



# Request for Qualifications

**All enquiries** related to this Request for Qualifications, including any requests for information and clarification, are to be directed, in writing, to [bradley.weaver@bcogc.ca](mailto:bradley.weaver@bcogc.ca), who will respond if time permits. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and will be distributed to all Proponents at the Commission's option.

No. RFQ 21021003

## Development Services 2020-2023

**Closing Time:** Responses must be received electronically **before 2:00 PM Pacific Time on: May 29, 2020**

### Delivery of Proposals

**Proposals must be submitted electronically.**

To: <http://www.bcogc.ca/procurement/rfp>

Proposals must be submitted to the above link before the closing date.

### Organization Overview

The BC Oil and Gas Commission (Commission) is an independent, single-window regulatory agency with responsibilities for overseeing oil and gas operations in British Columbia. Regulatory responsibility is delegated to the Commission through the Oil and Gas Activities Act and includes specified enactments under the Forest Act, Heritage Conservation Act, Land Act, Environmental Management Act, and Water Act. The operating costs of the Commission are funded through industry fees and levies on a cost recovery basis.

The Commission's core roles include reviewing and assessing applications for industry activity, consulting with First Nations, ensuring industry complies with provincial legislation and cooperating with partner agencies. The public interest is protected by ensuring public safety, protecting the environment, conserving petroleum resources and ensuring equitable participation in production.

The regulatory responsibility of the Commission extends from the exploration and development phases of oil and gas activities through to facilities operation, and ultimately decommissioning of industry projects. The Commission is charged with balancing a broad range of environmental, economic and social considerations.

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## **1. Overview of the Requirement**

The BC Oil and Gas Commission (Commission) is soliciting proposals from qualified Suppliers to support the implementation of the annual Information Management / Information Technology (IM/IT) portfolio by providing services to support and implement a variety of information systems development projects.

Based on the review of RFQ Responses, the Commission intends to establish a List of Qualified Suppliers who may be directly awarded, or asked to compete for, contracts for provision of the services described in section 4.

The List of Qualified Suppliers will be in place for three years.

## **2. Request for Qualifications Definitions**

Throughout this Request for Qualifications, the following definitions will be used:

- a) "BC Bid" means the electronic tendering service maintained by the Province;
- b) "Contract" means a written contract executed by the Commission and the Contractor;
- c) "Contractor" means a Qualified Supplier who enters into a Contract with the Commission;
- d) "List of Qualified Suppliers" means a list of names of Respondents possessing the qualifications described in this RFQ that have satisfied any conditions set by the Province for being added to and staying on that list;
- e) "must", or "mandatory" means a requirement that must be met in order for a Response to receive consideration;
- f) "Commission" means the Commission;
- g) "Qualified Supplier" means a Respondent possessing the qualifications described in this RFQ that has satisfied any conditions set by the Commission for being added to, and staying on, the List of Qualified Suppliers;
- h) "Respondent" means an individual or a company that submits, or intends to submit, their qualifications in response to this "Request for Qualifications";
- i) "Response" means a statement of qualifications submitted in reply to this Request for Qualifications; and
- j) "should" or "desirable" means a requirement having a significant degree of importance to the objectives of the Request for Qualifications.

## **3. Request for Qualifications**

### **3.1 List of Qualified Suppliers**

The services will be provided on an "as, if, and when requested" basis. It is the intention of the Commission to choose Contractors from the List of Qualified Suppliers to perform services. The method of selecting the appropriate Contractor will be based on the skill set and experience of a particular Qualified Supplier. Alternatively, the Commission may issue an invitation to several Qualified Suppliers, to obtain pricing information and additional information about a potential project and then evaluate the Qualified Suppliers on a competitive basis.

