

## Fixed Price Systems Development Request for Proposals (RFP) Template

The attached RFP template has been prepared by Contracted Services Section, Procurement Services, Service Alberta (“Procurement Services”) for use by Government of Alberta Departments in preparing an RFP for a **fixed price systems development project**. The Evaluation Plan is to be developed in parallel with the RFP. The RFP template, Evaluation Plan Template, and related tools including “Request for Proposals (RFP) Preparation Guidelines” and “Request for Proposal (RFP) Response Evaluation Process” are found at the following website address:

<https://www.myagent.gov.ab.ca>

The system to be developed could, at the Department’s option, be all new custom development or include a component of Pre-existing Work or a component of Commercial Software. At the time of Evaluation Plan and RFP development, the Department must determine which of these approaches would be acceptable. Different material ownership rights are provided to the Department on each approach. The material ownership provisions in the fixed price contract templates available at the website referenced below, should be carefully reviewed to ensure the appropriate ownership rights are selected to meet the Department’s business needs. **This RFP template is not intended to be used for a solutions procurement, i.e. acquisition of a software package, with or without customization.**

This template has been reviewed and approved by Legal Services, Alberta Justice for use by Government of Alberta Departments.

As this template will be updated from time to time, it is recommended that Departments visit the above referenced website to view the latest version of the template each time an RFP is to be developed.

The “RFP Administration Terms and Conditions” document posted on Alberta Purchasing Connection (“APC”) is incorporated into the RFP by reference. The document contains the RFP’s definitions and its terms and conditions. **Before drafting an RFP, Departments should review section 1 of the RFP Administration Terms and Conditions** to ensure the terminology is appropriately used throughout the RFP and the definitions are accurate. Should Procurement Services not be involved in the procurement process, references to “Procurement Services” will need to be changed by indicating in the RFP that these references are deleted and replaced with the appropriate Department name. References to “Service Alberta” would also be changed unless the procurement is for Service Alberta and/or the scope of services requires mention of Service Alberta.

**In preparing an RFP, Departments are asked to carefully consider the significance of identifying a requirement as mandatory. Identifying a requirement as mandatory means it must be met in a substantially unaltered form in order for the Proposal to receive consideration (i.e. if not it must be rejected). Therefore, the number of mandatory requirements in the RFP should be limited where possible. Consideration should be given to alternative approaches such as making requirements desirable and appropriately weighting and scoring the criteria to give sufficient credit. The use of minimum scoring thresholds to screen proposals is also a viable alternative, for example, Proposals which achieve a minimum**

**of 50% of the total points for each rating category and a minimum overall rating of 65% of the total points for all rating categories will be considered.**

Italicized text is used in the template to guide Departments on the RFP structure and content. An overview of the RFP sections is as follows:

RFP Cover Page – This is a standard cover page and **should not be modified** by the Department except for completing the appropriate areas. If Procurement Services is not involved in the procurement process, then references to “Contracted Services Section” and “Procurement Services”, and its address will need to be modified. The reference to “Service Alberta” would also be changed unless the procurement is for Service Alberta.

Table of Contents – To be generated by the Department.

Section 1.0 – This section contains standard text and **should only be modified** by the Department if the RFP Administrative Terms and Conditions requires modification based on project needs or if Procurement Services is not involved in the procurement.

Section 2.0 – This section is to be completed by the Department. Recommended text is included in the template.

Section 3.0 - To be completed by the Department.

Section 4.0 – This section is to be completed by the Department and customized as appropriate to reflect the RFP criteria to be evaluated by the Department.

Section 5.0 - Recommended and optional text has been provided in this section. This section should be carefully reviewed by the Department and modified to meet the Department’s needs. **The Vendor will be preparing its Proposal based on the information required by this section.** The Department should review the content of this section against the information and requirements contained in section 3.0 of the RFP so that requirements needing a response are reflected in section 5.0.

Appendix A - The appropriate Fixed Price Contract template from the following website <https://www.myagent.gov.ab.ca> should be inserted as Appendix A. Guidelines for completing the Contract template are provided with the template. Where Procurement Services is involved in the procurement process, changes to the Contract should not be made before consulting Procurement Services. All changes to the Contract should be reviewed by Legal Services, Alberta Justice.

Appendix B Department to customize this pricing Appendix as appropriate for the project.

Appendix C This appendix should be customized by the Department to include the deliverables for the project.

- Appendix D            The appropriate areas of this appendix are to be completed by the Department.
- Appendix E            This appendix includes the Evaluation Framework to be completed by the Department.
- Appendix F            This appendix includes sample RFP requirements/questions that may be used by the Department in completing section 5.0 of the RFP. This Appendix would not appear in the final RFP.

Additional appendices may be added to the RFP as required by the Department.

Where Procurement Services is involved in the procurement process, Departments are advised to consult with Procurement Services in the early stages of RFP preparation to discuss the RFP and contracting approach contemplated. Discussion of the approach early in the RFP development process will assist in identification of any potential issues that may require further discussion or research. Legal review of the completed RFP will be facilitated by Procurement Services.

# **Government of Alberta ■**

Procurement Services  
Contracted Services Section  
Capital Health Centre, South Tower  
9th Floor, 10030-107 Street  
Edmonton, Alberta T5J 3E4

## **REQUEST FOR PROPOSALS (“RFP”) NUMBER XXXXX-XX**

**(INSERT NAME OF PROJECT)**

**(INSERT NAME OF DEPARTMENT)**

**RFP Issue Date:**

**RFP Closing 14:00:59 Alberta Time:**

**Contracting Manager:**

**Telephone: (780) 427-xxxx**

**Facsimile (780) 422-9672**

**Email:**

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**APPENDIX B – PRICING FORM**

**APPENDIX C – PROJECT PHASES AND DELIVERABLES**

**APPENDIX D – PROPOSAL SUBMISSION LETTER**

**APPENDIX E – EVALUATION FRAMEWORK**

## 1.0 GENERAL

### 1.1 Introduction

Vendors are invited to submit Proposals for the provision of the Services and Materials as specified in this RFP.

This RFP will be conducted with the objective of maximizing the benefit to Her Majesty, while offering Vendors a fair and equitable opportunity to participate.

Vendors are advised to pay careful attention to the wording used throughout this RFP. Failure to satisfy any term or condition of this RFP may result in an unacceptable Proposal.

Facsimile or digital Proposals in any form (e.g. diskette files, disk files, tape files, e-mailed files) will not be accepted.

Subject to the amendments specified below, the RFP Administration Terms and Conditions dated September 28, 2009 (“RFP Administration Terms and Conditions”) posted on Alberta Purchasing Connection (“APC”) form part of this RFP. Vendors by submitting a Proposal are deemed to have accepted the RFP Administration Terms and Conditions.

- *Section xxx of the RFP Administration Terms and Conditions is deleted, and a revised Section xxx is inserted as follows:*
- *Add the following to Section xxx of the RFP Administration Terms and Conditions:*
- *The following Section xxx is added to the RFP Administration Terms and Conditions:*

***When Procurement Services is not involved in the procurement process, the Department would make the following changes to the RFP Administration Terms and Conditions:***

- *All references to “Procurement Services” in the RFP Administration Terms and Conditions are deleted and replaced with “Alberta (insert Department name)”.*
- *Section 2.15 (d) of the RFP Administration Terms and Conditions is deleted and replaced with the following:*

*2.15 (d) Proposals must be sealed and clearly marked with the RFP’s number and RFP closing date and addressed as follows:*

*(Branch)*  
*(Division)*  
*(Department name)*

(Address)  
(City, Province, Postal Code)

- *The definition of “Procurement Services” is deleted from section 1.0 of the RFP Administration Terms and Conditions.*

***The definition of “Service Alberta” should also be deleted if the procurement is not for Service Alberta, Procurement Services is not involved in the procurement process, and/or the scope of services does not require mention of Service Alberta. If deleting the reference, the appropriate wording would be as follows:***

- *The definition of “Service Alberta” is deleted from section 1.0 of the RFP Administration Terms and Conditions.*

## **2.0 RFP PROCESS**

### **2.1 RFP Terminology**

Terminology used throughout this RFP is defined in the RFP Administration Terms and Conditions and Appendix A and as follows:

- **Alberta** (*insert the Department name – e.g. **Health***) means Her Majesty the Queen in right of Alberta, as represented by the Minister of (*insert the Department name*).
- **Department** means Her Majesty the Queen in right of Alberta, as represented by the Minister of (*insert the Department name*).
- **GAEA** means the Government of Alberta Enterprise Architecture and is the result of an initiative to analyze cross-government business, data, security, privacy, application and technology needs to create a set of ongoing corporate investment/design guidance, blueprints and processes necessary to steer Information and Communications Technology (ICT) solutions towards support of corporate strategic goals, such as articulated in the Government of Alberta’s Corporate Information Management Technology Strategy “Connecting for the Future”  
<http://www.sharp.gov.ab.ca/docDisplay.cfm?DocID=2175>

See also the GAEA Glossary of Terms referred to in “Related Project Documents” section of this RFP.

