivery arm of the Nova Scotia provincial government, and strives to be a recognized leader in service excellence and a model in the development and delivery of flexible, client-centric programs, services and information.

The Access to Business (A2B) project (referred to as the “A2B Solution Implementation Project”) has been launched to enable service bundling for business clients. The project involves the transformation of how government services are offered to Nova Scotia businesses. The “self service” website will allow clients to perform numerous types of transactions with government online and in a manner similar to other private sector online service offerings such as banking.

In support of this project, SNSMR is issuing this Request for Proposals (RFP) to select a supplier qualified to work with SNSMR to implement the Access to Business (A2B) Solution defined as the business application (i.e. “A2B Gateway”), the technical infrastructure, and the LPRCs. A group of specific LPRCs comprises an industry sector e.g. food service and accommodation.

1 Background

1.1 Service Nova Scotia and Municipal Relations

Service Nova Scotia and Municipal Relations (SNSMR) is responsible for providing seamless, easy access to government services for Nova Scotian residents and businesses. Access Nova Scotia is the delivery arm of the Nova Scotia provincial government, and strives to be a recognized leader in service excellence and a model in the development and delivery of flexible, client-centric programs, services and information.

Information about Service Nova Scotia and Municipal Relations can be found at:

<http://www.gov.ns.ca/snsmr>

1.2 Situation Overview

The A2B Solution Implementation Project has been launched to enable service bundling for business clients. The project involves the transformation of how government services are offered to Nova Scotia businesses. The “self service” website will allow clients to perform numerous types of transactions with government online and in a manner similar to other private sector online service offerings such as banking. A client will be required to register and login to the A2B Solution and be provided with a variety of types of transactions including:

- Information and assistance in identifying the government requirements to operate a business in a specific sector;
- Online submission of applications and renewals for licenses, permits, registrations, and certificates (LPRCs) required to operate their business and associated payments;
- A “one-window” view into their interactions with government; and
- The ability to manage their corporate information which will be shared across departments and levels of government (i.e. Federal departments, municipalities).

Anonymous access may also be available to view information (e.g. Bizpal).

This initiative will enable SNSMR to move forward with a true integrated service delivery solution for business clients. This project will provide real service improvements to the entrepreneurs wanting to do or doing business in Nova Scotia. It also provides the Province with a framework (both technical and process related) that is flexible enough to be utilized by many different departments and levels of governments, to provide a ‘client-centric’ service offering to the public.

Funding has been obtained from Treasury Board to enable the implementation of the A2B Solution Implementation Project.

Through this RFP, SNSMR is seeking to select a competent and capable supplier who will work with SNSMR to design, develop and implement a new A2B Solution.

2 Requirements

2.1 Terminology

The following subsections define terminology that is found in the balance of Section 2 and in 3 of this RFP.

2.1.1 *Mandatory Requirements*

This RFP contains two types of mandatory requirements. They are defined as follows:

1. **‘(M)’**- Clauses that contain the designation **‘(M)’** refer to mandatory deliverables, commitments and capabilities that will not be evaluated. By responding to the RFP the Proponent is certifying agreement to meet such requirements at the present or in the future. These clauses are characterized as follows:
 - No clause-by-clause substantiation or response is required;
 - No evaluation is conducted;
 - Clauses embody the commitments that Proponents must make;
 - Clauses are covered by a certification of compliance described in Section 3.2.; and
 - If the Proponent is required to [**must (M)**] **“represent and warrant”** a capability or other fact, subsequent conclusive evidence that the fact or capability was misrepresented would constitute sufficient reason for contract termination for cause.
2. **‘(P/F)’** - Clauses that contain the designation **‘(P/F)’** refer to mandatory response/delivery/capability requirements which will be evaluated on a Pass/Fail basis only. The Proponent is required to provide evidence or substantiation as specified in the requirement and that evidence will be evaluated on a Pass/Fail basis only.

Failure to meet a Pass/Fail requirement will result in disqualification of the proposal.

2.1.2 *Rated Requirements*

Requirements that represent desirable, but not mandatory characteristics or specifications are specified by the term **‘(R)’**. Such requirements are characterized as follows:

- Required responses will be evaluated and weighted according to a scoring scheme;
- No single low score will result in proposal elimination; and
- Groups or categories of rated items may have a combined threshold or minimum required score which, if not met, will result in elimination of the proposal.

Note: Although the financial proposal is a **‘(R)’** component of the response; failure of a Proponent to provide a required component of proposed pricing may result in disqualification of the proposal.

2.2 Contracting Approach

The contract will terminate on March 31, 2012. The successful Proponent must complete all phases of the project by that date.

Upon acceptance of Phase One, the successful Proponent will submit a detailed Phase Two project plan, schedule and fixed price based on the agreed upon list of LPRCs to be developed, implemented and integrated. SNSMR intends to complete Phase Two with the successful Proponent based on the acceptability of the detailed Phase Two project plan and/or the fixed price. However, should SNSMR deem the Phase Two project plan, schedule and/or fixed price to be unacceptable, or for any other reason, SNSMR may elect, at its sole discretion, to terminate the contract with the successful Proponent and may issue a further Request for Proposal for A2B Solution Implementation Services.

SNSMR reserves the right to negotiate an extension to the contract beyond March 31, 2012 for the purpose of implementing additional LPRCs based on acceptance of a proposal submitted by the successful Proponent at the end of Phase Two. Any negotiation of rates for any extension will be based on the rates proposed in response to this RFP adjusted by the change in *Statistics Informatics Professional Services Prices Index* in place at the time of negotiation. Information about the *Statistics Informatics Professional Services Prices Index* can be found at the following website:

<http://www.statcan.gc.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=2333&lang=en&db=imdb=8&dis=2>

2.3 Project Requirements

2.3.1 *Scope and Deliverables*

2.3.1.1 Project Objectives

The objective of the Project is to implement an A2B Solution in accordance with SNSMR's requirements and within the approved budget and timeline.

2.3.1.2 Scope Definition

Scope management is considered a critical success factor for this project in order to manage expectations surrounding the implementation of the A2B Solution within the approved budget and timeline.

2.3.1.3 Scope Inclusions

Throughout the A2B Solution Implementation Project, the successful Proponent will be required to track and manage the project and report progress. The successful Proponent's Project Manager will report to SNSMR's Project Director.

2.3.1.3.1 *Phase One Scope:*

The LPRCs involved in the initial implementation of the A2B Solution will be selected using a number of factors. Primarily, it is critical that the initial bundle of LPRCs shows the potential to reduce significant administrative burden on clients as well as reduce operational costs for government.

During Phase One of the project, the successful Proponent will be required to perform the following activities:

- A. Develop the detailed requirements specification and design of the business application i.e. A2B Gateway,
- B. Finalize the list of LPRCs for which detailed requirements and design will be prepared during Phase One. This activity will include activities such as defining criteria to assist in the refinement of the list of LPRCs,
- C. Develop the detailed requirements specification and design for the LPRCs selected in activity “B” above
- D. Set up the technical infrastructure components (i.e. server hardware, Oracle Weblogic Suite, Oracle SOA Suite, Adobe E-Forms, Databases),
- E. Develop a Phase Two project plan, schedule and fixed price proposal based on the remaining budget and timeline, i.e.:
 - development and implementation of the business application, and
 - development and implementation of the agreed upon list of LPRCs into the business application.

2.3.1.3.2 Phase Two Scope:

During Phase 2 of the project, the successful Proponent will be required to develop and implement the business application and each of the LPRCs agreed upon and included in the approved Phase Two project plan as per activity “E” above including:

- Integrating, testing (unit, system),
- Supporting user acceptance testing,
- Providing change management expertise and advice, developing and implementing a change management plan and a communications plan,
- Developing training materials based on a train-the-trainer approach; training SNSMR business and administrative staff to train other SNSMR personnel,
- Transferring knowledge to SNSMR IT staff to enable them to provide ongoing support of the A2B Solution,
- Developing A2B Solution documentation,
- Providing short term support during the stabilization period after the A2B Solution is fully operational (for approximately 30 business days).

Data Sharing/Integration Types:

The information submitted by clients via the electronic forms in the A2B Solution must be shared with the programs/departments responsible for processing and adjudicating the various LPRCs. This information sharing will be enabled through a variety of methods as required by each program owner, including workflow, email and electronic integration.

A glossary of possible data sharing approaches are outlined below:

End-to-End Integration – This integration enables data sharing through true integration, and involves an interface between the A2B solution and another departmental information system(s).

Email – With this approach, the A2B solution will share LPRC data with the appropriate program area via email. An automated email will be sent to a program owner with a populated form (e.g. pdf).

Client Print Function – This functionality does not include electronic data sharing. This function would be used for programs and LPRCs requiring a “wet” signature. For these cases, the client would complete the LPRC online. Once the form is populated, the clients would print the form, sign it and deliver it using an appropriate channel (in-person, mail).

2.3.1.4 Scope Exclusions

The following activities are considered outside of the scope of this requirement:

- Acquisition of hardware and software.
- Provision of ongoing support of the A2B Solution, beyond the stabilization period.

2.3.1.5 Contractor Responsibilities

The successful Proponent will be responsible for at a minimum:

- Project management
- Change management advice and expertise
- Business analysis
- Detailed solution architecture.

The successful Proponent will also provide any additional resources required to successfully implement the A2B Solution.

2.3.1.6 Project Deliverables

2.3.1.6.1 Phase One Project Deliverables

In addition to the development of the A2B Solution, the successful Proponent will be responsible to develop the following deliverables to enable SNSMR to monitor that the project is on track to meet the business, functional and technical requirements within the approved budget and timeline:

- Project charter
- Project plan, schedule and budget for Phase One
- Standard project management registers (Risk Log, Issue Log, Action Log, etc.)
- Change management plan appropriate to the Phase One activities
- Change management strategy and approach for Phase Two
- Finalized list of LPRCs (and the identified industry sector(s)) for requirements analysis, specification and design
- Detailed business, functional and technical requirements specification

- Detailed business and technical design specification
- Test plan strategy and approach
- Phase Two project plan, schedule and fixed price.