### **3.2 Form of Contract**

Any Contract with a Qualified Supplier will be substantially similar to the terms and conditions of the Commission's IT General Service Agreement and will include additional controls surrounding access:

- a) The Contractor will be responsible for supplying his/her own office space but may perform Services under this agreement on Commission premises at the Commission's request. The Contractor will be responsible for supplying all necessary IT equipment and software for his/her team.
- b) The contractor will agree not to discuss the services provided under the Agreement with anyone associated with the Contractor outside of the individuals authorized and involved with providing services under this Agreement.
- c) No information shall be requested, reviewed or discussed by the Contractor employees working on Commission projects that is not directly related to their assigned tasks.
- d) All Commission data will be adequately protected, safeguarded from loss or theft, and must be stored on Canadian infrastructure

### 3.3 Enquiries

All enquiries related to this Request for Qualifications are to be directed, via email, to [bradley.weaver@bcogc.ca](mailto:bradley.weaver@bcogc.ca). Information obtained from any other source is not official and should not be relied upon. Enquiries and answers will be recorded and will be distributed to all Respondents at the Commission's option.

### 3.4 Closing Date

A complete copy must be submitted electronically and must be received by 2:00 PM, Pacific Time, on **May 29, 2020** to <http://www.bcogc.ca/procurement/rfp>. Responses must not be sent by e-mail.

### 3.5 Late Responses

Late Responses will not be accepted and will be returned to the Respondent.

### 3.6 Qualifications Review Committee

Evaluation of Responses will be by a committee formed by the Commission and may include employees and contractors of the Commission.

### 3.7 Review and Selection

The qualifications review committee will check Responses against the mandatory criteria. Responses not meeting all mandatory criteria will be rejected without further consideration. Responses that do meet all the mandatory criteria will then be assessed and scored against the desirable criteria. Responses not meeting a minimum score in a category will not be further considered. The names of successful Respondents will be added to the Commission's List of Qualified Suppliers.

### 3.8 Signed Responses

The Response must be signed by a person authorized to sign on behalf of the Respondent and to bind the Respondent to statements made in response to this Request for Qualifications.

### 3.9 Changes to Response Wording

The Respondent will not change the wording of its Response after closing and no words or comments will be added to the Response unless requested by the Commission for purposes of clarification.

### 3.10 Respondents' Expenses

Respondents are solely responsible for their own expenses in preparing a Response and for subsequent negotiations with the Commission, if any. The Commission will not be liable to any Respondent for any claims, whether for costs or damages incurred by the Respondent in preparing the Response, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

### 3.11 Acceptance of Responses

This Request for Qualifications is not an agreement to purchase goods or services. The Commission is not bound to enter into a Contract with any Qualified Supplier. Responses will be assessed in light of the qualification review criteria. The Commission will be under no obligation to receive further information, whether written or oral, from any Respondent.

### 3.12 Definition of Contract

Notice in writing to a Respondent that it has been identified as a Qualified Supplier will not constitute a contract. Only if a Qualified Supplier and the Commission enter into a subsequent full written Contract will a Respondent acquire any legal or equitable rights or privileges relative to the goods or services.

### 3.13 List of Qualified Suppliers Not Binding

A Qualified Supplier may withdraw its name from the List of Qualified Suppliers by notifying the Commission in writing. The Commission may withdraw a name of a Qualified Supplier from the List of Qualified Suppliers by notifying that Qualified Supplier in writing.

### 3.14 Modification of Terms

The Commission reserves the right to modify the terms of this Request for Qualifications at any time in its sole discretion. This includes the right to cancel this Request for Qualifications or the List of Qualified Suppliers at any time without entering into a Contract.

### 3.15 Ownership of Responses

All documents, including Responses, submitted to the Commission become the property of the Commission. They will be received and held in confidence by the Commission, subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.

### 3.16 Confidentiality of Information

Information pertaining to the Commission obtained by the Respondent as a result of participation in this project is confidential and must not be disclosed without written authorization from the Commission.

## 4. Use of List Guidelines

The guidelines set out in this Section regarding the use of the List of Qualified Suppliers are subject to change occasionally, as the Commission may deem necessary, without notice to the Consultants or firms on the List.

### 4.1 Effective Date

The List of Qualified Suppliers will be in effect until June 30, 2023.

## 4.2 Contracts

Any Contracts entered into with a Qualified Supplier will be:

- a) Between the Commission and the individual Consultant where the Qualified Supplier is the individual Consultant, and
- b) Between the Commission and a company, specifying the individual Consultant(s) to be engaged, where the Qualified Supplier is a Respondent company.