*Insert additional definitions as required for the RFP.*

*If Pre-existing Work and/or Commercial Software are permitted as part of the Vendor’s approach to the project the following definition(s) would be included in the RFP:*

- **Commercial Software** means software of the Vendor and/or the Vendor’s subcontractors or agents (including their affiliates as specified in the Business Corporations Act of Alberta, as amended, revised or substituted from time to time) which was commercially available off the shelf prior to the RFP closing date.
- **Pre-existing Work** means all parts of Materials, excluding Commercial Software, that were first created outside the Contract by the Vendor, the Vendor’s employees, subcontractors or agents (including their affiliates as specified in the Business Corporations Act of Alberta, as amended, revised or substituted from time to time) and which were in existence prior to the RFP closing date.

References to “Alberta (*insert Department name*)”, “Department”, “Government of Alberta”, “Her Majesty”, “Procurement Services”, “Service Alberta and (*insert any other descriptions of Her Majesty used in this RFP, for example “Government”*)”, mean “Her Majesty the Queen in right of Alberta” and are only used for administrative purposes.

## 2.2 **RFP Schedule of Events**

**RFP Issue Date:**

**Bidders’ Conference Date:** (*Optional*)

**RFP Closing Date:**

**Evaluation of Proposals:**

**Shortlist Presentations:**

**Selection of Preferred Vendor:**

The above dates are subject to change at the sole discretion of Her Majesty.

## 2.3 **Bidders’ Conference (optional clause)**

A Bidders’ Conference has been scheduled to provide an opportunity for clarification regarding this RFP’s requirements, and to address any other issues with this RFP:

Date:

Time:

Location:

To facilitate comprehensive responses at the Bidders’ Conference it is recommended that written questions be submitted to the Contracting Manager in advance of the Bidders’ Conference.

Attendance at the Bidders’ Conference is not mandatory, but is highly recommended.

Vendors can obtain the written minutes of the Bidders’ Conference from APC.

### **3.0 PROJECT INFORMATION**

*(A sample structure for a systems development project is provided below. Depending on the scope of the project, some of the sections may not be required; other sections may need to be added.)*

#### **3.1 Project Overview**

##### **3.1.1 Introduction**

*(Provide a general overview of the project.)*

##### **3.1.2 Project Objectives**

*(Describe the objectives of the project. Each objective must be linked to one or more business need and not to specific aspects, attributes or features of an envisioned solution.)*

##### **3.1.3 Background**

*(Describe the current situation.)*

##### **3.1.4 Project Duration**

*(Identify the anticipated project start and completion dates. Any options to:*

- a) extend the Contract and the length of the extension;*
- b) contract with the successful Vendor for subsequent work or phases of the project; or*
- c) contract for maintenance support,*

*must be identified.)*

##### **3.1.5 Project Scope**

*(Describe the scope of the project. Identify any prior phase documents that form part of the specifications for the project. Identify any contractual arrangements the Department has in place with other vendors that the successful Vendor will be required to work or interface with. Include any information that helps the Vendor to determine as specifically as possible the project size. This may include things like: the business model (including the numbers and descriptions of business processes and data entities), other finalized business requirements, number of people to be interviewed, organizational units and their structures that will be involved, finalized design details, or any other details that a Vendor could use to provide a fixed price.)*

##### **3.1.6 Pre-existing Work and/or Commercial Software**

*(Indicate if Pre-existing Work and/or Commercial Software will be permitted in the Vendor's approach to the project. If permitted, the RFP must clearly indicate to what extent Pre-existing Work and/or Commercial Software can be used in the approach, for example, to only satisfy a particular component of the system/solution (e.g. reporting). The Department should consider the limitations associated with the use of Pre-existing Work and/or Commercial Software in the system/solution. These limitations include restrictions on the distribution of the system/solution and ability to modify it, etc. Where Commercial Software is part of the delivered system/solution, the Department may be required to involve or contract with the developer to complete modifications to the Commercial Software should changes to the source code be required.)*

### **3.1.7 Related Project Documents**

*(Identify any project related documents, if applicable, that will be made available to Vendors during the solicitation process. Indicate from where and from whom they are available (generally Procurement Services would be the contact for these documents), and how they will be made available (e.g. on a sign-out basis, via email). State if Vendors will be required to sign a non-disclosure agreement and, if applicable, include a copy of such agreement.)*

GAEA materials, including Government of Alberta (GoA) processes, architecture principles, business architecture, data architecture, application architecture, technology architecture, security architecture and privacy architecture documents can be accessed via the GoA's shared repository (SHARP) at:  
<http://www.sharp.gov.ab.ca>.

Depending on the logon prompt displayed by your browser, login using one of the following:

**user ID:** RFPRespondent.V21  
**password:** Future456  
**domain:** EXTERN

or as follows:

**user ID:** EXTERN\RFPRespondent.V21  
**password:** Future456

All other GoA ICT Guidance (e.g. Policies, Standards, information about Corporate Solutions, Guidelines, etc.)

**user ID:** RFPRespondent2.V21  
**password:** Hello357

Note that the password is case sensitive.

### **3.1.8 Project Structure**

*(Identify the individuals (by role), the committees and/or Department management that the Vendor will report to or work with on the project.)*

## **3.2 Project Requirements (Mandatory and Desirable)**

*(Mandatory project requirements should be based on, and support, the objectives of the project. The objectives of the project are developed with the Evaluation Plan and are linked to a business need as opposed to specific aspects or features of one envisioned solution. A process referred to as 'questioning to the void' (described under "List Objectives" in the document entitled, "Request for Proposals (RFP) Response Evaluation Process") should be used to refine the list of objectives.)*

### **3.2.1 Project Phases and Deliverables**

Appendix C describes the phases of the project and the deliverables that must be provided by the Vendor.

*(To assist Departments in describing the deliverables, an illustration of a set of systems development phases and associated deliverables is provided in Appendix C. The deliverables in a phase may vary depending on the systems development methodology adopted by the Department. Appendix C should be customized to reflect the Department's requirements for the project. It is important that the description of the required deliverables be as detailed as possible to assist Vendors in providing a fixed price.)*

### **3.2.2 Architecture and Standards**

*(Identify any IT standards or architectures to be used by the Vendor such as database, development tools, browser, reporting tools, and technical architecture components.*

*The Department's IT head should be consulted regarding information technology standards and guidelines to assure that those stated in the RFP are appropriate, current and in keeping with the standards prescribed by the Alberta Standards Management Committee and the Department. As Government of Alberta standards are developed they will be posted/stored in the Shared Repository (Sharp) at <http://www.sharp.gov.ab.ca/cfml/index.cfm>.)*

The ICT Materials to be used and/or delivered under the Contract should be compliant with GAEA.

### **3.2.3 Methodologies**

*(Identify any systems development methodologies that are to be used by the Vendor or indicate if the Vendor can propose the development methodology for the project.)*

#### **3.2.4 Project Status Reporting**

*(Describe the frequency of written project status reports and the required content of these reports, for example:*

*Weekly written status reports shall be submitted to the Department Project Manager. These status reports should outline:*

- *overall summarization of the project progress;*
- *deliverables achieved;*
- *deliverables remaining, progress, and expected delivery on each; and*
- *issues and concerns affecting specific deliverables and the project schedule or any other aspect of the project.)*

#### **3.2.5 Department Supplied Resources**

*(Indicate if any office space, hardware, software licenses, secretarial support, or Department human resources will be available to the Vendor during the project.)*

#### **3.2.6 Service Levels**

*(Describe mandatory and/or desirable performance requirements for the system for example database performance or application response time.)*

#### **3.2.7 Security**

*(Specify the security standard/policies the Vendor must comply with. Describe any mandatory and/or desirable security requirements for the system, such as login ID, password protected, security administration, security access.)*

#### **3.2.8 Conversion/ Transition**

*(Identify any data conversion and/or transition requirements.)*

#### **3.2.9 Acceptance Testing**

*(The acceptance testing process that will be used for the project must be described.)*

#### **3.2.10 Documentation**

*(Describe any documentation requirements to be delivered by the Vendor, for example: detailed technical system documentation, user documentation, operations procedures, and training manuals.)*