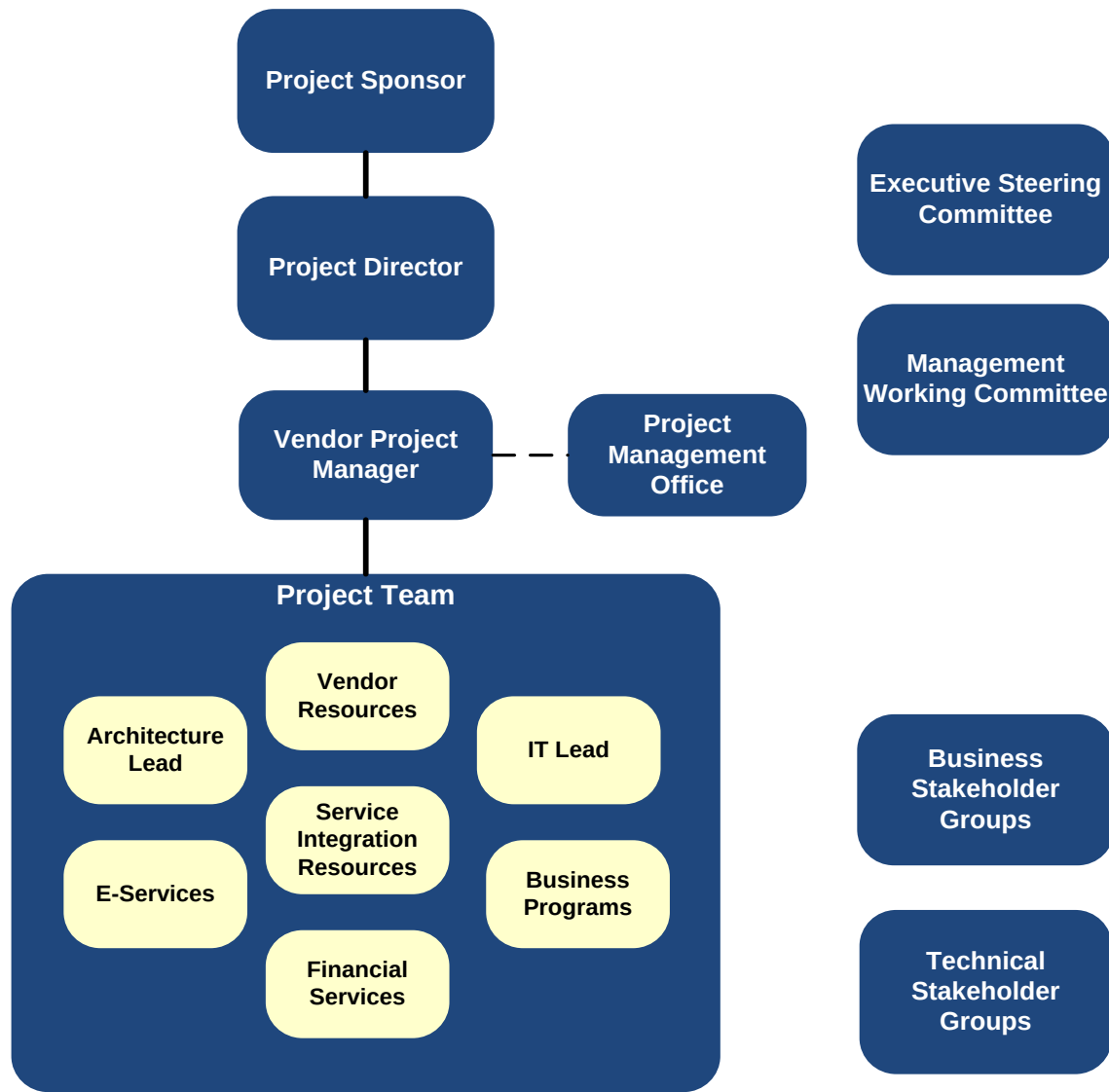
2.3.1.6.2 Phase Two Project Deliverables

The Successful Proponent will be responsible to develop and implement the business application and the agreed upon LPRCs (and industry sector(s)) and prepare a number of deliverables including at a minimum:

- Detailed change management plan
- Test plans
- Test cases
- Training materials
- A2B Solution documentation.

2.3.1.7 Project Organization Structure

The following diagram depicts SNSMR's proposed project organization structure.



The following table describes the key roles of SNSMR resources will perform on the project, their commitment to the project and their respective positions within SNSMR.

Project Position	SNSMR Position Title	Project Commitment
Project Sponsor	Executive Director, Service Delivery	P/T as required
Project Director	Director, Service Integration	P/T as required
IT Lead	IMS – IT Resource	P/T as required
Architecture Lead	IMS – Enterprise Architect	P/T as required
Financial Services	Finance Resource	P/T as required
Service Integration Resources	Service Integration Special Projects Resource	P/T as required
	Service Integration Resources	F/T and P/T as required
	Manager, Business Integration	F/T
	Operational Analysts and/or Integrated Services Co-ordinator	P/T as required

Project Position	SNSMR Position Title	Project Commitment
Project Management Office (PMO)	PMO Resources	P/T as required
Business Programs	Program Co-ordinator, RJSC	P/T as required
	Program Co-ordinator, NSBR	P/T as required
e-Services	Manager On-Line Service Delivery	P/T as required
	Website Solutions Specialist	F/T

The Project will be governed by the following committees:

Executive Steering Committee:

SNSMR will establish an Executive Steering Committee to guide the overall development and implementation of the A2B Solution and support the Project Sponsor.

Management Working Committee:

SNSMR will establish a Management Working Committee to review deliverables, address escalated day-to-day project issues.

Project Management Office (PMO):

SNSMR has established a Project Management Office to manage and monitor the Project within the project management framework that has been established.

2.3.2 *Project Stakeholders*

Key Stakeholder groups include:

- Stakeholders who will be involved in the project:
 - Program areas within SNSMR
 - Program areas external to SNSMR e.g. Nova Scotia Business Registry (NSBR)
 - Current users of NSBRiS (on-line NSBR)
 - Service Delivery Division of SNSMR
 - Information Management Services Division of SNSMR
 - Unisys Canada as a current service provider (hosts many of the applications that will be part of the overall A2B Solution)

Appendix A provides an SNSMR organization chart.

- Stakeholders who will be informed about the project:
 - External stakeholders i.e. future users, e.g. business clients, Industry Canada, CRA, WCB

2.3.3 *Use of Subcontractors*

The Proponent **must (M) agree** that any subcontractors engaged to deliver services that are not included in the Proponent's response to this RFP will be subject to the approval of SNSMR.

2.3.4 ***Replacement of Personnel***

By responding to this RFP, the Proponent is committing to make the proposed key personnel available to the Project within two weeks of announcement of the selection of the Preferred Proponent provided the personnel are still employed by the Proponent. SNSMR realizes that the Proponent's key personnel proposed for this assignment as identified in Section 3.6.2, may not be available at the time they are required.

- a) The Proponent **must (M) agree** that it will not reassign any of its key personnel proposed for this assignment.
- b) The Proponent **must (M) agree** that any substitution of resources by the Proponent will be subject to approval by SNSMR's Project Director, such approval not to be unreasonably withheld.
- c) The Proponent **must (M) agree** to replace any individual where SNSMR's Project Director concludes that, after due consideration, an assigned resource from the Proponent's organization is not performing adequately.
- d) The Proponent **must (M) agree** that any proposed substitute resources will possess qualifications and experience equal to or greater than the resource being replaced.
- e) The Proponent **must (M) agree** to bear all costs incurred to get substitution resources up to speed.

2.3.5 ***Financial Capacity and Responsibility***

The successful Proponent may be required to demonstrate their financial capacity to undertake this Project.

The successful Proponent **must (M) represent and warrant** that they are assuming full financial and legal responsibility for the contractual delivery and performance obligations related to the proposed services.

If the bidding entity is the result of a prime-sub arrangement, financial information would also be required on the sub and the prime **must (M) represent and warrant** assumption of full financial and legal responsibility for sub and/or prime's contractual delivery and performance obligations.

In the case of a consortium, the proposing entity or one of its member firms **must (M) represent and warrant** that it is assuming full financial and legal responsibility for the consortium's contractual delivery and performance obligations and is in a financial position to undertake that responsibility.

If evidence of financial stability is required, it will be evaluated on a PASS/FAIL basis only.

Prior to contract award the successful Proponent will be required to provide evidence that it has entered into a written agreement with each of its subcontractors.

2.4 **Project Timeframes**

The A2B Solution Implementation Project must be completed no later than March 31, 2012.

2.5 Assumptions, Constraints and Givens

- a) The total budget for professional services for the A2B project is \$1.1 million and must not be exceeded.
- b) The successful Proponent is required to provide work space in Halifax as well as office supplies and office equipment (including desktop computers, printers and photocopiers) for its team members. Resources working remotely i.e. not in Halifax will be considered where explicit benefits can be demonstrated and will be subject to explicit prior approval.
Note: SNSMR prefers to have the project team working on-site and will negotiate this with the successful Proponent if facilities are available. SNSMR will provide the equipment required to provide connectivity to the provincial data network, as required.
- c) Each of the successful Proponent's project resources will be required to sign a non-disclosure agreement.
- d) Any deliverables including the A2B Solution components prepared during this Project will become the exclusive property of the Province.
- e) The project management services provided by the successful Proponent **must (M)** be based on and consistent with PMBOK and SNSMR's Project Management Framework.
- f) The project and the A2B Solution must be in compliance with departmental technology policies, standards.
- g) A number of the technologies that will comprise the A2B Solution have been confirmed e.g. Adobe e-Forms. The confirmed technologies are identified in the A2B Technology Roadmap.
- h) A number of firms contributed to the development of the supporting documents referenced in section 2.6 including Unisys Canada, SwiftRadius and Barrington Consulting Group. These firms will not be excluded from responding to this RFP.

2.6 Supporting Documents

Additional information about the project is provided in the following supporting documents:

- SNSMR's Project Management Framework (PMF)
- Change Management in a Nutshell
- Application Support - Change Management Process Version 1.12
- SNSMR Application Support – Change Process User Guide Version 1.2
- Standard Change Template
- High-level Requirements
- Access to Business - Strategy Version 1.0
- Access to Business Overview Version 2.0
- Access to Business (A2B) – Technology Roadmap Version 1.0.0
- Access to Business Technology Landscape and Technical Requirements

- Java Application Exception Handling, Logging and Variable Handling - Target Standards and Best Practices Version 2.0
- Target Application Architecture – Supporting Best Practices Version 2.0
- Target Information Architecture – Supporting Best Practices Version 5.0
- Target Security and Privacy Architecture – Supporting Best Practices Version 0.1
- Access to Business Project Current State Version 1.1
- Access to Business (A2B) – A2B Portal Requirement Workshops Notes Version 0.3
- Access to Business – Generic Business Start-up Requirements Definition Version 1.2
- Access to Business Adobe LiveCycle Proof of Concept Version 1.0
- Access to Business Opportunity Analysis
- A2B RFP Appendix H List of LPRCs

The documents will be available at the following website:

<http://www.gov.ns.ca/snsmr/rfp/access-to-business.asp>

2.7 Administrative Requirements

2.7.1 Procurement Timeframe

The following table lists significant target completion dates that are **subject to revision**.

RFP Written Response Evaluation Complete	2 weeks after closing
Oral Presentations	3 weeks after closing
Preferred Proponent Announcement	4 weeks after closing
Commence work	Within 2 weeks after contract award

2.7.2 Enquiry Contacts

Proponents requiring further information on this Request for Proposals are encouraged to contact the following persons who will coordinate the response to enquiries and, where appropriate, will facilitate contact with other information sources relevant to this project.