## 4.3 Selection Criteria

The Commission may select a Qualified Supplier from the List using one or more of the following selection methods:

- a) If the estimated Contract value is less than \$25,000 the Commission may directly invite a Qualified Supplier to provide a quotation based on Consultant availability and on specified requirements (e.g., deliverables, milestones, term etc.) of the project or assignment with the intent to enter into Contract negotiations with that Qualified Supplier;
- b) If the estimated Contract value is \$25,000 or more and less than \$75,000, the Commission may directly invite a Qualified Supplier to provide a quotation based on Consultant availability and on specified requirements (e.g., deliverables, milestones, term, etc.) of the project or assignment with the intent to enter into Contract negotiations with that Qualified Supplier if it can be verified by the Commission that only one Qualified Supplier has a Consultant that:
  - I. Is available to undertake the project or assignment; or,
  - II. Has the necessary qualifications to carry out the project or assignment based on the Commission's specific assessment of the Consultant qualifications.
- c) If the estimated Contract value is \$25,000 or more and less than \$75,000, and more than one Qualified Supplier has a Consultant available who has the necessary qualifications to carry out the project or assignment based on the Commission's specific assessment of the Consultant qualifications, the Commission may, in its sole discretion, use a competitive or other selection process between a minimum of two (if available) such Qualified Suppliers that evaluates each Qualified Supplier's available Consultants, proposed approach, pricing, or other elements required for the project or assignment. The Commission may, at its sole discretion, consider other Qualified Suppliers' available Consultants that, in the Commission's sole opinion, meet the Commission's qualification criteria for the project or assignment (e.g., specialization, experience level, etc.).
- d) If the estimated Contract value is \$75,000 or more, and more than one Qualified Supplier has a Consultant available who has the necessary qualifications to carry out the project or assignment based on the Commission's specific assessment of the Consultant qualifications, the Commission will invite all such Qualified Suppliers to compete for the project or assignment.
- e) Notwithstanding subparagraphs a), b), c), and d), the Commission may directly negotiate a contract with a Qualified Supplier where one of the following exceptional conditions applies:
  - i. Only one available Consultant is qualified to provide the services;
  - ii. An unforeseeable emergency exists and the services could not be obtained in time by means of a competitive process;

- iii. A competitive process would interfere with the Commission's ability to maintain security or order or to protect human, animal or plant life or health; or
- iv. The acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest.

#### 4.4 Material Changes

Qualified Suppliers will immediately, during the period that the List is in effect, advise the Commission of any material changes to the information contained in their Response.

#### 4.5 Qualified Suppliers

Qualified Suppliers may be contacted on an "as, if and when requested" basis and may be contacted directly or asked to compete on opportunities for the provision of services in accordance with the selection method set out in section 7 or as revised by the Commission and communicated to all Qualified Suppliers from time to time. If a Qualified Supplier's requested Consultant is unavailable for a contemplated project or assignment, the Qualified Supplier may propose a substitute resource to the Commission for evaluation and consideration

The Commission has the sole discretion to remove a Qualified Supplier from the List of Qualified Suppliers for unsatisfactory performance by a Qualified Supplier in a Contract, or for failing to meet the requirements for staying on the List of Qualified Suppliers as set out in this RFQ or as may be communicated by the Commission from time to time. Reasons for removal from the List of Qualified Suppliers may include, but is not limited to:

- deemed lack the experience required to deliver on projects,
- evidence that the content of the response was inaccurate or misleading
- contractor inability meet the requirements of the RFQ
- pattern of non-response to Commission competitions is evident.

#### 4.6 Obligations

The Commission has no obligation to:

- a) Inquire as to the availability of a substitute Consultant when advised by a Qualified Supplier that the Consultant named on the List is not available for a particular project;
- b) Evaluate or accept any substitute Consultant proposed by a Qualified Supplier;
- c) Enter into a Contract with any one or more Qualified Suppliers; or
- d) Invite any one or more Qualified Suppliers to participate in competitive processes for a Contract.