### **3.2.11 User Training**

*(Describe any training to be provided by the Vendor:*

- *Identify who and how many resources require training.*
- *Identify the timing of the training.*
- *Indicate if training is to be provided at the Department's site or off site.*
- *If on-site training is required indicate if the Vendor will be required to deliver training at multiple locations or at one central location.*
- *Identify location of training facilities.*
- *Describe the equipment and software to be provided at the training facility.*
- *Identify any required content for training materials to be provided to trainees.*
- *Identify any experience/skill requirements for the individual(s) delivering the training.)*

### **3.2.12 FOIP**

*(The requirements of the FOIP Act and Records Management Regulation, and Government of Alberta Policy for Protection of Personal Information in IT Outsource Contracts should be considered during the development of the RFP and Contract document.*

*In determining whether access to information, protection of privacy and records management requirements need to be addressed further in the RFP and Contract, Departments should review the documents entitled:*

- *“Freedom of Information and Protection of Privacy – Managing Contracts under the FOIP Act: A Guide for Government of Alberta Contract Managers and FOIP Coordinators” available for review or downloading from website: <http://foip.alberta.ca/resources/publications/pdf/contractmanager.pdf>; and*
- *Policy for Protection of Personal Information in Information Technology Outsource Contracts, <http://www.sharp.gov.ab.ca/showobject.cfm?docnumber=3293>*

*Procurement Services and Legal Services, Alberta Justice should be consulted prior to any Contract changes being made.*

*The RFP must specify the procedures to be followed by the Vendor upon Contract completion or termination, for disposal of the Department's Confidential Information contained in electronic format in hardware of the Vendor or that of its employees, subcontractors, or agents.)*

### **3.2.13 Maintenance Support**

*(If the Department is considering contracting with the successful Vendor to provide maintenance support for the developed system, this section should address:*

- *If fixed or estimated pricing is required for maintenance support and whether the Department intends to contract with the successful Vendor for maintenance or if the Department simply reserves the option to contract with the Vendor to provide this support;*
- *The period of time the Department intends to contract with the successful Vendor for maintenance support or reserves the option to contract with the Vendor for this support;*
- *How maintenance support will be provided (i.e. on a time and materials or fixed price basis);*
- *Will maintenance support be contracted under a separate agreement or as part of the Contract resulting from this RFP;*
- *the scope of the maintenance support activities to be provided by the Vendor (e.g. database support, systems maintenance, help desk, and the tasks included in each area);*
- *the service levels to be met by the Vendor, for example:*
  - *system must be available a minimum of 95% of the time during Business Hours;*
  - *Help desk support must be provided in such a manner that users will have immediate response to a call (users would wait no longer than 3 minutes on hold) and identification of a resolution of 75% of the calls must be provided to the user within four Business Hours.*
- *if enhancements to the system are included in maintenance support. If so define enhancement (e.g. any system change or enhancement greater than 10 person-days (7.25 hours per day) of effort to complete)*
- *if the Vendor will be required to identify in their Proposal the estimated number of full-time equivalent (FTE) resources it anticipates would be required to provide maintenance support.)*

### **3.3 Vendor Requirements**

*(Identify any mandatory and/or desirable Vendor experience requirements.)*

#### **3.3.1 Mandatory**

#### **3.3.2 Desirable**

### **3.4 Human Resource Requirements (optional)**

#### **3.4.1 Project Team Requirements (optional)**

*(Identify the mandatory and/or desirable requirements for the project team.)*

**3.4.1.1 Mandatory**

- a.
- b.
- c.

**3.4.1.2 Desirable**

- a.
- b.
- c.

*(Identify if additional points will be awarded for levels of experience that exceed the minimum levels stated for the mandatory and desirable skill requirements.)*

**3.4.2 Project Team Member Requirements (optional)**

*If resource skills/experience are required in addition to the Project Team requirements, identify the appropriate resource types/categories and the mandatory and/or desirable requirements for each role.*

**4.0 EVALUATION CRITERIA**

The RFP evaluation criteria will be distributed within the following rating categories.

*(The table should be modified as appropriate to reflect the approach for the project.)*

<b>Evaluation Categories</b>	<b>Evaluation Category Weighting (1 – 10)</b>
• People	
• Processes	
• Tools	
• Products & Deliverables	
• Service Delivery	
• Financial / Pricing	
• Measurement & Continuous Improvement	
• Leadership	
• Experience	
• Value Add	
• Relationship	
• Transition	

Each evaluation category referenced above has been given a weight of between 1 and 10 to reflect its relative importance in the evaluation. For example, the category(s) that are most important in the evaluation are given a 10. The category(s) that are least important in the evaluation are given a 1. The remaining evaluation categories are assigned a weighting with those of the same importance being given the same weight. Those that are twice as important as others are assigned twice the weighting, e.g. categories assigned a weighting of 6 are twice as important as those assigned a weighting of 3. Note that the total value of the assigned weights is unlikely to be 100 so scores are not addressed in terms of percentage or “out of 100”.

The following RFP requirements will also be evaluated, but not scored:

*(expand this list to reflect the applicable criteria)*

- acceptance of RFP Administration Terms and Conditions;
- acceptance of Contract terms and conditions including Schedules (Appendix A)

Proposals will be evaluated and scored based on quality of response to the requirements of this RFP. Selection of the preferred Vendor will be based on the highest score.

*(optional)*

Proposals must achieve a minimum of \_\_\_% of the total points for each evaluation category and a minimum overall rating of \_\_\_% of the total points for all rating categories.

*(50% for each rating category and 65% for an overall rating are examples of reasonable scoring thresholds)*

The evaluation framework in Appendix E of this RFP maps the RFP evaluation criteria to each evaluation category identified above.

## **5.0 PROPOSAL CONTENT GUIDELINES**

### **5.1 Proposal Format**

To facilitate ease of evaluation by the Evaluation Team, and to ensure each Proposal receives full consideration, Proposals should be organized in the following format using the section titles and sequence listed below:

- a. Proposal Submission Letter
- b. Table of Contents
- c. Vendor Profile
- d. RFP Requirements
- e. RFP Administration Terms and Conditions
- f. Contract Provisions
- g. Appendices

### **5.2 Proposal Content**

The requirements described with a “must” in this section are required to be provided in the Proposal. It is highly desirable that Proposals also respond to “should” requirements in this section. The Proposal response to all mandatory and desirable requirements in this section will be utilized in evaluating each Proposal.

Vendors proposing an alternative to any RFP requirement must clearly substantiate the merit of the alternative. Proposed alternatives must meet the fundamental intent of the requirement. The acceptability of the alternative will be determined by the Evaluation Team.

### **5.2.1 Proposal Submission Letter**

The Proposal Submission Letter in Appendix D of this RFP, or a similar representation of the same information, must be completed, signed by an authorized representative of the Vendor, and included in the Proposal.

### **5.2.2 Vendor Profile**

**5.2.2.1** The Proposal must include:

- a. a brief introduction of the Vendor, identifying the members of the Consortium (if applicable) and the Prime Vendor who will be the Consortium’s contact with the Department;
- b. the full legal name of the Vendor. In the case of Consortium Proposals, the full legal name of the Prime Vendor and each Consortium member must be provided;
- c. the location of the Vendor’s head office and service centres. For Consortium Proposals, head office and service centre locations must be provided for each Consortium member; and
- d. details of any and all subcontracting arrangements proposed by the Vendor.

The Proposal should include:

- e. a Vendor contact for all questions and clarifications arising from the Proposal. The contact information should include the person’s title, address including email, telephone and facsimile number;
- f. a Vendor contact authorized to participate in Contract finalization. The contact information should include the person’s title, address including email, telephone and facsimile number; and
- g. Corporate references for at least \_\_ projects undertaken by the Vendor that are similar in scope and complexity to the project described in this RFP. References should include the name of the client organization, official contact person for the client organization including street address, email address and telephone number. If the Proposal does not include these references the Vendor must provide them within 2 Business Days of a request by Procurement Services. Her Majesty may

contact these or other references without prior notice to the Vendor. Vendors who, in the opinion of Her Majesty, receive unsatisfactory references may have their Proposal rejected.

**5.2.2.2** In the case of Consortium Proposals, the Proposal must also:

- a. describe the role of the Prime Vendor and each Consortium member;
- b. identify management, ownership, financial and legal relationships between Consortium members;
- c. demonstrate a Consortium management approach that will ensure, for the duration of the Contract, clear lines of communication and delivery of Services; and
- d. demonstrate that Consortium members are qualified to perform the tasks they have been proposed to perform.