	SNSMR Contact	Procurement Contact
Name	Natasha Clarke	Dana MacDonald
Title	Director, Service Integration	Senior Procurement Consultant Nova Scotia Economic and Rural Development
Phone:	(902) 424-8625	(902) 424-1714
E-mail:	CLARKENA@gov.ns.ca	macdodc@gov.ns.ca

In particular, if any part of this document appears ambiguous or unclear, Proponents are encouraged to seek clarification from SNSMR at any time during the response period.

All enquiries should be by email (with “Project Enquiry” in the subject line) directed to SNSMR’s Contact named above with a copy to the Procurement Contact.

Information obtained from any other source is not official and may be inaccurate. Enquiries and responses may be recorded and, where they are deemed relevant to all Proponents may be distributed by addendum at SNSMR’s option. SNSMR will respond to enquiries as quickly as possible. Any enquiries received later than one week prior to the closing of the RFP may not receive a response, at the SNSMR’s option.

2.7.3 **Administrative Constraints**

The Province of Nova Scotia is required to comply with the *‘Personal Information International Disclosure Protection Act* (PIIDPA; S.N.S. 2006, c.3). The Act creates obligations for the Province of Nova Scotia and its service providers when personal information is collected, used or disclosed. Requirements include limiting storage, access and disclosure of personal information to Canada, except as necessary or otherwise required by law. Provisions related to PIIDPA are included in contract, as reflected in section 3.3. Information about the Act is available online at:

<http://www.gov.ns.ca/legislature/legc/statutes/persinfo.htm>

Service providers must abide by the *Respectful Workplace Policy* that promotes awareness, prevention, and the early resolution of complaints of offensive behaviour. The policy, along with additional information about procedure is available on the Public Service Commission website at:

<http://www.gov.ns.ca/psc/respectfulworkplace>

2.7.4 **Contract**

The legal contract that applies to these services is available on the Procurement Services website at http://www.gov.ns.ca/tenders/policy/htm_files/contract.htm.

This document will always be updated (as a part of the award process) to include the vendor name, contact information, applicable schedules, et cetera.

Proponents who require any alteration to this agreement must indicate the specific changes required in their response by completing and submitting the Declaration of Contract Intentions provided in Appendix G. The extent of the deviations from this contract will be taken into account when evaluating proposals. Proponents requesting multiple, major changes to the proposed contract risk having their score reduced, or being disqualified. Amendment requests should reflect vital changes only.

2.7.5 **Business Registration**

Nova Scotia law requires all businesses operating within the Province of Nova Scotia (NS) to register with the NS ‘Registry of Joint Stock Companies’ (RJSC) with some exceptions for New Brunswick (NB) suppliers who are registered with the NB ‘Corporate Affairs Registry’ (CAR). Further details

are available from Service Nova Scotia and Municipal Relations, online at: <http://www.gov.ns.ca/snsmr/rjsc> via the link 'Who Needs to Register?'.

The contract that emerges from this RFP will be prepared using the same name as that reflected in the supplier's RJSC or CAR business registration. However, suppliers often undergo name changes, mergers or acquisitions that require an update to business registration records. Furthermore, while the status of a Proponent's registration does not prevent the submission of a proposal in response to this RFP; the award cannot be made if the bid selected during the evaluation process is from a business that is not registered as noted above, or if the business has a business registration that is not in good standing (i.e. any status other than 'active').

Therefore, please address one (1) of the following as part of your proposal:

1. Include in your proposal your business registration profile, as obtained in the public domain from RJSC or CAR Web sites. This profile should clearly state: (i) the company's legal name as appropriate for using in a potential contract, (ii) the business registration number, and (iii) the current status of registration at the time of the proposal submission. If the registration is not in good standing, describe a plan to correct this.
2. Alternately, if the company is currently not registered in NS or NB, describe a plan to become registered.

If the Proponent is an individual whose proposal is submitted under his/her own personal name, as shown in the NSRFP form and in the proposal, a business registration is not required. In this case only, please disregard the requirements in this section.

2.7.6 ***Travel Policy***

The Proponent **must (M)** agree that it will adhere to Government of Nova Scotia travel policies (for pre-approved project travel within the Province of Nova Scotia only). Travel by the successful Proponent's staff from their place of residence to the project office location is not reimbursable.

3 Proposal Requirements

3.1 Proponent Profile

Any bid **must (M)** be presented by a single Lead Organization that will be legally responsible for all aspects of any service agreement including all financial and contractual issues resulting from this RFP process.

The Proponent should provide a detailed listing of all individuals, entities involved in providing services under the submitted proposal including:

- a) The correct legal name of the Proponent (Lead Organization), as well as the Proponent's address, the name of a contact for the purpose of this RFP and his/her telephone number and email address;
- b) The correct legal names of other individuals and entities included in this proposal.

3.2 Acceptance of Requirements

By submitting a response to this RFP, the Proponent confirms and certifies that it:

- a) has read, understood and accepts the terms of the mandatory requirements,
- b) agrees to the mandatory commitments, and
- c) has the mandatory capabilities that are contained in this RFP, identified by the terminology '**must (M)**'.

If the Province concludes that the Proponent has made any misrepresentation in its response regarding such minimum requirements, the Proponent will be disqualified from this competition.

The certification and all obligations resulting from the Proponent's proposal will be considered binding on any and all subcontractors or consortium members represented by the Lead Organization for the purposes of responding to this RFP.

3.3 Understanding of Requirements and Risks

- a) Indicate **(R)** your understanding of this Project by describing the following concisely and in your own words:
 - i. SNSMR's objectives and expected outcomes regarding the Project.
 - ii. The key challenges and issues facing SNSMR and its stakeholders with respect to the implementation and operation of the A2B Solution.
 - iii. The strategies you will employ or recommend to address the key challenges and issues identified above.
 - iv. Your understanding of the concept and challenges of integrated service delivery.

Note: Responses should demonstrate insight rather than simply restating the requirements outlined in this document.

b) By completing the following table:

- i. In addition to the three risks provided, identify **(R)** in order of relative importance, the three most significant risks (from SNSMR's perspective) inherent in this project.
- ii. For all six risks, describe **(R)** (very briefly) the potential consequences of each risk.
- iii. For all six risks, propose **(R)** who, within the Proponent's organization, would be assigned responsibility for each risk.
- iv. For all six risks, propose **(R)** (very briefly) how each risk would be mitigated. Mitigation should include strategies for
 - a. avoiding the risk situation, and
 - b. minimizing the consequences should the risk arise.

Risk	Potential Consequences	Responsibility Assignment	Mitigation Strategy
Availability of the right SNSMR resources including access to decision makers			
Ability to control project scope and cost			
Ability to deliver the project scope by March 31, 2012			
Proponent identified risk #1			
Proponent identified risk #2			
Proponent identified risk #3			

3.4 Client Orientation

- a) Provide **(R)** up to two examples (including client contact information) of where the Proponent has demonstrated flexibility and/or creativity in meeting the needs of the client beyond the strict interpretation of the contract.
- b) Describe **(R)** your proposed approach to creating a collaborative culture among the Proponent and SNSMR/client members of the project team(s) and how this approach has been used in the past.
- c) Describe **(R)** your approach to transferring knowledge to the A2B Project Implementation Team throughout this engagement.
- d) SNSMR recognizes that issues and problems will arise during the Project and feels that it is important that these are identified and dealt with early, in a spirit of openness and cooperation.
 - i. Describe **(R)** your proposed approach to decision-making responsibility related to issues impacting scope, timeline, and budget.

- ii. Describe **(R)** any specific activities or mechanisms proposed in order to manage ongoing issue identification and resolution.
- iii. Describe **(R)** the escalation procedure proposed in order to remedy problems and address any issues including the event triggers, individuals, and timing at each stage of escalation for different types of issues.

3.5 Proponent Qualifications & Capabilities

3.5.1 *Experience of the Proponent*

In the following table, the Proponent **should (R)** provide a list of up to **ten** projects undertaken in the past that are relevant to this Project. Please note the following:

- Each project should be numbered sequentially for referencing in the following subsections that describe capabilities and experience; and
- The name of the company that provided the services to the identified project should be included regardless of whether the company is the Proponent, a subcontractor to this proposal or another company.

Proponents may adjust the size of the following table to provide a legible response. Responses printed on paper up to 11" x 17" are acceptable.

Similar Project No.	Client Name & Location	Nature of the Project (type of work, scale – yrs., \$\$, etc.)	Company Providing Services	Prime or Subcontractor in the Identified Project	Personnel involved in the Identified Project who are Proposed to this RFP	Role of Proposed Individual(s) in the Identified Project

3.5.2 *Capabilities*

Provide **(R)** a general description of your capabilities in each of the listed subject areas using the following table format. Provide a concise description, where applicable, of:

- i. The investments the Proponent has made in human resources, training, technology, tools, methodologies, and processes supporting this capability;
- ii. Similar engagements the Proponent has performed involving each capability area (as identified in response to Section 3.5.1);
- iii. Notable accomplishments and lessons learned during those engagements; and
- iv. In the case of capabilities being provided by a subcontractor, the name of the company providing the capability.

Evidence of work performed may involve listing the same project as many times as necessary to demonstrate the required capabilities.

Proponents may adjust the size of the following table to provide a legible response. Responses printed on paper up to 11" x 17" are acceptable.

Capability Area	Investment (Human resources training, technology, tools, methodologies, processes)	Similar Engagements (Identify by number relevant projects described in the table in Section 3.5.1)	Key Accomplishments	Company
Project Management				
Transformation initiatives involving organizational change management				
Solution implementation				
Knowledge transfer to enable ongoing internal support				
Project and stakeholder communications management				
Multi-stakeholder / inter-departmental engagement				
Client facing, large-scale, web-based applications				
End-to-end application integration				
User authentication and authorization				
On-line payment processing, understanding of PCI best practices				
Oracle middleware based integration				

Capability Area	Investment (Human resources training, technology, tools, methodologies, processes)	Similar Engagements (Identify by number relevant projects described in the table in Section 3.5.1)	Key Accomplishments	Company
Adobe LiveCycle e-forms				
Knowledge of / familiarity with integrated service delivery				
Knowledge of / familiarity with licensing, permitting and registration processes				

3.5.3 **Reference Projects (to be included in Part 2 of Volume 1 [per Section 7.1.1] of the response)**

- a) Identify **(P/F) four** reference projects in which at least one of the project resources proposed in Section 3.6.3, participated either as an employee of the Proponent or one of its subcontractors, or acting independently. Reference projects will be evaluated separately and should be clearly identified as Reference Project 1, Reference Project 2, etc. Additional references provided by the Proponent will not be evaluated or scored.
1. At least one of the projects **must (P/F)** demonstrate the provision of professional services for the requirements analysis and definition/specification phase.
 2. At least one of the projects **must (P/F)** demonstrate the provision of professional services for the solution design phase.
 3. At least one of the projects **must (P/F)** demonstrate the provision of professional services for the development phase which could include custom development and/or development for a COTS implementation/integration.
 4. At least one of the projects **must (P/F)** demonstrate implementation of a web-based solution, for multiple users/stakeholders.
 5. At least one of the projects **must (P/F)** demonstrate an implementation with Oracle middleware integration.
 6. At least one of the projects **must (P/F)** demonstrate transforming the delivery of services supported by industry standard change management methodologies.
- b) In Part 2 of Volume 1 (as per section 7.1.1) of its response, provide **(R)**, for each reference, the information on the form provided in Appendix B, signed and dated by the reference's key contact. Electronic or faxed signatures and /or confirming emails (which include the required embedded information in the body of the email- not as an attachment) are acceptable. If a reference is unwilling or unable to provide a key contact signature on the reference document,

provide the reason in the signature space on the document. References to current or previous Province of Nova Scotia are acceptable.

c) In the following table:

- i. Identify **(R)** all proposed project personnel and their proposed role for this project who also participated in the reference projects; and
- ii. Provide **(R)** any metrics that describe the Proponent's successful achievement of the outcomes desired by the client.