#### 4.7 Discretion

The Commission reserves the right, at its sole discretion, to:

- a) Use the List of Qualified Suppliers in connection with projects or assignments. The criteria for selecting Qualified Suppliers for each project or task will vary, depending upon the requirements of the applicable project or task and could involve requiring a Consultant to have a certain demonstrated experience and proficiency level in one or more Service Areas depending on the specific requirements of the project or assignment.
- b) Consider subsequent requests for inclusion on the List of Qualified Suppliers after July 1, 2020 and during the term of the List. Any such requests will be subject to those Respondents submitting their qualification information for review in the same manner as originally outlined in this RFQ. There is no assurance that the Commission will require any future additions to the List or will accept any requests for inclusion
- c) Employ open competitions that include suppliers external to the List of Qualified Suppliers;
- d) Otherwise engage suppliers external to the List of Qualified Suppliers in connection with any project required by the Commission; and
- e) At any time, cancel, extend, expand or make a call to the market-place to renew the List of Qualified Suppliers.

#### 4.8 Rates

The Commission may not necessarily select the Qualified Supplier offering the lowest rates, and may review the qualifications or other criteria required for a specific project.

### 5. Services

The Commission requires services ranging from business level consultation to information systems development, with the objective of supporting, implementing or enhancing business information systems for the Commission. The duration of service on any one of multiple simultaneous assignments may range from several weeks to several months.

This RFQ is intended for Companies that have the capacity and capability to resource the Commission's projects with either individual consultants or complete project 'teams'. Responses that indicate the ability to provide all, or a subset of, the range of services listed below are acceptable. The extent of services the respondent can provide must be made clear, including their ability to resource a 'team' if required. Respondents indicating they can resource project 'teams' must demonstrate their ability to provide all roles that are required on a variety of development projects.

The List of Qualified Suppliers will include the top-ranked Respondents, based on both the respondent's capacity to provide resourcing and specific areas of expertise.

#### 5.1 Roles

The Commission requires contractors to provide the following roles in support of the development and implementation of new systems.



These roles must include some or all of the following:

- Project Manager
- Scrum Master
- Data Analyst
- Business Analyst
- UX Designer
- System Architect
- Change Manager
- GIS Analyst
- Database Administrator
- Developer
- QA Analyst

## 5.2 Technologies

The Commission requires development resources with experience in the following tools and technologies:

Service Description	Tools / Technologies
CI/CD <i>*currently implemented on a subset of systems</i>	<ul style="list-style-type: none"> <li>• Microsoft DevOps Server</li> </ul>
Containerization <i>*currently implemented on a subset of systems</i>	<ul style="list-style-type: none"> <li>• Red Hat OpenShift Container Platform <sup>1</sup> <i>(planned)</i></li> <li>• Docker <i>(existing)</i></li> </ul>
Identity and Access Management Tool	<ul style="list-style-type: none"> <li>• Keycloak <sup>1</sup></li> <li>• CAS SSO <i>(legacy)</i> <ul style="list-style-type: none"> <li>○ Where possible, these legacy systems will be modified to use the recently implemented Keycloak authentication.</li> </ul> </li> </ul>
Workflow and Business Process Modelling	<ul style="list-style-type: none"> <li>• Camunda</li> <li>• BPMN 2.0</li> </ul>
Business Rule Management Tool	<ul style="list-style-type: none"> <li>• Drools</li> </ul>
Enterprise Integrator and API Manager	<ul style="list-style-type: none"> <li>• WSO2 Enterprise Integrator</li> <li>• WSO2 Message Broker</li> <li>• WSO2 API Manager</li> </ul>
Operating Systems	<ul style="list-style-type: none"> <li>• Windows Server 2019, 2016, 2012</li> <li>• Red Hat Enterprise Linux 8, 7</li> </ul>
System development and implementation tools	<ul style="list-style-type: none"> <li>• .NET Core/C# <i>(Primary for new development)</i></li> <li>• Java</li> <li>• Jersey</li> <li>• AspectJ</li> <li>• JPA</li> <li>• JavaScript</li> <li>• Angular</li> <li>• Spring</li> <li>• Hibernate</li> <li>• JSF</li> <li>• PrimeFaces (AJAX Controls)</li> <li>• Bootstrap</li> <li>• HTML5</li> </ul>