### **5.2.3 RFP Requirements**

*(Requirements to be addressed in the Proposal should be inserted under the appropriate category heading below. In determining the requirements, the Department should consider the needs of the project and what the Vendor should provide and/or demonstrate in its Proposal, to be qualified for and/or successful to undertake the project. Refer to Appendix F of this template and Appendix H of the “Request for Proposals (RFP) Response Evaluation Process” document for sample requirements/questions.)*

#### **5.2.3.1 People**

##### **a. Requirements**

1. The Proposal should:
  - a.
  - b.
  - c.

#### **5.2.3.2 Processes**

##### **a. Requirements**

1. The Proposal should:
  - a.
  - b.
  - c.

#### **5.2.3.3 Tools**

**a. Requirements**

1. The Proposal should:
  - a.
  - b.
  - c.

**5.2.3.4 Products & Deliverables**

**a. Requirements**

1. The Proposal should:
  - a.
  - b.
  - c.
2. The Proposal must:  
*(Department to delete this requirement if Pre-existing Work and/or Commercial Software is not permitted in the Development)*
  - a. If the Vendor is proposing to include Pre-existing Work and/or Commercial Software in the development of the system:
    - clearly identify if it is Pre-existing Work and/or Commercial Software; and
    - provide details which would allow a third party to distinguish the Pre-existing Work and/or Commercial Software from all other Materials.

**5.2.3.5 Service Delivery**

**a. Requirements**

1. The Proposal should:
  - a.
  - b.
  - c.

**5.2.3.6 Financial/Pricing**

**a. Requirements**

1. The Proposal should:

- a.
- b.
- c.

**2. Mandatory:**

- a. Vendors must use the Pricing Form in Appendix B to submit their pricing for the Services and Materials described in this RFP.

**5.2.3.7 Measurement & Continuous Improvement**

**a. Requirements**

- 1. The Proposal should:
  - a.
  - b.
  - c.

**5.2.3.8 Leadership**

**a. Requirements**

- 1. The Proposal should:
  - a.
  - b.
  - c.

**5.2.3.9 Experience**

**a. Requirements**

- 1. The Proposal should:
  - a.
  - b.
  - c.

**5.2.3.10 Value Add**

**a. Requirements**

- 1. The Proposal should:
  - a.

- b.
- c.

#### **5.2.3.11 Relationship**

##### **a. Requirements**

##### **1. The Proposal should:**

- a. include the Vendor's business code of ethics or similar corporate policy, information or statements that the Vendor and its employees, subcontractors, agents, and, if applicable, Consortium members must adhere to with respect to ethical conduct requirements.
- b.
- c.

#### **5.2.3.12 Transition**

##### **a. Requirements**

##### **1. The Proposal should:**

- a.
- b.
- c.

#### **5.2.4 RFP Administration Terms and Conditions**

Vendors by submitting a Proposal are deemed to have accepted the RFP Administration Terms and Conditions.

In accordance with Clause 2.4.1 (c) of the RFP Administration Terms and Conditions the Vendor, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to Her Majesty considered to be confidential and what harm could reasonably be expected from disclosure. Her Majesty does not warrant that this identification will preclude disclosure under FOIP.

### **5.2.5 Contract Provisions**

Unless the Proposal contains an express provision to the contrary, Vendors by submitting a Proposal are deemed to have accepted each of the provisions of the Contract exactly as drafted (including any Schedules) attached as Appendix A. If the Vendor does not accept a Contract provision exactly as drafted, the Vendor must expressly indicate in its Proposal that it does not accept the Contract provision and provide the Vendor's final position on the provision i.e. the wording that the Vendor requires for the Vendor to enter into a contract. Her Majesty will deem any alternative wording, including suggested, recommended, or proposed wording, as reflecting the Vendor's final position on the provision. Alternative wording should be considered carefully since alternative wording not meeting the fundamental intent of the provision will result in rejection of the Proposal. Her Majesty will determine whether the alternative wording meets the fundamental intent of the provision.

### **5.2.6 Appendices**

If the Vendor wishes to include any other material not specifically requested by this RFP, it may do so by including additional appendices in the Proposal.

**APPENDIX A  
CONTRACT**

## APPENDIX B PRICING FORM

Vendors must use this Pricing Form to submit their pricing for the Services and Materials described in this RFP. A Fixed Price for each item in the Pricing Form must be provided.

*(Department to customize this Appendix as appropriate for the project)*

### 1) PROJECT PRICING

Description				
				<b>Total Fixed Price</b>
a) Fixed Price to deliver the Services and Materials described in this RFP.				\$
The price for each of the following which is included within the Total Fixed Price:				
			<b>Fixed Price for Phase</b>	
	i) Business Area Analysis Phase		\$	
	Price for each deliverable within the Business Area Analysis Phase:	<b>Fixed Price per Deliverable</b>		
	• <i>Identify deliverable</i>	\$		
	• <i>Identify deliverable</i>	\$		
	• <i>Identify deliverable</i>	\$		

<b>Description</b>				
			<b>Fixed Price for Phase</b>	
ii)	Business System Design Phase		\$	
	Price for each deliverable within the Business System Design Phase:	<b>Fixed Price per Deliverable</b>		
	<ul style="list-style-type: none"> <li>• <i>Identify deliverable</i></li> <li>• <i>Identify deliverable</i></li> </ul>	\$ \$		
			<b>Fixed Price for Phase</b>	
iii)	Construction/Build Phase		\$	
	Price for each deliverable within the Construction/Build Phase:	<b>Fixed Price per Deliverable</b>		
	<ul style="list-style-type: none"> <li>• <i>Identify deliverable</i></li> <li>• <i>Identify deliverable</i></li> </ul>	\$ \$		
			<b>Fixed Price for Phase</b>	
iv)	Transition Phase		\$	
	Price for each deliverable within the Transition Phase:	<b>Fixed Price per Deliverable</b>		
	<ul style="list-style-type: none"> <li>• <i>Identify deliverable</i></li> <li>• <i>Identify deliverable</i></li> </ul>	\$ \$		

<b>Description</b>				
<i>If Training is identified as a separate phase and not included as a deliverable in the construction or implementation phase, the following wording may be used:</i>			<b>Fixed Price for Phase</b>	
v)	Total training price		\$	
	Price for each of the following items included in the total training price <ul style="list-style-type: none"> <li>• <i>Price per individual</i></li> </ul>	<b>Fixed Price per Item</b>		
		\$		
vi)	Daily rates, based on a 7.25 hour day, for each individual proposed for the project. The daily rates are those used to calculate the Total Fixed Price for the project.  <i>Department or Vendor to insert resource category name</i> <ul style="list-style-type: none"> <li>• <i>Resource category name</i></li> <li>• <i>Resource category name</i></li> </ul>	<b>Fixed Price per Item</b>		
		\$		
			<b>Fixed Price for Pricing Category</b>	
vii)	Travel and Living Expenses		\$	
			<b>Fixed Price for Pricing Category</b>	
viii)	One-time or non-recurring costs		\$	

	<b>Description</b>			
			<b>Fixed Price for Pricing Category</b>	
	viii) Secretarial support/word processing costs		\$	
			<b>Fixed Price for Pricing Category</b>	
	x) Any other charges deemed necessary		\$	

If maintenance support is part of the RFP, include the following pricing table where a fixed price is required for this support:

**2) MAINTENANCE SUPPORT PRICING**

<b>Description</b>						<b>Total Fixed Price</b>
a) Total Fixed Price to provide maintenance support as described in section ( <i>insert section reference</i> ) of this RFP for ( <i>insert number</i> ) years						\$
The price for each of the following items included in the Total Fixed Price for maintenance support:				<b>Fixed Price per Year</b>		
	i) Price per year to provide maintenance support			<u>Year 1</u> \$	<u>Year 2</u> \$	
		<b>Fixed Price per Item</b>				
	iii) Fixed Price daily rates per year for maintenance support resources based on a 7.25 hour day. Vendor to identify resource category(s) and rate for each:	<u>Year 1</u>	<u>Year 2</u>			
	• <i>Resource category</i>	\$	\$			
	• <i>Resource category</i>	\$	\$			

<b>Description</b>					
				<b>Fixed Price for Pricing Category</b>	
iv)	Total Price for help desk support as described in section ( <i>insert section reference</i> ) of this RFP, for ( <i>insert number</i> ) years following the completion of the Warranty Period.			\$	
	Price for each of the following items included in the Total Price for help desk support:	<b>Fixed Price per Item</b>			
	<ul style="list-style-type: none"> <li>• <i>Price per year for help desk support</i></li> </ul>	<u>Year 1</u> \$	<u>Year 2</u> \$		
	<ul style="list-style-type: none"> <li>• <i>Price per individual per year used to calculate annual and total price for help desk support</i></li> </ul>	<u>Year 1</u> \$	<u>Year 2</u> \$		
		<b>Fixed Price per Item</b>			
b)	Incremental and decremental price change per individual for help desk support should the number of individuals vary from the number stated in the RFP	<u>Year 1</u> \$	<u>Year 2</u> \$		

If maintenance support is part of the RFP, include the following pricing table **where only estimated prices are required for this support**. Delete the Fixed Price Maintenance Support Pricing table above if estimated maintenance support prices are to be provided below.