Ref. No.	Client/Project	Common Personnel / Role in this Project	Success Metrics
1			
2			
3			
4			

3.6 Organization and Resources

3.6.1 *Executive Sponsor*

- a) Using the following table, identify **(R)** the Proponent's senior executive responsible for this Project; who will be available to receive and return calls directly from/to SNSMR's Project Sponsor, as well as the individuals in the reporting chain leading to the Chief Executive Officer (CEO) of the Canadian component of the bidding organization. The Executive Sponsor must have full authority to commit funds and resources to the Proponent's efforts with respect to this Project.

	Name	Title	SNSMR Equivalent
Executive Sponsor for this project			Executive Director, Service Delivery
Reports to			Directly To:
Who reports to			
... (add or delete rows as required)			
Who reports to		CEO	Deputy Minister

- b) Describe **(R)** the role and level of resource and budget authority of the Executive Sponsor in this proposal including specific activities in which he/she will be involved.

3.6.2 **Organization**

- a) SNSMR seeks a relationship model that is managed by simple and direct communications between the parties. Taking into considering the project organization structure presented in section 2.3.1.7 and provide **(R)** your proposed organization chart for the overall Project identifying:
- The key Proponent resources (by name and title) proposed for the Project;
 - The relevant client and stakeholder personnel that will be required; and
 - The lines of direct access communications between the relevant parts of the Proponent and client organizations.
- b) Provide **(R)** a table in the following format, identifying the responsibilities of all Proponent resources proposed for this project including:
- Names;
 - Titles, roles and responsibilities;
 - Proposed work location during the Project;
 - Availability i.e. full-time (FT), full-time part of the time (FT/PT) with % commitment, part-time (PT) with % commitment; and
 - Whether the individual is an employee of the Lead Organization or is subcontracted.

Proposed resources are expected to be committed and available for the full duration of the Project, regardless of their % availability. The Proponent shall provide résumés and references as required in Section 3.6.3 and Section 3.6.4 below

Title	Individual	Role/ Responsibility	Work Location	Availability	Employer
Account Manager	John Smith	Overall account responsibility	HRM	PT – 30%	XYZ Co.
Senior Analyst	Mary Jones	Overall study responsibility	HRM	FT – 100%	ABC Co.
Project Manager	Bill Manager	Overall project responsibility	HRM	FT/PT - 50%	ABC Co
Etc.					

- c) Taking into account the preliminary estimates of SNSMR’s resources proposed in the draft Project Plan complete **(R)** the following table by defining the type and number of key SNSMR resources the Proponent expects the Project to provide and the projected time commitment for each resource over the length of the Project.

SNSMR Role	No. Required	Availability (Full (F/T) or Part-Time (P/T))
Project Director	1	FT

SNSMR Role	No. Required	Availability (Full (F/T) or Part-Time (P/T))
SME's	10	PT
Communications Officer	1	PT
Project Team Lead	1	FT

3.6.3 **Project Resources for Key Roles**

The key roles for the project are:

- Project management,
- Change management,
- Business analysis,
- Detailed solution architecture.

Note:

It is acceptable for the same individual to be proposed for more than one role.

1. Project Manager: Experience:

The proposed project manager **must (P/F)** either be:

- a) PMP certified with at least eight years experience as a project manager,
- OR
- b) possess a minimum of ten years experience as a project manager.

For each key role, provide **(R)** the name and title of the proposed resource as well as the following:

- a) A concise summary of his/her background, relevant skills, knowledge and training for this assignment;
in Part 2 of Volume 1 (as per section 7.1.1) of its response
- b) Résumés (maximum of three pages per individual) for the proposed resources, and
- c) Two project references where the proposed individual has played a similar role, providing:
 - i. Name of client organization;
 - ii. Name, title, telephone number, and e-mail of a client reference contact;
 - iii. Scope, complexity, and duration of the referenced project; and
 - iv. Role the proposed individual played in the referenced project.

Note:

Resource references may be the same as the Proponent references requested in Sections 3.5.1 and 3.5.2 or may be for other projects.

3.6.4 ***Additional Project Resources***

- a) Complete the table below to demonstrate **(R)** your ability to provide resources to this project that are in addition to the resources proposed to Section 3.6.3 above. As shown, provide each individual's name, title, role on this Project, experience relevant to this role.

Name	Title	Project Role	Relevant Experience

- b) For each proposed resource, provide **(R)** a brief bio not exceeding two pages. The bio should demonstrate evidence of relevant work history, relevant skills, project experience, relevant training, accreditations and education.

in Part 2 of Volume 1 (as per section 7.1.1) of its response

- c) For each proposed resource, provide **(R)** **two** project references including:
1. The name of the client organization,
 2. A contact name, including his/her telephone number, fax number and email address,
 3. A brief description of the scope, complexity, dates and duration of the project,
 4. The role the proposed individual performed in the referenced project.

Notes:

Each reference should not exceed two pages and should explicitly demonstrate evidence that the proposed resource has relevant experience.

Resource references may be the same as the Proponent references requested in Sections 3.5.1 and 3.5.2 or may be for other projects.

3.7 **Approach and Plan**

- a) Describe **(R)** the project management approach that you propose for this project.
- b) Identify **(R)** any assumptions including any work, product acquisition or other tools, facilities or services that it expects SNSMR to provide in order to implement the A2B Solution.
- c) Provide **(R)** a detailed project plan for Phase One of the project including, at a minimum:
- i) the activities that the successful Proponent will perform;
 - ii) any dependencies between the activities;

- iii) the time to be committed to each activity and the Proponent resource to be assigned to each activity and the level of effort;
 - iv) major milestones;
 - v) anticipated involvement of client resources;
 - vi) any underlying assumptions that support the proposed project plan.
- d) Provide **(R)** a high level plan and approach for Phase Two for the development and implementation of the business application and the LPRC's identified by the Proponent in response to Section 4.2 of the RFP and addressing the activities identified in Section 2.3.1.3.2 of the RFP.
- e) Provide **(R)** a proposed implementation strategy that is based on the information provided in the A2B Opportunity Analysis document, the list of LPRCs provided in Appendix H and the high level business and technical requirements.
- f) Section 2.3.1.6 of this RFP identifies key deliverables that the successful Proponent will be responsible to develop to enable SNSMR to monitor progress against the project plan and schedule as well as the approved budget and timeline. Describe **(R)** any additional deliverables the Proponent proposes developing to enable SNSMR to assess project progress and the achievement of results.
- g) Describe **(R)** three lessons that you have learned on similar business/IT transformation projects and how this experience will provide value to this project.
- h) Describe **(R)** your proposed approach to change management including any methodologies, tools and practices appropriate to this business/IT transformation project.
- i) Describe **(R)** your proposed approach to transfer knowledge to SNSMR IT staff to ensure they have the requisite knowledge and skills to provide ongoing support and maintenance of the new A2B Solution.
- j) Describe **(R)** your proposed approach to ensure that the required technical skills are available to the project.

4 Financial Proposal

Evaluation of the Financial Proposal will be based upon: the total proposed fixed price for Phase One (4.1 below); the total number of LPRCs that can be implemented in Phase Two for the remaining budget and timeline (4.2 below) and the weighted average per diem rate from the table in 4.1 below, according to the Detailed Evaluation Weights in Appendix C.

The sum of the Phase One Fixed Price and the Phase Two estimated cost **must (P/F)** not exceed the approved budget of \$1.1 million including all administrative and travel expenses, and including office space (as defined) but excluding applicable taxes.

The per diem rates (per 7.5 hour person-day) proposed by the Proponent are fixed for the period of the contract. The rates provided in response to this RFP must be the maximum that will be used in any compensation formulas respecting any work to be contracted for the remaining phases of this assignment.

The rates provided shall include travel to work and allowances for any travel and accommodations costs related to bringing resources to the Province. The Province will not reimburse the successful Proponent separately for those costs.

Actual and approved costs will be reimbursed for required and approved in-Province project travel only.

4.1 Phase One Fixed Price

- a) The Proponent **must (P/F)** provide a fixed price for Phase One that supports the Proponent's detailed Phase One project plan provided by the Proponent in response to section 3.7 d) and including all administrative costs and office space costs but, excluding applicable taxes.

The Evaluation Team will assess the degree to which the Proponent's financial components are commensurate with its Phase One project plan provided in response to section 3.7 d).

- b) Using Table #4.1.1 below:

- i) Provide **(R)** a cost for each activity, A to E identified in section 2.3.1.3.1 of the RFP, taking into account the assumptions stated in d) below for activities "B" and "C", .
- ii) Provide **(R)** a cost to provide office space in Halifax as well as office supplies and office equipment (including desktop computers, printers and photocopiers) for the Proponent's team members.

- c) Using Table #4.1.2 below, provide **(R)**, for each resource to be assigned to Phase One: a per diem rate; the total days of effort; and the total cost.

- d) Assumptions:

- i) RE: Phase One scope activity "B" in section 2.3.1.3.1 of the RFP: There will be a maximum of 120 LPRCs (business related only) to be assessed.
 - Background data for each of the LPRCs and sectors will be provided to the successful Proponent by SNSMR

- ii) RE: Phase One scope activity “C” in section 2.3.1.3.1 of the RFP: There will be a maximum of 75 LPRCs (initial applications) as well as any associated renewals where applicable, for which requirements and design must be developed.
- A maximum of 50 LPRCs (as well as any associated renewals) will involve requirements analysis and design around the possibility of end-to-end integration with AMANDA.
 - A maximum of 5 LPRCs (as well as any associated renewals) will involve requirements analysis and design around the possibility of end-to-end integration with REGIS.
 - A maximum of 2 LPRCS (as well as any associated renewals) will involve requirements analysis and design around the possibility of end-to-end integration with the Registry of Motor Vehicles System.
 - A maximum of 5 LPRCS (as well as any associated renewals) will involve requirements analysis and design around the possibility of end-to-end integration with another external information system.
 - The remaining LPRCs will involve requirements analysis and design using one of the data sharing/integration approaches described in section 2.3.1.3.2.