	<ul style="list-style-type: none"> <li>● XML, XSLT</li> <li>● SOAP</li> <li>● CSS</li> <li>● Python</li> <li>● Bootstrap</li> <li>● Oracle Forms and Reports (12)</li> <li>● SQL / PLSQL</li> </ul>
Source Control	<ul style="list-style-type: none"> <li>● GIT</li> </ul>
Database Platforms	<ul style="list-style-type: none"> <li>● Oracle 12 (<i>Primary</i>)</li> <li>● PostgreSQL</li> <li>● SQL Server</li> </ul>
Issue and Project Tracking and Collaboration	<ul style="list-style-type: none"> <li>● Jira</li> <li>● Confluence</li> </ul>
Web Servers	<ul style="list-style-type: none"> <li>● Internet Information Server</li> <li>● Apache Tomcat</li> <li>● Apache Web Server</li> </ul>
Financial Systems	<ul style="list-style-type: none"> <li>● Microsoft Great Plains</li> <li>● Altec DocLink.</li> <li>● Microsoft eConnect (Great Plains Integration)</li> </ul>
GIS Technologies	<ul style="list-style-type: none"> <li>● ESRI Arc Server</li> <li>● ArcGIS</li> <li>● Geocortex Essentials</li> </ul>
Experience working with the following technologies an asset but not required	<ul style="list-style-type: none"> <li>● POSSE™</li> <li>● FME</li> <li>● Craft CMS</li> <li>● Drupal</li> </ul>

<sup>1</sup> These technologies are currently under evaluation as strategic enterprise architecture solutions for the Commission

### 5.3 Operational Maintenance and Support

The Commission information systems must be on-line during business hours with no disruption of service. The Commission requires contractors with the technical skills to provide effective support for our technical team ensuring systems are well maintained and functional. Contractors must be experienced in the technologies and skillsets outlined in section 4.2 of this RFP and may be required to work evenings or weekends to provide effective response to customer needs if an incident arises. If necessary, contractors must be able to travel to sites to resolve incidents or perform preventative or ongoing maintenance operations.

### 5.4 Database Administration

The Commission requires database administration services in support of its database instances. This includes but is not limited to the following responsibilities:

- Installing and upgrading the Oracle server and application tools including Oracle Forms and Reports

- Allocating system storage and planning future storage requirements for the database system
- Creating primary database storage structures (tablespaces) after application developers have designed an application
- Creating primary objects (tables, views, indexes) once application developers have designed an application
- Modifying the database structure, as necessary, from information given by application developers
- Enrolling users and maintaining system security
- Ensuring compliance with the Commission Oracle license agreement
- Controlling and monitoring user access to the database
- Monitoring and optimizing database performance
- Planning for backup and recovery of database information
- Working with Commission IT staff to maintain archived data on Commission infrastructure
- Backing up and restoring the database
- Contacting Oracle for technical support

## 6. Development Methodologies and Guidelines

The Commission uses several application development methodologies in order to design, build, and implement software applications. The methodology for each project is determined by a number of factors including business readiness, requirements, end product goal, feedback on work to date, potential for change, past experience, etc.

The Commission is moving away from the development of monolithic applications and looking to continue its investment in the development of independent services; however, a number of existing applications will continue to be enhanced and improved.

Suppliers should have the experience and skillsets to deliver projects based on the following development methodologies:

Waterfall	Waterfall will primarily used to support existing business units and/or projects that are accustomed to a waterfall approach and delivery has been successful in the past.
Incremental	An Incremental approach to development will be used when requirements can be broken down into smaller, standalone units of functionality that deliver value to the business. Each unit of functionality follows the standard Software Development Life Cycle phases. Additional functionality is added to the system until all functionality is implemented.
Iterative	An iterative approach to development is used when requirements may not be well defined. Iterative projects focus on understanding the users needs (user stories) first, then delivering functioning code on a regular basis., This process is repeated until an agreed upon, minimum viable product is produced.
Agile	Agile methodology is used when requirements may not be well understood and the goal is to deliver value to the customer quickly

	and often. Using this methodology the team will be working closely together with the business owners and driving to delivery consumable increments of functionality. Requirements and design are documented throughout each 'sprint' until the functionality and its associated deliverables are complete.
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All new system development must align to the following guidelines where possible:

- Applications will be built following the 12-factor methodology (<https://12factor.net/>) to allow flexibility in the delivery target platform.
- Applications will be built with security in mind following the OWASP security standards (<https://owasp.org/>)
- All custom services will be developed using Microsoft .NET Core 3.1 by default (other languages will be considered on a case-by-case basis) with C# as the programming language. Development should support implementation in a container-based infrastructure where possible; this may not be possible in cases involving legacy systems.
- Authentication for any new implementations should consider integration with the Commission's Keycloak Identity and Access Management solution (which is currently being evaluated to be the IAM tool for the Commission).
- All workflow related functionality will be developed within the Commission's existing Camunda instance and accessed by the application components using REST APIs.
- The Commission's existing WSO2 Enterprise Integrator will be used to integrate the new REST Services with other Commission Applications. All services will be registered and accessed through the WSO2 API manager.
- All existing applications and services currently leverage the Commission Oracle Database. New development will leverage existing data where possible, and any new data models will follow existing Commission standards.
- Business Rules should be created in Drools and easily updatable by DMN-based rule definition.
- Information systems will leverage the use of existing custom services where possible rather than developing new services or system functionality that is already available.

## 7. Evaluation

A team consisting of Commission employees will conduct the evaluation of responses. All members of the team will be bound by the same standards of confidentiality.

This section details all of the mandatory and desirable criteria against which proposals will be evaluated. Proponents should ensure that they fully respond to all criteria in order to receive full consideration during the evaluation.

The Commission reserves the right to refuse any proposal based on quality, service, rate, reputation, experience and other criteria.

The Preferred Proponents will be the Proponents scoring the most points after evaluation. The evaluation process will consist of the following stages:

- Stage One – Mandatory Criteria
- Stage Two – Desirable Criteria
- Stage Three – Interviews (optional)
- Stage Four – Reference Checks

#### 7.1 Mandatory Criteria

The following are mandatory requirements. Responses not clearly demonstrating that they meet them will receive no further consideration during the evaluation process.

Criteria
The proposal must be received before the designated closing date and time.
The proposal must be in English and submitted electronically to: <a href="http://www.bcogc.ca/procurement/rfp">http://www.bcogc.ca/procurement/rfp</a> .
<b>The Proponent must confirm that any personal information received, collected or held over the course of the review will be stored and used only in Canada.</b>
<b>The Proposal must contain an integrity, independence and objectivity statement by the Proponent.</b>
<b>Must be legally able to work in Canada and travel when and if necessary to various Commission locations.</b>
<b>The technologies, methodologies and skillsets checklist “RFQ Services Request 2020-2023 Checklist.xlsx” file must be completed and submitted with the response.</b>

#### 7.2 Desirable Criteria

Responses meeting the mandatory requirements will be further assessed against the following desirable criteria.

Criteria	Weighting
Relevant experience	
• Roles and technologies as outlined in the response to the checklist.	30
• Oil and Gas industry or BC Government resource sector	15
• Experience with technologies implemented by the Commission	15
• References of the Respondent’s experience	10
• Suitability for working with the Commission	10
Competitiveness of hourly rates	10
Value Add	10
• Ability to travel to Commission offices	
• Overall capacity within the organization to provide the range of services or fully staff projects as needed by the Commission	
• Proven expertise in a specific technology or development methodology	
<b>TOTAL POINTS AVAILABLE</b>	<b>100</b>

## 8. Format Requirements

The following format, sequence, and instructions should be followed in order to provide consistency in Proponent response and ensure each proposal receives full consideration. Responses should be succinct and should focus on the specific services being requested, including the technologies and methodologies the Commission uses. Please be considerate of the time it will take to review the submission. Responses should not include large appendices, such as internal software development or project management standards, or promotional or sales material.

In order to expedite a fair and unbiased proposal review process, the Commission's preference is for all proposals to use the following outline in 15 pages or less:

- Table of contents with page numbers
- Executive Summary
- Short description of the proponent's organization
- A page confirming the proponent meets the mandatory requirements
- A few pages describing the services the proponent can provide including:
  - Roles
  - Technologies
  - Operational maintenance and support services
  - Database administration services
- A few pages describing the proponents experience with the various development methodologies and the guidelines as presented in **section 6**
- Value add (description of additional benefits not described in this RFP, but that your organization believes may improve project/program outcomes)
- Costs (including hourly rates, travel costs, blended rates)
- References (Please do not use current or former Commission staff as references)
- Attached and completed Checklist.

Note the following will not be accepted or reviewed as part of the response to this RFQ:

- Resource Matrix (including roles and named resources)
- Resumes