## 2) MAINTENANCE SUPPORT PRICING

Description					Total Estimated Price
a) Estimated Total Price to provide maintenance support as described in section <i>(insert section reference)</i> of this RFP for <i>(insert number)</i> years					\$
Price for each of the following items included in the estimated Total Price for maintenance support:			<b>Price for Pricing Category</b>		
i) Estimated price per year to provide maintenance support			<u>Year 1</u> \$	<u>Year 2</u> \$	
	<b>Price per Item</b>				
iii) Fixed Price daily rates for maintenance support resources, based on a 7.25 hour day, used to calculate the estimated Total Price for maintenance support. Vendor to identify resource category(s) and rate for each:	<u>Year 1</u> \$	<u>Year 2</u> \$			

Description				Price for Pricing Category	
iv)	Total price to provide help desk support as described in section ( <i>insert section reference</i> ) of this RFP, for ( <i>insert number</i> ) years following the completion of the Warranty Period.			\$	
Price for each of the following items included in the estimated Total Price for help desk support:		<b>Price per Item</b>			
	<ul style="list-style-type: none"> <li>Estimated price per year to provide help desk support</li> </ul>	<u>Year 1</u> \$	<u>Year 2</u> \$		
	<ul style="list-style-type: none"> <li>Price per individual per year used to calculate the estimated annual and Total Price for help desk support</li> </ul>	<u>Year 1</u> \$	<u>Year 2</u> \$		
b)	Incremental and decremental price change per individual for help desk support should the number of individuals vary from the number stated in the RFP	<u>Year 1</u> \$	<u>Year 2</u> \$		

## APPENDIX C PROJECT PHASES AND DELIVERABLES

This Appendix contains a sample of project phases and deliverables based on a customization of the James Martin Information Engineering Methodology (IEM).

<b>Systems Development Phase</b>
Information Strategy Plan
<i>(optional)</i> Outline Business Area Analysis (OBAA)
<i>(optional)</i> Business Process Re-engineering (BPR)
Detailed Business Area Analysis (DBAA)
Business System Design
Construction/Build
Transition
Production

### 1. Information Strategy Plan (ISP) Deliverables

<b>Deliverables</b>
Statement of Business Direction including: <ul style="list-style-type: none"> <li>a. business objectives</li> <li>b. priorities</li> <li>c. constraints</li> <li>d. critical success factors</li> </ul>
High Level Business Function Model including: <ul style="list-style-type: none"> <li>a. high-level hierarchy of functions in business area</li> <li>b. function definitions</li> </ul>
High Level Business Data Model (conceptual) including: <ul style="list-style-type: none"> <li>a. entity relationship diagram</li> <li>b. entity definitions</li> </ul>
Function/Entity Matrix
<i>(optional)</i> Distribution Matrix
<i>(optional)</i> Organizations, technology or other issues
<i>(optional)</i> Analyse current and planned systems
Architectures (defined in IEM) including:

<b>Deliverables</b>
<ul style="list-style-type: none"> <li>a. Business System architecture</li> <li>b. Information architecture</li> <li>c. Technical architecture</li> </ul>
Information Management Organization Framework
<ul style="list-style-type: none"> <li>• Next Steps Plan</li> <li>• Plan for subsequent projects (Business Systems, Information, Technical)</li> <li>• Project Definitions (priorities, resources, effort and cost estimate)</li> <li>• Schedule</li> </ul>
Information Strategy Plan (ISP) Report
<ul style="list-style-type: none"> <li>• see Table of Contents following.</li> </ul>
Cleaned and frozen version of CASE repository at completion of ISP

### **Information Strategy Plan (ISP) Suggested Table of Contents**

1. EXECUTIVE SUMMARY (one/two page summary)
  - 1.1 Introduction
  - 1.2 Information Strategic Plan Findings
  - 1.3 Conclusion
2. MANAGEMENT SUMMARY
  - 2.1 Overview
  - 2.2 Summary of Analysis Findings
  - 2.3 Proposed Activities
3. OVERVIEW
  - 3.1 Background
  - 3.2 Current Situation
  - 3.3 Project Objectives
    - 3.3.1 Scope
    - 3.3.2 Critical Success Factors
    - 3.3.3 Project Resources
  - 3.4 Project Approach
  - 3.5 CASE Repository Information
4. BUSINESS DIRECTION
5. BUSINESS FUNCTION MODEL OVERVIEW
6. BUSINESS DATA MODEL (CONCEPTUAL) OVERVIEW
7. ARCHITECTURES
8. INFORMATION MANAGEMENT ORGANIZATION FRAMEWORK
9. PROJECT CONCLUSIONS
  - 9.1 Overview
  - 9.2 Proposed Activities
    - 9.2.1 Scope of Next Phase
    - 9.2.2 Plan for Next Phase
  - Critical Success Factors

### 9.3 Cost Benefit Analysis

## 10. RECOMMENDATIONS

- APPENDIX A: Glossary
- APPENDIX B: List of Acronyms Used
- APPENDIX C: Business Function Model
- APPENDIX D: Business Data Model (Conceptual)
- APPENDIX E: Function/Entity Matrix
- APPENDIX F: Project Plan
- APPENDIX G: Distribution Matrix
- APPENDIX H: Current System Analysis

## 2. Outline Business Area Analysis (OBAA) Deliverables

<b>Deliverables</b>
Business Function Model including: a. high-level hierarchy of functions in business area b. function definitions
Business Data Model (Logical) including: a. entity relationship diagram b. entity definitions
Function/Entity Matrix
<i>(optional)</i> Distribution Matrix
<i>(optional)</i> Organization Chart for the Business Area under study including an indication of affected areas
<i>(optional)</i> High-level data flow diagrams or Process Modeller diagrams
<i>(optional)</i> Constraints and Assumptions
Next Steps Plan Plan for subsequent DBAAs <ul style="list-style-type: none"> <li>• DBAA Project Definitions (priorities, resources, effort and cost estimate)</li> <li>• List of Tasks</li> <li>• List of Functions and Entities within DBAA Project</li> <li>• List of Functions and Entities shared</li> <li>• Schedule</li> <li>• List of Deliverables</li> </ul>
Outline Business Area Analysis (OBAA) Report <ul style="list-style-type: none"> <li>• See Table of Contents following.</li> </ul>
Cleaned and frozen version of CASE repository at completion of OBAA
Departmental Information Strategy Plan updates.

## **Outline Business Area Analysis (OBAA) Suggested Table of Contents**

1. MANAGEMENT SUMMARY
  - 1.1 Overview
  - 1.2 Summary of Analysis Findings
  - 1.3 Proposed Activities
2. OVERVIEW
  - 2.1 Background
  - 2.2 Current Situation
  - 2.3 Project Objectives
    - 2.3.1 Scope
    - 2.3.2 Critical Success Factors
    - 2.3.3 Project Resources
  - 2.4 Project Approach
  - 2.5 CASE Repository Information
3. BUSINESS FUNCTION MODEL OVERVIEW
4. BUSINESS DATA MODEL (LOGICAL) OVERVIEW
5. DESIGN AREA DEFINITIONS
6. PROJECT CONCLUSIONS
  - 6.1 Overview
  - 6.2 Proposed Activities
    - 6.2.1 Scope of Next Phase
    - 6.2.2 Plan for Next Phase
    - 6.2.3 Critical Success Factors
  - 6.3 Cost Benefit Analysis
  - 6.4 Departmental Information Strategy Plan Update
7. RECOMMENDATIONS

- APPENDIX A: Glossary
- APPENDIX B: List of Acronyms Used
- APPENDIX C: Business Function Model
- APPENDIX D: Business Data Model
- APPENDIX E: Function/Entity Matrix
- APPENDIX F: Project Plan
- APPENDIX G: External Agents
- APPENDIX H: Current Systems Analysis
- APPENDIX I: Distribution Matrix