Phase One - Table #4.1.1:

Phase One Activity (as per Section 2.3.1.3.1)	Fixed Price
Activity A:	\$
Activity B:	\$
Activity C:	\$
Activity D:	\$
Activity E:	\$
SUB-TOTAL	\$
Cost of Proponent provided office space, office supplies and office equipment	\$
TOTAL PHASE ONE FIXED PRICE	\$

Phase One - Table #4.1.2:

Proposed Resource	Role	Per Diem Rate	Total Days of Effort in Phase One per Resource	Total Cost per Resource
	Project Manager	\$		\$

Proposed Resource	Role	Per Diem Rate	Total Days of Effort in Phase One per Resource	Total Cost per Resource
	Change Management Lead	\$		\$
	Business Analyst	\$		\$
	Detailed Solution Architect	\$		\$
		\$		\$
		\$		\$
		\$		\$
TOTAL RESOURCE FIXED COST				\$

4.2 Phase Two Estimated Value

Using the excel file referenced in Appendix H:

- a) Provide **(R)** an estimated cost for Phase Two for the remaining budget and timeline that supports the Proponent's Phase Two plan and approach provided by the Proponent in response to section 3.7 d).
- b) Provide **(R)** an estimated cost to develop and implement the business application for the following business functionality:
 - Capture and update corporate profile information,
 - Business clients' LPRC to-do list i.e. the list of selected LPRCs that the business client is applying for and the status of each,
 - Integration with BizPal,
 - User identification and authentication,
 - Payment (assume integration with ACOL payment gateway).
- c) Provide **(R)** the estimated costs to develop, implement and integrate the LPRCs including:
 - The E-Forms development,
 - Integration if required, and
 - Workflow configuration.

The LPRCs are listed in the proposed order of priority in the excel file. The Proponent is required to provide the estimated implementation cost and the estimated integration for as

many LPRCs as possible in the order of priority such that the combined cost for 4.1 and 4.2 does not exceed the maximum budget of \$1.1M

- d) Provide **(R)** an estimated cost to provide office space in Halifax as well as office supplies and office equipment (including desktop computers, printers and photocopiers) for the Proponent's team members.

Invoicing Terms

The Consultant may invoice monthly based on per diem rates and any approved project expenses. Payment terms are 30 days net on approved invoices.

5 Oral Evaluation

The oral evaluation consists of three segments in two hours: a presentation by the project team, a question and answer period, and an executive interview. The presentation must be completed in no more than 60 minutes followed by up to 30 minutes for the questions and answers. The executive interview will not exceed 30 minutes. The session will be evaluated under the categories described below. The presentation and interview should provide information that will permit evaluation under these categories but not necessarily in the order that they are listed. The Proponent may be provided with questions in advance that will be addressed during the oral presentation. The Proponent may also be presented with questions during the question and answer period that were not provided in advance. The interview and presentation, including responses to the questions posed during the sessions, will be rated according to the oral evaluation criteria below. Information gathered from the oral evaluation may also be used to adjust scores attributed during the evaluation of the technical responses.

Presentation:	60 minutes
Question and Answer Period:	30 minutes
Executive Interview:	<u>30 minutes</u>
Total time:	2.0 hours

5.1 Oral Presentation

The oral presentation should be led by the Project Manager and include any additional proposed support resources. The presentation should provide an overview of the Proponent's proposal with emphasis on the following:

a) Understanding of Priorities

The Proponent's team **should (R)** demonstrate an understanding of that which is most important to SNSMR and how the Proponent's team proposes to address the key factors for success in the Project.

b) Capabilities for the Job

The presentation **should (R)** demonstrate the team's capabilities to take on the Project and work effectively together with each member, providing input that is relevant to his or her role, expertise, and experience.

c) Team Organization /Assignments

The presentation **should (R)** clearly outline the Proponent's organization as proposed to support this contract, and the roles of the key individuals in the organization. Lines of communication and escalation should be described as well as points of client contact in the organization.

d) Business Objectives

The presentation **should (R)** describe the Proponent's business objectives that are relevant to this opportunity and indicate if and why this contract has operational and strategic importance to the Proponent.

e) Approach and Plan

The Proponent **should (R)** describe its detailed project plan for Phase One of the project and its approach and high level plan for the remaining phases of this Project.

f) Risk Identification/Mitigation

The Proponent **should (R)** describe the key risks identified for the Project as well as the steps recommended or planned to mitigate those risks. The Proponent should indicate the degree of confidence the Proponent Team has in handling each of the identified risks

g) Team Leadership

The proposed Project Manager and Change Management Lead **should (R)** play leading roles in the presentation and demonstrate a complete understanding of the requirements. The presenters should also demonstrate a complete understanding of the potential challenges, leadership and understanding of the Proponent's support resources and the ability to interact effectively with both their team members and the members of the SNSMR's Evaluation Team.

h) Team Dynamics

The presentation **should (R)** demonstrate the Proponent team's ability to work effectively together, taking appropriate leadership, with each member providing input relevant to his or her role, expertise and experience. All key Proponent team members should have an appropriate role in the presentation and should interact effectively with the SNSMR's Evaluation Team if necessary.

5.2 Executive Interview

SNSMR's Evaluation Team will be looking for the appropriate combination of seniority/authority and involvement in the Project from the proposed Executive Sponsor, the Project Manager and any other senior executive(s) involved from the company or companies proposing to supply the required services. The intent of the executive interview is to determine the executives' view of the importance of the Project to their company or companies, as well as their role and degree of involvement in the Project, understanding of the risks, and priorities and commitment to a successful outcome for SNSMR.

6 Evaluation and Selection Process

6.1 Introduction

- a) SNSMR's Evaluation Team will consist of representatives of SNSMR and other selected members of the Government of Nova Scotia, other related organizations, and external consultants, at the discretion of SNSMR. Any Proponent submitting a proposal understands and accepts that all decisions, as to the degree to which a proposal meets the requirements of this RFP, are the judgment of the Evaluation Team.
- b) Certain clauses in Section 3 are marked '**must (P/F)**' and will be evaluated on a PASS/FAIL basis. A proposal shall be considered NON COMPLIANT if the response to any such clause is deemed by SNSMR's Evaluation Team to be unsatisfactory. All other clauses will be rated according to the evaluation scheme described in Section 6.2.
- c) It is important that Proponents respond to all clauses of Section 3 of the Request for Proposals. Failure to respond to any clause marked '**must (P/F)**' of any section of this RFP may render the proposal NON-COMPLIANT and the proposal may therefore receive no further consideration. A proposal shall be considered NON-COMPLIANT if any response to a Pass/Fail clause is not supported by proper and adequate detail.
- d) Any response that does not follow the Bidding Instructions as defined in Section 7 may be declared NON-COMPLIANT and may not be subject to further evaluation.
- e) All proposals shall be examined in detail in accordance with the published evaluation criteria and following the process outlined in this section. SNSMR reserves the right to either i) award a contract or contracts to the most effective proponents(s) as determined by the evaluation criteria or, ii) not to make an award if none of the proposals received meets the minimum requirements of the evaluation criteria as outlined in Section 6.2.1, or does not, in SNSMR's opinion, represent acceptable value and risk.

6.2 Evaluation Scheme

6.2.1 Evaluation Summary

The rated evaluation criteria in Section 3 will be scored and weighted according to the weighting scheme summarized in the Evaluation Summary Table below and detailed in Appendix C.

In order to prevent financial considerations from unduly influencing the rest of the technical evaluation, financial proposals are to be submitted in a separate sealed envelope that will be opened after all other parts of the technical evaluation have been completed.

Evaluation Summary Table

Section		Weight %	Minimum Pass Mark
	EVALUATION POINT TOTAL	100%	
3	Written Proposal	65%	70%
3.3	Understanding of the Requirements	9.75%	
3.4	Client Orientation	6.5%	
3.5	Proponent Qualifications & Capabilities	16.25%	
3.6	Proposed Resources	16.25%	
3.7	Approach and Plan	16.25%	
4	Financial Proposal	20%	
4.1	Phase One Fixed Price	5.0%	
4.2	Phase Two Estimated Value	7.5%	
4.3	Weighted Average Per Diem Rates	7.5%	
0	Oral Evaluation	15%	70%

6.2.2 Detailed Evaluation Weights

The detailed evaluation table with subcategory weights is contained in Appendix C.

6.2.3 Evaluation of Financial Proposals

The evaluation of Financial Proposals will be as follows:

- (i) the compliant Proposal which includes the lowest fixed cost in response to section 4.1 will receive the maximum points allowable for that component. All other similarly qualified Proponents will receive a rating calculated by dividing their proposed cost into the lowest proposed cost and multiplying by the maximum points allowable.

- (ii) the Weighted Average Per Diem Rate component will be calculated by dividing the sum of the per diem rates proposed in section 4.1 by the sum of the days of effort proposed for all activities in Phase One.
- (iii) the compliant Proposal which includes the highest total number of LPRCs that can be developed and implemented in Phase Two will receive the maximum points allowable for that component. All other similarly qualified Proposals will receive a score that is prorated according to the estimated number of completed LPRCs proposed.

If the proposal with the highest number of LPRCs is not short listed in Stage 5 of the selection process, the scores awarded to the compliant proposals in ii) above will be prorated based on the remaining proposals with the highest number of LPRCs.

6.3 Evaluation and Selection Process

The evaluation process is as follows:

- Stage 1: Evaluation of compliance to ‘**must (P/F)**’ criteria as identified in the RFP and disqualification of any bids that fail to meet them.
- Stage 2: Evaluation of rated ‘**(R)**’ criteria and computation of a Technical Evaluation Score according to the weights outlined in Appendix C.
- Stage 3: Preliminary assessment of proposals based on the scoring from Stage 2. Based on these scores, any Proponent that clearly represents materially less value will not be considered further.
- Stage 4: Evaluation of financial proposals as outlined in Section 4. The Financial Proposal Score will be combined with the Technical Score to arrive at the Total Score.
- Stage 5: Secondary assessment of proposals based on scoring from Stages 2, 3, and 4. Up to three of the top scoring Proponents will be short-listed for further consideration.
- Stage 6: Evaluation of the oral presentations of the short-listed Proponents according to the scoring formula defined in Section 0.
- Stage 7: The criteria scores making up the Technical Evaluation Score may be adjusted based on information gathered from the oral evaluation. The scores from the oral evaluation will then be included with the Technical Evaluation and Financial Proposal Scores to determine the Overall Weighted Average Evaluation Score.

*The successful proposal will be the one achieving **the highest Overall Weighted Average Evaluation Score.***

7 Bidding Instructions

7.1 RFP Response

To receive full consideration during the evaluation, proposals should be prepared and packaged, as outlined in Section 7.1.1 below using the response template available by request as described on page 2 of this RFP. Proponents are to submit their bids in paper **and** electronic forms with the latter stored on a virus-free compact disc (CD).

Important information about the official record of submission is provided in Section 7.1.3. Further guidance on proposal preparation is provided in Appendix D.

7.1.1 *Proposal Elements*

The Non-Financial and Financial Responses in your proposal will be evaluated separately. This section provides specific instructions on the preparation and separate packaging of each of these Responses.

Nova Scotia Request for Proposal (NSRFP) Form

Complete and sign the two-page Nova Scotia Request for Proposal form (the first two covering pages of this RFP) with the exception of financial information which is NOT to be included on this form.

Required information to be completed includes:

- Company name
- Address
- Phone number
- Fax number
- Authorized signature

Business Registration Profile

Documentation required in Section 2.7.5.

Volume 1: Technical Proposal

Part 1: Proponent Response

The Proponent Response will contain the Proponent's response to Section 3 of this RFP.

The Proponent Response will include a table of contents complete with page numbers and an optional executive summary (not exceeding three pages) that will not be evaluated but will provide an overview of the Proponent's proposal.

The Proponent Response is to contain information under the following tabbed headings:

Tab 1: Covering Letter, Table of Contents and Executive Summary (if provided).

Tab 2: Response to RFP Section 3, excluding references and résumés.

For each clause in RFP Section 3 the Proponent will:

- Identify the clause by number and title;

- Provide the text of the direct question/clause being responded to (excluding any explanatory preamble);
- Provide a response to the question/clause; and
- Address specific topics identified in the subsections of the question/clause.

The section under Tab 2 shall be no more than 40 pages in length and shall be printed in no less than 12-point type for body text, 10 point for tables and questions/clauses replicated from the RFP. 8½ inch x 14 inch or 11 inch x 17 inch folded pages are permissible for graphics, tables or Gantt charts, each counting as one page. Any pages in excess this maximum will not be evaluated.

Part 2: References and Résumés

This part of the response package is to contain

- An index to Part 2: References and Résumés;
- Proponent references per Section 3.5.2 Reference Projects/Accounts; and
- Résumés, Bios and project references of proposed Project Resources per Section 3.6.3 and 3.6.4.

Each résumé and reference is to be under a separate tab.

Provide only information that is relevant to the role or roles proposed for the individual. The total length of each résumé should not exceed three pages.

Part 3: Methodologies

This part of the response package is optional and should contain any printed collateral describing methodologies used by the Proponent as specified in the Capabilities section 3.5.2. This part is intended to provide context and supporting evidence relating to methodologies. Only methodologies that are proposed and referenced in these sections should be included. Part 3 should not contain other information specifically requested in the Capabilities sections and will not be directly evaluated.

Volume 2: Financial Proposal

Financial Responses shall follow the instructions contained in Section 4 of this RFP.

Financial Responses are to be submitted **in two separate sealed envelopes** contained within the main envelope of the Proponent's response. One envelope marked 'ORIGINAL' is to contain one printed version of the Financial Response. The other envelope marked 'COPY' is to contain the printed versions of the Financial Response as well as a CD containing an electronic version of the Financial Response.

7.1.2 Binding, Labelling and Packaging

In the discussion that follows, an 'unbound' deliverable may be placed in a file folder and secured with an elastic band or 'alligator clip' to facilitate handling, if desired. The intent is to ensure that it remains as 'loose sheets' to ease making any photocopies that may be needed.

A complete response will consist of three packages as follows:

Package A will contain the originals of all components of the response unbound for retention by Procurement Services including the original Financial Proposal in a sealed envelope.

Package B will contain the evaluation copies of the non-financial components of the response documents unbound.

Package C will contain the financial components of the response documents in a sealed and separate envelope or envelopes that will not be opened until the evaluation of the non-financial components has been completed.

A complete response is comprised of the elements listed in the table below. These should be presented in the submission in the order listed. Please mark all packages on the outside of the envelope as 'ORIGINAL' or 'COPY'. Further details are provided in the notes that follow the table:

Element/Content	Labelling	Package/Copies	Binding
NSRFP Form (Covering 2 pages of the RFP)		A - 1 original	stapled
Declaration of Contract Intentions as per Section 2.7.4	<i>Declaration of Contract Intentions Original</i>	A – 1 original	unbound
	<i>Declaration of Contract Intentions</i> <n> of 1	B – 1 copy	unbound
Business Registration Profile and/or related plans as per Section 2.7.5	<i>Business Registration</i>	A - 1 original	stapled
Part 1 of Volume 1 Response to Section 3	<i>Non-Financial Original</i>	A - 1 original	unbound
	<i>Non-Financial Copy</i> <n> of 8	B - 8 copies	8 unbound
Volume 2 Response to Section 4	<i>Financial Original</i>	A - 1 original	unbound
	<i>Financial Copy</i>	B - 2 copies	2 unbound,
Part 2 of Volume 1 References and Résumés as per Sections 3.6.1 and Section 3.6.2	<i>Non-Financial Original</i>	A - 1 original	unbound
	<i>Non-Financial Copy</i> <n> of 8	B - 8 copies	8 unbound, <u>tabbed by role for Personal Résumés</u> ,
Part 3 of Volume 1 Methodologies (if submitted) as per Section 3.5.2	<i>Non-Financial Original</i>	A - 1 original	unbound
	<i>Non-Financial Copy</i>	B - 1 copy	1 unbound, <u>tabbed by methodology</u>

Element/Content	Labelling	Package/Copies	Binding
CD #1 Non-Financial Response Components	<i>RFP No 60141378</i> <i>CD #1 - Non-Financial</i> <i><Proponent's Name></i>	B - 1	Virus-free CD containing responses to Section 3 in MSWord and/or PDF files organized in the following folders and sub-folders: Volume 1 Sec 1 Volume 1 Sec 2 Volume 1 Sec 3
CD#2 Financial Response Components	<i>RFP No. 60141378</i> <i>CD#2 – Financial</i> <i><Proponent's Name></i>	C - 1	Virus-free CD containing responses to Section 4 in MSWord, Excel and/or PDF files

Notes

- Each printed volume should include a title page on the cover of the binding that includes
 - The Element/Content information from column 1 of the preceding table appropriate to that volume;
 - The Labelling per column 2 of the preceding table appropriate to that volume;
 - Your company's name and address;
 - The name, phone number, fax number and email address of the Contact Person; and
 - The URL of your corporate Web site, if available (e.g.: www.xyz.ca).
- Electronic files should be named '*<RFP Response Section Number and Name> – <company name>.<ext>*'. Replace '*<company name>*' with your company or personal name and, as appropriate end *<ext>* with 'doc', 'xls', or 'pdf'.
- The envelope(s) or other packaging for all Packages (A, B and C) should also bear the **Proponent's name** and the words '**RFP #60141378**' on the outside.
- If more than one envelope or other packaging is needed for any Package (A, B, or C), clearly also label the outside with 'Part 1 of *<n>*', where '*n*' is the total number of Parts that comprise the Package in question.
- For Package B, unbound (placed in a file folder and secured with an elastic band or 'alligator clip', i.e. do not use 3-ring binders or Cerlox binding, etc.) and index dividers can be used for Non-Financial Copies 2-8, if desired.

7.1.3 Official Record of Submission

Package A will be retained by Procurement Services as the **official record** of the submission received. Packages B and C will be used for the evaluation.

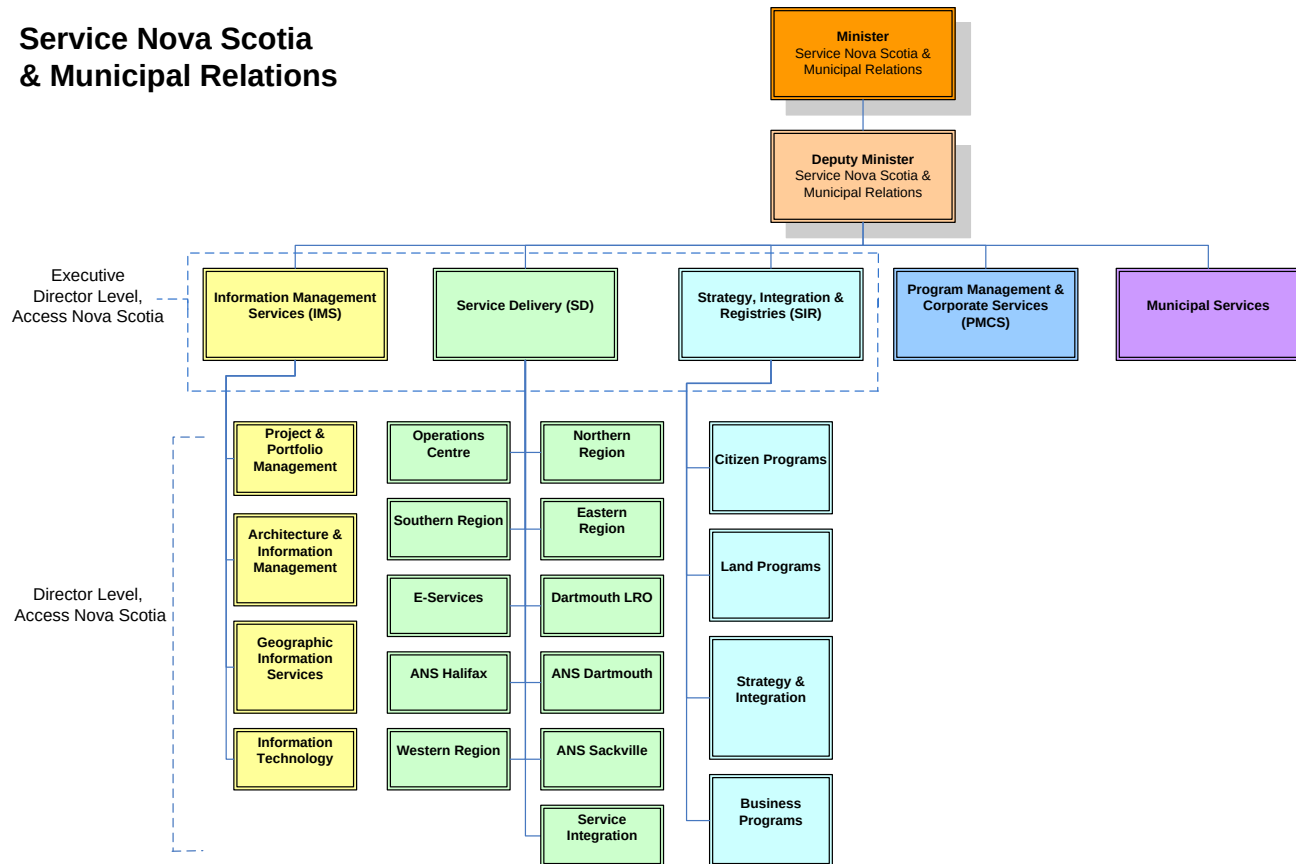
For each of the Non-Financial and Financial responses, the paper Original, paper Copies and CD copy must be **identical** (excluding the obvious differences in labelling, as outlined above). If discrepancies between these items are discovered during the evaluation, the **paper Original retained by Procurement Services shall be taken as the correct version**. Depending on the nature of any discrepancies, this may adversely impact that proponent's evaluation, so ensure your respective Originals and Copies are the same.