### 3. Business Processing Re-engineering (BPR) Deliverables

<b>Deliverables</b>
Business Direction Model including: a. organization structure/business units b. business objectives c. critical success factors d. key performance indicators
<i>(optional)</i> Business Objectives/Critical Success Factor Matrix
Current Business Process Model including: a. stakeholders (internal and external) b. prioritized business processes
<i>(optional)</i> Business Objectives/Business Processes Matrix
<i>(optional)</i> Business Process/Business Unit Matrix
Analyzed Existing Business Processes including: a. opportunities for improvement b. process costs, time and quality measures c. delays, bottlenecks or other problems d. potential process enablers (Information Technology) e. constraints
Re-engineered Business Process Model including: a. re-engineered organization structure/business units (if any) b. re-engineered business processes
Transition Change Plan Plan to manage changes to Business Process and subsequent projects <ul style="list-style-type: none"> <li>• Project Definitions (priorities, resources, effort and cost estimate)</li> <li>• List of Tasks</li> <li>• Schedule</li> <li>• List of Deliverables</li> </ul>
Business Process Re-engineering (BPR) Report <ul style="list-style-type: none"> <li>• see Table of Contents following.</li> </ul>
Cleaned and frozen version of CASE repository at completion of BPR

## Business Process Re-engineering (BPR) Suggested Table of Contents

1. MANAGEMENT SUMMARY
  - 1.1 Overview
  - 1.2 Summary of Findings
  - 1.3 Proposed Activities
2. OVERVIEW
  - 2.1 Background
  - 2.2 Current Situation
  - 2.3 Project Objectives
    - 2.3.1 Scope
    - 2.3.2 Critical Success Factors
    - 2.3.3 Project Resources
  - 2.4 Project Approach
  - 2.5 CASE Repository Information
3. BUSINESS DIRECTION
  - 3.1 Organization Structure
  - 3.2 Business Objectives
  - 3.3 Critical Success Factors
  - 3.4 Key Performance Indicators
4. CURRENT BUSINESS PROCESS EVALUATION
  - 4.1 Business Process Overview
  - 4.2 Stakeholder Roles/Responsibilities
5. BUSINESS CASE FOR CHANGE
  - 5.1 Benefits
  - 5.2 Costs
  - 5.3 Business Drivers
  - 5.4 Risk Analysis
  - 5.5 Process Enablers
6. RE-ENGINEERED BUSINESS PROCESS RECOMMENDATIONS
  - 6.1 Re-engineered Business Process Overview
  - 6.2 Re-engineered Stakeholders Roles/Responsibilities
7. BUSINESS PROCESS TRANSITION CHANGE PLAN
  - 7.1 Strategy to Manage the Changes to Business Process
  - 7.2 Implementation Plan
  - 7.3 Resource Retraining/Recycling Plan
8. CONCLUSIONS

APPENDIX A: Glossary

APPENDIX B: List of Acronyms Used

APPENDIX C: Current Business Process Models

APPENDIX D: Re-engineered Business Process Models

APPENDIX E: Project Plan

#### 4. Detailed Business Area Analysis (DBAA) Deliverables

<b>Deliverables</b>
Business Function Model including: <ol style="list-style-type: none"> <li>a. full hierarchy of functions to be automated (to elementary level)</li> <li>b. first-level hierarchy of functions not to be automated</li> <li>c. function definitions</li> <li>d. function frequencies for leaf-level functions to be automated</li> </ol>
Business Data Model including: <ol style="list-style-type: none"> <li>a. entity relationship diagram</li> <li>b. entity definitions</li> <li>c. business attributes</li> <li>d. entity volumes</li> <li>e. domain definitions</li> <li>f. business rules</li> </ol>
Function/Entity Matrix
<i>(optional)</i>
Distribution Matrix
<i>(optional)</i>
Current System(s) including: <ol style="list-style-type: none"> <li>a. Functions</li> <li>b. Data</li> <li>c. Issues</li> </ol>
Reporting Requirements including: <ol style="list-style-type: none"> <li>a. Management Reporting</li> <li>b. Operational Reporting</li> <li>c. Adhoc Reporting</li> </ol>
Records Management Requirements including: <ol style="list-style-type: none"> <li>a. Creation of Records</li> <li>b. Active Records</li> <li>c. Inactive Records</li> <li>d. Record Retention</li> <li>e. Final Disposition</li> </ol>
Freedom of Information and Privacy (FOIP) Requirements including: <ol style="list-style-type: none"> <li>a. Access and privacy restrictions to information</li> </ol>
Design Area Definitions including: <ol style="list-style-type: none"> <li>a. list of functions</li> <li>b. list of entities</li> </ol>
<i>(optional)</i>
Organization Chart for the Business Area under study including an indication of affected areas
Data flow diagrams or Process Modeller diagrams
Function dependencies
State transition diagrams
Initial Transition Strategy for:

<b>Deliverables</b>
<ul style="list-style-type: none"> <li>a. delivery strategy</li> <li>b. critical transition factors</li> <li>c. Business Readiness <ul style="list-style-type: none"> <li>• notes on organization changes</li> <li>• business issues</li> </ul> </li> <li>d. People Readiness <ul style="list-style-type: none"> <li>• training plan</li> <li>• trainer manual and presentation materials</li> <li>• user manual (User Operations Manual) and On-line Help files</li> </ul> </li> <li>e. System Readiness <ul style="list-style-type: none"> <li>• installation plan</li> <li>• location requirements/service levels</li> <li>• operation requirements.</li> <li>• system operations manual</li> </ul> </li> <li>f. Application Readiness <ul style="list-style-type: none"> <li>• Acceptance plan</li> <li>• Test plan</li> </ul> </li> <li>g. Data Conversion <ul style="list-style-type: none"> <li>• Data Conversion plan</li> </ul> </li> <li>h. System Roll-out <ul style="list-style-type: none"> <li>• Cut-over plan</li> <li>• Implementation Cycle</li> </ul> </li> </ul>
(Note: All sections of the transition strategy may not be completed at this stage)
Preliminary Audit/Control Needs including: <ul style="list-style-type: none"> <li>a. mechanisms to ensure accurate and complete processing of multi-step transactions</li> <li>b. methods for reconciling entered data</li> <li>c. audit trails for reconstruction of damaged data</li> <li>d. security measures (prevention and detection)</li> </ul>
Preliminary Back-up/Recovery Needs
Development Plan for each design area <ul style="list-style-type: none"> <li>a. Development Plan for Design Stage <ul style="list-style-type: none"> <li>• List of Tasks (definition, resources, effort and cost estimate)</li> <li>• Schedule</li> <li>• List of Deliverables</li> <li>• Critical Success factors</li> <li>• Constraints and Assumptions</li> </ul> </li> <li>b. High-level Plan for remaining stages</li> </ul>
Detailed Business Area Analysis (DBAA) Report <ul style="list-style-type: none"> <li>• see Table of Contents following.</li> </ul>
Cleaned and frozen version of CASE repository at completion of DBAA
Departmental Information Strategy Plan updates

## **Detailed Business Area Analysis (DBAA) Suggested Table of Contents**

1. MANAGEMENT SUMMARY
  - 1.1 Overview
  - 1.2 Summary of Analysis Findings
  - 1.3 Proposed Activities
2. OVERVIEW
  - 2.1 Background
  - 2.2 Current Situation
  - 2.3 Project Objectives
    - 2.3.1 Scope
    - 2.3.2 Critical Success Factors
    - 2.3.3 Project Resources
  - 2.4 Project Approach
  - 2.5 CASE Repository Information
3. BUSINESS FUNCTION MODEL OVERVIEW
4. BUSINESS DATA MODEL (LOGICAL) OVERVIEW
5. CURRENT SYSTEM(S) OVERVIEW
6. DESIGN AREA DEFINITION
  - 6.1 New System Functions
  - 6.2 Changes to Existing System Functions
  - 6.3 Constraints and Assumptions
  - 6.4 Reporting Requirements
  - 6.5 Records Management Requirements
  - 6.6 FOIP Requirements
7. PROJECT CONCLUSIONS
  - 7.1 Overview
  - 7.2 Proposed Activities
    - 7.2.1 Scope of Next Phase
    - 7.2.2 Plan for Next Phase
    - 7.2.3 Critical Success Factors
  - 7.3 Cost Benefit Analysis
  - 7.4 Departmental Information Strategy Plan Update
8. RECOMMENDATIONS
9. TRANSITION STRATEGY
  - 9.1 Delivery Strategy
  - 9.2 Critical Transition Factors
  - 9.3 Business Readiness
  - 9.4 People Readiness
  - 9.5 System Readiness
  - 9.6 Application Readiness
  - 9.7 Data Conversion
  - 9.8 System Roll-out

APPENDIX A: Glossary

APPENDIX B: List of Acronyms Used

APPENDIX C: Business Function Model

APPENDIX D: Business Data Model  
APPENDIX E: Function/Entity Matrix  
APPENDIX F: Project Plan  
APPENDIX G: External Agents  
APPENDIX H: Current Systems Analysis  
APPENDIX I: Distribution Matrix