7.2 Adherence to Instructions

All response instructions relating to the information to be provided and its format are proposal requirements that must be substantially adhered to in order for the proposal to receive consideration. Failure to do so may result in disqualification of the proposal without further evaluation. The evaluation team will only seek clarification if requested information is ambiguous or missing and if the provision of such clarification will not offer the Proponent an opportunity to improve the competitive position of its response.

Appendix A SNSMR Organization Chart

Service Nova Scotia & Municipal Relations



Appendix B Project Reference Form

Project Reference

1. Name, location and web address of contracting organization:
2. Key contact

Name:

Title:

Role in project:

Phone:

E-mail:

Signature: _____ Date: _____
3. A description of the project including scope, complexity and the significant project metrics supporting the following table.
4. Indicate, with a check mark in the appropriate cells in the table the nature of the project.

Capability Areas	√
Project Management	
Transformation initiatives involving organizational change management	
Solution implementation	
Knowledge transfer to enable ongoing internal support	
Project and stakeholder communications management	
Multi-stakeholder / inter-departmental engagement	
Client facing, large-scale, web-based, applications	
End-to-end application integration	
User authentication and authorization	
On-line payment processing, understanding of PCI best practices	
Oracle middleware based integration	
Adobe LiveCycle e-forms	
Knowledge of / familiarity with integrated service delivery	

Capability Areas	√
Knowledge of / familiarity with licensing, permitting and registration processes	

5. Start date and duration of the contract.
6. Did the vendor propose sufficient resources to provide the originally required project deliverables (delivered for the originally proposed price)?
- ☐ Yes,
☐ Slightly Underestimated,
☐ Underestimated,
☐ Significantly Underestimated
7. Did the vendor propose sufficient time in its work plan to provide the originally required project deliverables (delivered on time)?
- ☐ Yes,
☐ Slightly Underestimated,
☐ Underestimated,
☐ Significantly Underestimated

Appendix C Detailed Evaluation Weights

Criterion	Local & Global Weights	
3 Proposal Requirements	0.65	65.00%
3.3 Understanding of Requirements	0.15	9.75%
a)	0.80	7.80%
i. SNSMR's objectives and expected outcomes regarding the A2B Implementation project;	0.25	1.95%
ii. The key challenges and issues facing SNSMR and its stakeholders with respect to development and implementation of the A2B Implementation project;	0.35	2.73%
iii. The strategies it will employ or recommend to address the key challenges and issues identified above.	0.30	2.34%
iv. Your understanding of the concept and challenges of integrated service delivery.	0.10	0.78%
b) Project Risks	0.20	1.95%
Availability of SNSMR resources	0.10	0.20%
Scope creep	0.10	0.20%
Timeline	0.10	0.20%
Proponent Risk #1	0.23	0.45%
Proponent Risk #2	0.23	0.45%
Proponent Risk #3	0.23	0.45%
3.4 Client Orientation	0.10	6.50%
a) The Bidder should (R) provide up to two examples (including customer contact information) of where the bidder has demonstrated flexibility and/or creativity in meeting the needs of the customer beyond the strict interpretation of its contract.	0.10	0.65%
b) The Proponent should (R) describe its proposed approach to creating a collaborative culture among the Proponent and Department/client members of the project team(s) and how they have done it in the past.	0.15	0.97%
c) The Proponent should (R) describe its approach to transferring knowledge to the A2B Implementation project team throughout this engagement.	0.38	2.44%
d) Problem Avoidance and Resolution	0.38	2.44%
i. The Bidder should (R) describe its proposed approach to decision making responsibility related to issues impacting scope, timeline and budget.	0.33	0.81%
ii. Describe (R) any specific activities or mechanisms proposed in order to manage ongoing issue identification and resolution.	0.33	0.81%
iii. The Bidder should (R) describe the escalation procedure the bidder proposes in order to remedy problems with the account and to address any issues including the event triggers, individuals and timing at each stage of escalation for different	0.33	0.81%

types of issues.

3.5 Proponent Qualifications	0.25	16.25%
3.5.1 & 2 Experience & Capabilities of the Proponent	0.70	11.38%
Project Management	0.11	1.31%
Transformation initiatives involving organizational change management	0.09	1.05%
Solution implementation	0.09	1.05%
Knowledge transfer to enable ongoing internal support	0.05	0.52%
Project and stakeholder communications management	0.05	0.52%
Multi-stakeholder/inter-departmental engagement	0.07	0.78%
Client-facing, large scale, web-based applications	0.06	0.65%
End-to-end application integration	0.06	0.65%
User authentication and authorization	0.06	0.65%
Online payment processing, understanding of PCI best practices	0.06	0.65%
Oracle middleware-based integration	0.10	1.18%
Adobe LiveCycle e-forms	0.07	0.78%
Knowledge of / familiarity with integrated service delivery	0.07	0.78%
Knowledge of / familiarity with licensing, permitting and registration processes	0.07	0.78%
3.5.3 Reference Projects/Accounts	0.30	4.88%
a) P/F requirements	0	0%
All three projects must (P/F) demonstrate the provision of professional services for all phases of a solution development and implementation project including requirements analysis and definition through solution design, and implementation/integration.	0	0%
At least one of the projects must (P/F) demonstrate implementation of a self-service, web-based solution for multiple users/stakeholders.	0	0%
At least one of the projects must (P/F) demonstrate transforming the delivery of services supported by industry standard change management methodologies.	0	0%
b) Reference Information	0.80	3.90%
Reference 1	0.25	0.98%
3. Project description	0.20	0.20%
4. Capability areas	0.50	0.49%
3.5.1 & 2 Experience & Capabilities of the Proponent-Subtree of A2B RFP	1.00	0.49%
Evaluation Model		
Project Management	0.11	0.06%
Transformation initiatives involving organizational change management	0.09	0.04%
Solution implementation	0.09	0.04%
Knowledge transfer to enable ongoing internal support	0.05	0.02%
Project and stakeholder communications management	0.05	0.02%

Multi-stakeholder/inter-departmental engagement	0.07	0.03%
Client-facing, large scale, web-based applications	0.06	0.03%
End-to-end application integration	0.06	0.03%
User authentication and authorization	0.06	0.03%
Online payment processing, understanding of PCI best practices	0.06	0.03%
Oracle middleware-based integration	0.10	0.05%
Adobe LiveCycle e-forms	0.07	0.03%
Knowledge of / familiarity with integrated service delivery	0.07	0.03%
Knowledge of / familiarity with licensing, permitting and registration processes	0.07	0.03%
5. Start date & duration	0.10	0.10%
6. On budget?	0.10	0.10%
7. On time?	0.10	0.10%
Reference 2	0.25	0.98%
3. Project description	0.20	0.20%
4. Capability areas	0.50	0.49%
3.5.1 & 2 Experience & Capabilities of the Proponent-Subtree of A2B RFP	1.00	0.49%
Evaluation Model		
Project Management	0.11	0.06%
Transformation initiatives involving organizational change management	0.09	0.04%
Solution implementation	0.09	0.04%
Knowledge transfer to enable ongoing internal support	0.05	0.02%
Project and stakeholder communications management	0.05	0.02%
Multi-stakeholder/inter-departmental engagement	0.07	0.03%
Client-facing, large scale, web-based applications	0.06	0.03%
End-to-end application integration	0.06	0.03%
User authentication and authorization	0.06	0.03%
Online payment processing, understanding of PCI best practices	0.06	0.03%
Oracle middleware-based integration	0.10	0.05%
Adobe LiveCycle e-forms	0.07	0.03%
Knowledge of / familiarity with integrated service delivery	0.07	0.03%
Knowledge of / familiarity with licensing, permitting and registration processes	0.07	0.03%
5. Start date & duration	0.10	0.10%
6. On budget?	0.10	0.10%
7. On time?	0.10	0.10%
Reference 3	0.25	0.98%
3. Project description	0.20	0.20%
4. Capability areas	0.50	0.49%
3.5.1 & 2 Experience & Capabilities of the Proponent-Subtree of A2B RFP	1.00	0.49%

Evaluation Model		
Project Management	0.11	0.06%
Transformation initiatives involving organizational change management	0.09	0.04%
Solution implementation	0.09	0.04%
Knowledge transfer to enable ongoing internal support	0.05	0.02%
Project and stakeholder communications management	0.05	0.02%
Multi-stakeholder/inter-departmental engagement	0.07	0.03%
Client-facing, large scale, web-based applications	0.06	0.03%
End-to-end application integration	0.06	0.03%
User authentication and authorization	0.06	0.03%
Online payment processing, understanding of PCI best practices	0.06	0.03%
Oracle middleware-based integration	0.10	0.05%
Adobe LiveCycle e-forms	0.07	0.03%
Knowledge of / familiarity with integrated service delivery	0.07	0.03%
Knowledge of / familiarity with licensing, permitting and registration processes	0.07	0.03%
5. Start date & duration	0.10	0.10%
6. On budget?	0.10	0.10%
7. On time?	0.10	0.10%
Reference 4	0.25	0.98%
3. Project description	0.20	0.20%
4. Capability areas	0.50	0.49%
3.5.1 & 2 Experience & Capabilities of the Proponent-Subtree of A2B RFP	1.00	0.49%
Evaluation Model		
Project Management	0.11	0.06%
Transformation initiatives involving organizational change management	0.09	0.04%
Solution implementation	0.09	0.04%
Knowledge transfer to enable ongoing internal support	0.05	0.02%
Project and stakeholder communications management	0.05	0.02%
Multi-stakeholder/inter-departmental engagement	0.07	0.03%
Client-facing, large scale, web-based applications	0.06	0.03%
End-to-end application integration	0.06	0.03%
User authentication and authorization	0.06	0.03%
Online payment processing, understanding of PCI best practices	0.06	0.03%
Oracle middleware-based integration	0.10	0.05%
Adobe LiveCycle e-forms	0.07	0.03%
Knowledge of / familiarity with integrated service delivery	0.07	0.03%
Knowledge of / familiarity with licensing, permitting and registration processes	0.07	0.03%
5. Start date & duration	0.10	0.10%