## 5. Business System Design (BSD) Deliverables

<b>Deliverables</b>
<p>System Design including:</p> <ol style="list-style-type: none"> <li>a. menu hierarchy</li> <li>b. module hierarchy (including external modules)</li> <li>c. module/column usage</li> <li>d. form/report layouts (generated and manually constructed for those not supported by the generators)</li> <li>e. detailed specification of complex logic (e.g. pseudocode)</li> <li>f. user classes and access rights</li> </ol>
<p>Data Design including:</p> <ol style="list-style-type: none"> <li>a. logical and physical data models and cross-reference</li> <li>b. database design (including tables, indexes, views, keys, constraints, clusters, etc.)</li> <li>c. detailed sizing</li> </ol>
<p>Technical Design including:</p> <ol style="list-style-type: none"> <li>a. network architecture for both development and production</li> <li>b. network traffic projections</li> <li>c. performance profile on other systems</li> <li>d. hardware capacity planning</li> <li>e. hardware and software requirement for both development and production</li> </ol>
<p>Detailed Transition Strategy for:</p> <ol style="list-style-type: none"> <li>a. delivery strategy</li> <li>b. critical transition factors</li> <li>c. Business Readiness <ul style="list-style-type: none"> <li>• notes on organization changes</li> <li>• business issues</li> </ul> </li> <li>d. People Readiness <ul style="list-style-type: none"> <li>• training plan</li> <li>• trainer manual and presentation materials</li> <li>• user manual (User Operations Manual) and/or On-line Help files</li> </ul> </li> <li>e. System Readiness <ul style="list-style-type: none"> <li>• installation plan</li> <li>• location requirements/service levels</li> <li>• operation requirements</li> <li>• system operations manual</li> </ul> </li> <li>f. Application Readiness <ul style="list-style-type: none"> <li>• Acceptance plan</li> <li>• Test plan</li> </ul> </li> <li>g. Data Conversion <ul style="list-style-type: none"> <li>• Data Conversion plan</li> </ul> </li> <li>h. System Roll-out <ul style="list-style-type: none"> <li>• Cut-over plan</li> <li>• Implementation Cycle</li> </ul> </li> </ol>

<b>Deliverables</b>
(Note: All sections of the transition strategy may not be completed at this stage e.g. the system operations manual, user manual and training manual and presentation material)
Detailed Audit/Control Needs
Access requirements by role (update and view access restrictions)
Detailed System-Specific Back-up/Recovery Needs
High-Level System Test Plan with Optional Test Conditions and Test Data
System Development Plan <ul style="list-style-type: none"> <li>a. Development Plan for Construction/Build Stage <ul style="list-style-type: none"> <li>• List of tasks (definition, resources, effort and \$ estimates) (note resources and \$ estimates may be provided in a Proposal document when the Construction/Building stage is about to begin)</li> <li>• Schedule</li> <li>• List of deliverables</li> </ul> </li> <li>b. Revised High-level Plan for remaining stages</li> </ul>
Business System Design (BSD) Report and Transition Strategy Report <ul style="list-style-type: none"> <li>• see Table of Contents following.</li> </ul>
Cleaned and frozen version of CASE repository at completion of BSD
Departmental Information Strategy Plan updates

### **Business System Design (BSD) Suggested Table of Contents**

1. MANAGEMENT SUMMARY
2. OVERVIEW
  - 2.1 CASE Repository Information
3. SYSTEM DESIGN
  - 3.1 Module Specifications
  - 3.2 Detailed Audit/Control Needs
    - 3.2.1 Methods of Reconciling Entered Data
    - 3.2.2 Audit Trails for Reconstruction of Damaged Data
  - 3.3 Backup/Recovery Needs
  - 3.4 User Classes and Access Rights
    - 3.3.1 Database Security
    - 3.3.2 Application Security
    - 3.3.3 Security Roles
    - 3.3.4 Table Level Restrictions
  - 3.5 Constraints & Assumptions
4. DATA DESIGN
  - 4.1 Logical Data Model
  - 4.2 Database and File Design
  - 4.3 Detailed Sizing
5. TECHNICAL DESIGN
6. SYSTEM DEVELOPMENT PLAN

## 6.1 Scope

APPENDIX A:	Glossary
APPENDIX B:	List of Acronyms Used
APPENDIX C:	Entity Relationship Diagram
APPENDIX D:	Entity Definition Report
APPENDIX E:	Data Schema Diagram
APPENDIX F:	File Definition Report
APPENDIX G:	Menu Hierarchy/Network Diagram
APPENDIX H:	Module Structure Diagrams
APPENDIX I:	Form/Report Layouts
APPENDIX J:	Security Roles
APPENDIX K:	Table Definition Report
APPENDIX L:	Modules and the Table/Columns Used Report or Column to Module matrix
APPENDIX M:	Module Definition Report
APPENDIX N:	Preliminary Table Sizes
APPENDIX O:	System Test Plan
APPENDIX P:	Build Work Plan

## **Transition Strategy Suggested Table of Contents**

1. INTRODUCTION
  - 1.1 Delivery
  - 1.2 Critical Transition Factors
2. BUSINESS READINESS
  - 2.1 Pre-Implementation Business Issues
  - 2.2 Post-Implementation Business Issues
3. PEOPLE READINESS
  - 3.1 Training Plan
  - 3.2 Trainer Manual and Presentation Materials
  - 3.3 User Manual (User Operational Manual) and On-line Help files
4. SYSTEM READINESS
  - 4.1 Installation Plan
  - 4.2 Location Requirements/Service Levels
  - 4.3 Operation Requirements
  - 4.4 System Operations Manual
5. APPLICATION READINESS
  - 5.1 Acceptance Test Plan
6. DATA CONVERSION
7. SYSTEM ROLL-OUT
  - 7.1 Cut-Over Plan
  - 7.2 Implementation Cycle

APPENDIX A: Glossary

APPENDIX B: List of Acronyms Used

APPENDIX C: Work Plan Schedule

## 6. Construction/Build Deliverables

<b>Deliverables</b>
Programs working and tested
Database
Tuned Database
Updated Transition Strategy Report <ul style="list-style-type: none"> <li>a. delivery strategy</li> <li>b. critical transition factors</li> <li>c. Business Readiness <ul style="list-style-type: none"> <li>• notes on organization changes</li> <li>• business issues</li> </ul> </li> <li>d. People Readiness <ul style="list-style-type: none"> <li>• training plan</li> <li>• trainer manual and presentation materials</li> <li>• user manual (User Operations Manual) and On-line Help files</li> </ul> </li> <li>e. System Readiness <ul style="list-style-type: none"> <li>• installation plan</li> <li>• location requirements/service levels</li> <li>• operation requirements</li> <li>• System Operations Manual (Systems Managers Guide, DBA Guide)</li> </ul> </li> <li>f. Application Readiness <ul style="list-style-type: none"> <li>• Acceptance plan</li> <li>• Test plan</li> </ul> </li> <li>g. Data Conversion <ul style="list-style-type: none"> <li>• Data Conversion plan</li> </ul> </li> <li>h. System Roll-out <ul style="list-style-type: none"> <li>• Cut-over plan</li> <li>• Implementation Cycle</li> </ul> </li> </ul>
Updated logical data model (all relevant logical data models)
Cleaned and frozen version of CASE repository at completion of Construction/Build

## 7. Transition Deliverables

<b>Deliverables</b>
Trainer and Educational Material
Training Schedule
User Acceptance Test and Acceptance Agreement
Converted Data and Backup
Performance Benchmarks
Installed and Fully Operational System
Operation and Support Facilities including: <ul style="list-style-type: none"> <li>a. Operations Fault Log</li> <li>b. Change Request Log</li> </ul>

c. Maintenance/Support Team
-----------------------------

**8. Production Deliverables**

<b>Deliverables</b>
Performance Statistics
Operations Fault Log
Change Request Log
<i>(optional)</i>
System Enhancements and Versioning
Post Implementation Review Report

**APPENDIX D  
PROPOSAL SUBMISSION LETTER**

(Vendor Letterhead)

(Date       , 200x)

(name)  
Project Contracting Manager  
Contracted Services Section  
Service Alberta  
Capital Health Centre, South Tower  
9th Floor, 10030-107 Street  
Edmonton, Alberta  
T5J 3E4

RE: Request for Proposals (RFP) Number XXXXX-XX

Enclosed is our Proposal submitted in response to this RFP.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Title)

\_\_\_\_\_  
(Vendor Address)

\_\_\_\_\_  
(Telephone)

\_\_\_\_\_  
(Facsimile)

## APPENDIX E EVALUATION FRAMEWORK

*(This appendix will assist Vendors in understanding what RFP requirements/questions will be evaluated in each of the Evaluation Categories. Some evaluation criteria may be evaluated in more than one category and therefore the applicable evaluation criteria must be identified each time under such evaluation categories.)*