6. On budget?	0.10	0.10%
7. On time?	0.10	0.10%
c) In the following table the Proponent should (R)	0.20	0.98%
REFERENCE 1	0.33	0.33%
i. identify project personnel and their proposed role for this project who also participated in the referenced projects, and	0.70	0.23%
ii. provide any metrics that describe the success of its firm in achieving the outcomes desired by the client.	0.30	0.10%
REFERENCE 2	0.33	0.33%
i. identify project personnel and their proposed role for this project who also participated in the referenced projects, and	0.70	0.23%
ii. provide any metrics that describe the success of its firm in achieving the outcomes desired by the client.	0.30	0.10%
REFERENCE 3	0.33	0.33%
i. identify project personnel and their proposed role for this project who also participated in the referenced projects, and	0.70	0.23%
ii. provide any metrics that describe the success of its firm in achieving the outcomes desired by the client.	0.30	0.10%
3.6 Organization and Resources	0.25	16.25%
3.6.1 Executive Sponsor	0.05	0.81%
a) The Bidder should (R) identify, by completing the following table, the Proponent's senior executive responsible for the project, who will be available to receive and return calls directly from/to the Department's Project Sponsor , as well as the individuals in the reporting chain leading to the Chief Executive Officer (CEO) of the Canadian component of the bidding organization. The Executive Sponsor must have full authority to commit funds and resources to the Bidder's efforts with respect to this initiative.	0.50	0.41%
b) Describe the role and authority of the Executive Sponsor in this initiative including specific activities he/she will be involved in.	0.50	0.41%
3.6.2 Organization	0.15	2.44%
a) Org Chart	0.20	0.49%
c) Roles, Responsibilities	0.50	1.22%
Roles, availability & commitment	1.00	1.22%
d) Stakeholder resources	0.30	0.73%
3.6.3 Key Project Resources	0.60	9.75%
Project Manager	0.35	3.41%
The proposed Project Manager must (P/F) be PMP certified with eight years experience as a PM OR possess a minimum of 10 years as a PM.	0	0%

Skills & Credentials	0.33	1.14%
Relevant Experience	0.33	1.14%
Project References	0.33	1.14%
Change Management Lead	0.30	2.92%
Skills & Credentials	0.43	1.24%
Relevant Experience	0.32	0.93%
Project References	0.26	0.75%
Business Analyst	0.15	1.46%
Skills & Credentials	0.02	0.03%
Relevant Experience	0.59	0.86%
Project References	0.39	0.57%
Solution Architect	0.20	1.95%
Skills & Credentials	0.02	0.03%
Relevant Experience	0.59	1.15%
Project References	0.39	0.77%
3.6.4 Additional Resources	0.20	3.25%
3.7 Approach and Plan	0.25	16.25%
a) Describe (R) the project management approach that you propose for this project.	0.04	0.66%
b) Identify (R) any assumptions including any work, product acquisition or other tools, facilities or services that it expects the Department to provide in order to implement the A2B solution.	0.02	0.33%
c) Provide (R) a detailed project plan for Phase One of the project which includes: project planning; requirements analysis and definition; and detailed design and include, at a minimum:	0.20	3.32%
i) the activities that the successful Proponent will perform;		
ii) any dependencies between the activities;		
iii) the estimated time to be committed to each activity and the Proponent resource to be assigned to each activity and the level of effort;		
iv) major milestones;		
v) anticipated involvement of SNSMR staff;		
vi) any underlying assumptions that support the proposed project plan.		
d) Provide (R) a high level development and implementation plan and approach for Phase Two	0.16	2.65%
e) Provide (R) a proposed implementation strategy that is based on the A2B Opportunity Analysis and the high level business and technical requirements.	0.14	2.32%
f) Section 2.2.1.6 of this RFP identifies key deliverables that the successful Proponent will be responsible to develop and deliver. Describe (R) any additional deliverables the Proponent proposes developing to enable the Department to assess	0.06	0.99%

project progress and the achievement of results.		
g) Describe (R) three lessons that you have learned on similar business/IT transformation projects and how this experience will provide value to this project.	0.06	0.99%
h) Describe (R) your proposed approach to change management including any methodologies, tools and practices appropriate to this business/IT transformation project.	0.16	2.65%
i) Describe (R) your proposed approach to transfer knowledge to departmental IT staff to ensure they have the requisite knowledge and skills to provide ongoing support and maintenance of the new A2B solution.	0.02	0.33%
j) Describe (R) your proposed approach to ensure that the required technical skills are available to the project.	0.12	1.99%
4 Financial Proposal	0.20	20.00%
Fixed Price	0.25	5.00%
Per Diems	0.38	7.50%
No. of LPRCs	0.38	7.50%
5 Oral Presentation	0.15	15.00%
Presentation	0.60	9.00%
a) Understanding of Priorities	0.08	0.69%
b) Capabilities to do the job	0.08	0.69%
c) Team Organization/Assignments	0.10	0.92%
d) Business Objectives	0.08	0.69%
e) Approach and Plan	0.08	0.69%
f) Risk Identification/Mitigation	0.08	0.69%
g) Team Leadership	0.10	0.92%
h) Team Dynamics	0.10	0.92%
i) Change Management	0.08	0.69%
j) Commitment to the Initiative	0.10	0.92%
! k) Team Confidence	0.13	1.15%
Executive Interview	0.40	6.00%
Importance of Initiative to proponent	0.25	1.50%
Executives' role and degree of involvement	0.25	1.50%
Understanding of risks and priorities	0.25	1.50%
Commitment to successful outcome	0.25	1.50%

Appendix D Response Guidelines

This checklist has been provided solely for the convenience of the proponent. Its use is not mandatory and it does not have to be returned with the proposal.

- ☐ The requirements of the Request for Proposal have been read and understood by everyone involved in putting together the proposal.
- ☐ The Nova Scotia Request for Proposals (RFP) form that is a part of the Request for Proposals has been signed and included with the Proposal documents.
- ☐ The proposal explicitly addresses everything asked for in the Request for Proposal.
- ☐ The proposal meets all the mandatory requirements of the Request for Proposal.
- ☐ The proposal clearly identifies the Proponent, the Project, and the Request for Proposal number.
- ☐ The Proponent's name and the Request for Proposal number appear on the proposal envelope.
- ☐ The appropriate number of copies of the proposal have been made. (Proposals without the correct number of copies may be rejected.)
- ☐ Every care has been taken to make sure the proposals are at the closing location in plenty of time, as late proposals will be rejected.

The following are some points to bear in mind as you prepare your response in order to make your proposal as easy as possible to evaluate and to ensure that you receive the maximum attainable score in each evaluated category.

1. Balance your proposal with respect to the evaluation criteria. There should be a rough correlation between the length of a given response section and the points that are assigned to that section.
2. Address every issue. Do not ignore those for which you do not have a strong response.
3. Read the question. Answer the question. Be brief and to the point.
4. Provide facts and supporting evidence as opposed to unsupported claims of experience or expertise. Unsupported marketing statements take up valuable space and tend to create an *unfavourable* impression. Test claims and statements with “Says who?”
5. Emphasize your areas of differentiation and superiority.
6. Focus on areas where the RFP is looking for commitments or assurances and go as far as you can to provide them.
7. Follow the RFP response instructions exactly, especially the numbering of response sections. Use templates and formats provided in the RFP wherever possible.
8. Check / prepare your references. Brief them on the opportunity and check their availability.
9. Have your proposal critiqued by an independent resource that has experience in proposal evaluation – more than once, if possible.
10. Double-check all mandatory requirements to ensure that your response is compliant.
11. Allow sufficient time in your proposal preparation and submission plan for unforeseen problems and obstacles, especially those related to production and delivery.

Appendix E Mandatory (P/F) Requirements Checklist

Section	Requirement
3.5.3	a) Identify (P/F) four reference projects in which at least one of the project resources proposed in Section 3.6.3, participated either as an employee of the Proponent or one of its subcontractors, or acting independently. Reference projects will be evaluated separately and should be clearly identified as Reference Project 1, Reference Project 2, etc. Additional references provided by the Proponent will not be evaluated or scored. - At least one of the projects must (P/F) demonstrate the provision of professional services for the requirements analysis and definition/specification phase. - At least one of the projects must (P/F) demonstrate the provision of professional services for the solution design phase. - At least one of the projects must (P/F) demonstrate the provision of professional services for the development phase which could include custom development and/or COTS implementation/integration. - At least one of the projects must (P/F) demonstrate implementation of a web-based solution, for multiple users/stakeholders. - At least one of the projects must (P/F) demonstrate an implementation with Oracle middleware integration. - At least one of the projects must (P/F) demonstrate transforming the delivery of services supported by industry standard change management methodologies.
3.6.3	1. Project Manager: Experience: The proposed project manager must (P/F) either be: a) PMP certified with at least eight years experience as a project manager, <u>OR</u> b) possess a minimum of ten years experience as a project manager.
4	Financial Proposal The sum of the Phase One Fixed Price and the Phase Two estimated cost must (P/F) not exceed the approved budget of \$1.1 million including all administrative and travel expenses, and including office space (as defined) but excluding applicable taxes.
4.1	Phase One Fixed Price The Proponent must (P/F) provide a fixed price for Phase One that supports the Proponent's detailed Phase One project plan provided by the Proponent in response to section 3.7 d) and including all administrative costs but, excluding applicable taxes.

Appendix F Summary of Abbreviations/Acronyms

Acronym	Meaning
CEO	Chief Executive Officer
NSRFP	Nova Scotia Request for Proposal
PDF	Portable Document Format
PMBOK	Project Management Body of Knowledge
RFP	REQUEST FOR PROPOSALS
RJSC	Registry of Joint Stock Companies

Appendix G Declaration of Contract Intentions

The successful proponent(s) will be expected to sign a legal agreement with the Province that will govern all aspects of the services to be delivered. While the Province has offered a contract for this purpose, alterations that the proponent may wish to request in its proposal will be given consideration.

The proponent should prepare a declaration to inform the Province of its intentions regarding the contract, as shown below. This should be prepared as a short document (preferably on a single page) and should be included in the proposal. **The declaration does not need to be signed.**

Declaration of Contract Intentions	
RFP #:	60141378
By signing the NSRFP form the proponent has duly noted and agrees to the terms of the standard services contract referenced in the RFP document.	
Check ☒ only one:	
☐	If accepted as a successful proponent for this RFP, the proponent accepts the contract terms and will sign the contract without changes.
☐	If accepted as a successful proponent for this RFP, the proponent accepts the contract terms with the alterations identified below. The proponent understands the consequences of requesting these changes and that the Province may need to discuss these with the proponent before a final contract can be prepared:
	1. <describe desired alteration>
	2. <describe desired alteration>
	3. <describe desired alteration>
	etc.

Appendix H List of LPRCs

See A2B RFP Appendix H List of LPRCs.xlsx available for download at:

<http://www.gov.ns.ca/snsmr/rfp/access-to-business.asp>