Evaluation Category	RFP Evaluation Criteria	
	RFP Section	RFP Requirements
People		
Processes		
Tools		
Products & Deliverables		
Service Delivery		
Financial/Pricing	5.2.3.6	a.2.a
Measurement & Continuous Improvement		
Leadership		
Experience		
Value Add		
Relationship	5.2.3.11	a.1.a
Transition		

**APPENDIX \_\_**  
**PROJECT TEAM EXPERIENCE SUMMARY FORM**

<b>RFP Reference No.</b>	<b>Description of RFP Requirement</b>	<b>Experience Claimed</b>	<b>Name of Client Organization &amp; any pertinent details to further support experience claim</b>	<b>Project Start and End dates</b>	<b>Resume Cross Reference</b>
	<b>Mandatories</b>				
3.4.1.1 a.	<i>(insert requirement as stated in the RFP)</i>				
3.4.1.1 b.	<i>(insert requirement as stated in the RFP)</i>				
3.4.1.1 c.	<i>(insert requirement as stated in the RFP)</i>				
	<b>Desirables</b>				
3.4.1.2 a.	<i>(insert requirement as stated in the RFP)</i>				
3.4.1.2 b.	<i>(insert requirement as stated in the RFP)</i>				
3.4.1.2 c.	<i>(insert requirement as stated in the RFP)</i>				

**APPENDIX \_\_**  
**(INSERT RESOURCE CATEGORY, E.G. PROJECT LEADER)**  
**EXPERIENCE SUMMARY SHEET**

Name of Individual: \_\_\_\_\_

<b>RFP Reference No.</b>	<b>Description of RFP Requirement</b>	<b>Experience Claimed</b>	<b>Name of Client Organization &amp; any pertinent details to further support experience claim</b>	<b>Project Start and End dates</b>	<b>Resume Cross Reference</b>
3.4.2					
	<b>Mandatories</b>				
	<i>(insert requirement as stated in the RFP)</i>				
	<i>(insert requirement as stated in the RFP)</i>				
	<i>(insert requirement as stated in the RFP)</i>				
	<b>Desirables</b>				
	<i>(insert requirement as stated in the RFP)</i>				
	<i>(insert requirement as stated in the RFP)</i>				
	<i>(insert requirement as stated in the RFP)</i>				

## APPENDIX F

### SAMPLE RFP REQUIREMENTS/QUESTIONS

*(Sample RFP requirements/questions for the development of section 5.2.3 of the RFP are provided below. Additional sample RFP requirements/questions are included in the document entitled, “Request for Proposal (RFP) Response Evaluation Process” found at the following website: <https://www.myagent.gov.ab.ca>)*

<b>People</b>
<i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor’s ability to transition the Department’s staff to the Vendor, if applicable, and the quality of the Vendor’s personnel in terms of availability, capability, skills, and knowledge).</i>
<ul style="list-style-type: none"> <li>• Describe how you propose to deal with vacation, illness, resignations, training and other absences on the project team.</li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrate that the proposed team members satisfy the requirements described in this RFP;</li> </ul>
<ul style="list-style-type: none"> <li>• In response to section 3.4.1 Project Team Requirements of this RFP, provide a completed Project Team Experience Summary Form. A blank Project Team Experience Summary Form is included in Appendix __ of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a detailed resume for each team member identified in the Proposal: Resumes should: <ul style="list-style-type: none"> <li>• clearly indicate the working experience and training the person possesses in any relevant area of expertise;</li> <li>• show the commencement and completion dates of work assignments and projects carried out by this person in support of the amount of experience claimed in the Project Team Experience Summary Form <i>(and Project Team Member Experience Summary Sheet, if applicable)</i>.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• In response to section 3.4.2 Project Team Member Requirements of this RFP, provide a completed Project Team Member Experience Summary Sheet for each proposed team member identified in the Proposal. A blank Experience Summary Sheet for each category of resource is included in Appendix __ of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Include at least three references from previous clients for whom the person has provided a similar service. If the Proposal does not include these references the Vendor must provide them within 2 Business Days of a request by Procurement Services. Her Majesty may contact these or other references without prior notice to the Vendor. The Proposal may be rejected should any proposed individual receive, in the opinion of Her Majesty, unsatisfactory references.</li> </ul>
<b>Processes</b>
<i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor’s tried and proven approach to managing product and service delivery.)</i>
<ul style="list-style-type: none"> <li>• Describe the procedures to be used to identify, report, recover and take remedial steps from slippage in project timelines and deliverables.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.3 Methodologies of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.9 Acceptance Testing of this RFP.</li> </ul>

<ul style="list-style-type: none"> <li>• Include a response to section 3.2.12 FOIP of this RFP.</li> </ul>
<b>Tools</b>
<i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's investment in, and effective implementation/use of tools to manage the environment, the processes and the people.)</i>
<ul style="list-style-type: none"> <li>• Describe the change control techniques and tools that would be used by the team, including project management software tools.</li> </ul>
<b>Products &amp; Deliverables</b>
<i>(Requirements/questions in this category allow the Evaluation Team to evaluate the products and deliverables that the Vendor will deliver to the client on a regular basis in terms of quality, viability, supportability, scalability, availability, and fit.)</i>
<ul style="list-style-type: none"> <li>• Demonstrate the Vendor's understanding of the project requirements and deliverables, which highlights, or emphasizes any aspects which the Vendor considers unique to this particular project.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a detailed workplan for the completion of the project. The plan should identify: <ul style="list-style-type: none"> <li>• all tasks, phases, and stages to be completed;</li> <li>• what deliverable or result is produced by each task;</li> <li>• which personnel are allocated to each task;</li> <li>• estimated number of person days (based on a 7.25 hour day) for each task and for the whole project;</li> <li>• start and end dates and an elapsed time estimate for each task, and the whole project;</li> <li>• a Gantt chart with the complete project schedule of tasks, or an equivalent clear representation of the same information.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.1 Project Phases and Deliverables of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.2 Architecture and Standards of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.7 Security of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.10 Documentation of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• Include a response to section 3.2.11 User Training of this RFP.</li> </ul>
<ul style="list-style-type: none"> <li>• If the Vendor is proposing to include Pre-existing Work and/or Commercial Software in the development of the system: <ul style="list-style-type: none"> <li>• clearly identify if it is Pre-existing Work and/or Commercial Software; and</li> <li>• provide details which would allow a third party to distinguish the Pre-existing Work and/or Commercial Software from all other Materials.</li> </ul> <i>(Department to delete this requirement if Pre-existing Work and/or Commercial Software is not permitted in the Development)</i> </li> </ul>
<b>Service Delivery</b>
<i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's ability to deliver the services described in the RFP.)</i>
<ul style="list-style-type: none"> <li>• Describe the team organization and management strategy that would be used to implement the proposed approach, including the reporting relationships required.</li> </ul>
<ul style="list-style-type: none"> <li>• Describe the proposed technical approach to the project.</li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrate the Vendor's commitment to delivery and schedule.</li> </ul>

<ul style="list-style-type: none"> <li>• Include a response to section 3.2.13 Maintenance Support of this RFP.</li> </ul>
<p><b>Financial / Pricing</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's financial proposal.)</i></p> <ul style="list-style-type: none"> <li>• Vendors must use the Pricing Form in Appendix B to submit their pricing for the Services and Materials described in this RFP.</li> </ul>
<p><b>Measurement &amp; Continuous Improvement</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's approach to service measurement and plans for continuous improvement.)</i></p> <ul style="list-style-type: none"> <li>• Include a response to section 3.2.6 Service Levels.</li> </ul>
<p><b>Leadership</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's ability to provide thought leadership (anticipate, shape, assess and apply innovation.)</i></p>
<p><b>Experience</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's experience in terms of capability, depth, breadth, ability to respond quickly, and creative partnerships.)</i></p> <ul style="list-style-type: none"> <li>• Provide a response to section 3.3 Vendor Requirements of this RFP.</li> </ul>
<p><b>Value Add</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the value-add that the Vendor brings to the table.)</i></p>
<p><b>Relationship</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's ability to establish and maintain an effective relationship at all levels.</i></p> <ul style="list-style-type: none"> <li>• Include a response to section 3.2.4 Project Status Reporting.</li> </ul>
<p><b>Transition</b></p> <p><i>(Requirements/questions in this category allow the Evaluation Team to evaluate the Vendor's ability and plans to transition the Department to the Vendor's proposed environment and/or new service provider.)</i></p> <ul style="list-style-type: none"> <li>• Describe the proposed strategies to ensure a seamless transition from the current environment into the new environment.</li> <li>• Include a response to section 3.2.8 Conversion/Transition of this RFP.</li> </ul>