

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des
soumissions - TPSGC
Place du Portage, Phase III
Core 0A1/Noyau 0A1
11 Laurier St./11, rue Laurier
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution
Shared Systems Division (XL)/Division des systèmes
partagés (XL)
4C1, Place du Portage Phase III
11 Laurier St./11, rue Laurier
Gatineau
Québec
K1A 0S5

Title - Sujet RFI - BI SOFTWARE AS A SERVICE	
Solicitation No. - N° de l'invitation EN578-133365/A	Date 2013-03-21
Client Reference No. - N° de référence du client 20133365	GETS Ref. No. - N° de réf. de SEAG PW-\$\$XL-109-25671
File No. - N° de dossier 109xl.EN578-133365	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2013-04-15	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: McGilvery, Kelly	Buyer Id - Id de l'acheteur 109xl
Telephone No. - N° de téléphone (819) 956-0316 ()	FAX No. - N° de FAX (819) 956-4294
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie) Signature Date	

Solicitation No. - N° de l'invitation

EN578-133365/A

Amd. No. - N° de la modif.

File No. - N° du dossier

109xIEN578-133365

Buyer ID - Id de l'acheteur

109xI

Client Ref. No. - N° de réf. du client

20133365

CCC No./N° CCC - FMS No/ N° VME

REQUEST FOR INFORMATION (RFI)

REGARDING

BUSINESS INTELLIGENCE SOFTWARE AS A SERVICE

FOR CANADA

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1. INTRODUCTION

The Spend Reporting and Market Analysis Directorate (SRMAD) is a directorate within the PWGSC Office of Small and Medium Enterprise and Strategic Engagement (OSMESE). SRMAD is responsible for producing analysis and insights for PWGSC's internal and external clients on the subject of government procurement activity and expenditure.

The Business Analytics (BA) Service Team has access to databases of current and historical government procurement spend and contracting activity, by department. These provide the basis for reporting and analysis on expenditure, contracts, trends, performance, inter-departmental comparisons and the identification of procurement improvement opportunities across government. The team also support PWGSC's response to requests for ad hoc information and analysis from organizations such as Treasury Board, the Auditor General or individual departments, as well as to ATIP requests and media or other enquiries on spend and contracting.

The Market Analysis Team undertakes secondary research, supported by insights from the Business Analytics Service Team, to produce analyses and commentary on the market for key commodity groups.

The work of both teams contributes to the design, development and assessment of GC-wide procurement policy and strategy.

2. CURRENT SERVICE

2.1 System Overview

SRMAD uses Business Intelligence (BI) tools provided by the Microsoft BI platform (SQL Server and SharePoint). This supports the delivery of a Business Analytics service capable of providing access:

- for members of SRMAD, to ad hoc reporting and analytical capabilities via direct access to various spend and procurement databases;
- for SRMAD and Other Government Departments (OGD), to both pre-configured reports and dashboards, and to ad hoc reporting capabilities, using the BI capabilities of the current software platform;
- for the Public, to pre-configured reports and dashboards that provide accurate and intelligible information on government-wide procurement activity and spend.

In the current scope of the implementation, the tools are available to SRMAD users only.

2.2 Data Sources

There are three main data sources:

1. **GC-Spend data.** These data represent expenditure data extracted annually from the financial systems of 53 or so OGD and provided by them to PWGSC as text or Excel files on DVDs or emails, for subsequent cleansing, normalization, validation and analysis. Each department's data uses that department's own coding system for data items such as transaction types or purchased item classifications. There is, however, commonality of transaction coding between departments that each use the same financial system, such as SAP or Oracle.
2. **GC-Contract data.** These data are provided in a similar fashion, annually by ALL government departments and agencies.
3. **PWGSC-Contract data.** This data represents details of contracts let by PWGSC as a common service provider on behalf of OGD. It is extracted daily from a PWGSC system and periodically cleansed and normalized.

The PWGSC-Contract database contains data from 1993 to date and the GC-Spend database contains data from 2005 to date.

The total size of the databases is:

	Size	Growth per Year
GC-Spend data	150GB	25GB
GC-Contract data	240 MB	60MB
PWGSC-Contract data	30 GB	1.5 GB

2.3 Functional Overview

The system provides the usual BI functionality such as reports, dashboards, analytics, scorecards, and drill down to any underlying detail. It also includes an application component that improves input data quality and the analytical capabilities of the BI tool by:

- normalizing the use of various codes within the input data (see Section 2.2 (1) above) to create a standard code set for reporting;
- cleansing and normalizing vendor names so that there are not multiple variations in the name of a single, logical vendor;
- categorizing the goods and services that are bought by the various departments according to a common taxonomy established by PWGSC.

Normalizing and cleansing is largely automatic, being handled by running SQL scripts after data loading. 80% (by value) of the item categorization is automatic, applying rules from previous years data. 20% is manual, relying on the knowledge of staff to review and categorize items that are not represented in the historical data, and which could not therefore be automatically categorized.

The current hardware and software infrastructure is used to:

- accept expenditure and contracting data from the sources above;
- allow the data to be cleansed and normalized using automated scripts;
- allow much of the data to be categorized according to the common taxonomy using automated scripts;
- load the data into databases and OLAP cubes in order to allow the balance of the data to be categorized manually using an MS Access-based tool.
- provide access for members of SRMAD to ad hoc reporting and analytical capabilities.

The reports and dashboards are available to authorized users via a portal created in SharePoint 2010. For ad hoc enquiries, the more experienced SRMAD users run SQL queries directly on the database rather than utilize the OLAP cubes.

The intention in the future is to provide access to OGD to pre-configured reports and dashboards using the capabilities of the BI tool, and ad hoc reporting access in due course. Public access to spend and procurement data is a potential future requirement.

There are no real-time interfaces to or from any other PWGSC, GC or other application systems.

2.4 Hosting

The system currently resides on 7 physical servers, owned by PWGSC and co-located at a third party provider. These are managed via the use of remote desktop over a VPN connection from PWGSC.

The servers are currently configured as shown below:

ID	Function	Software	Users	RAM	HDD Storage
I1	Database Server	• SQL Server Standard 2008 R2	Internal	96 GB	3 TB
I2	Analysis Server	• SQL Server Standard 2008 R2	Internal	96 GB	3 TB
I3	Reporting Server	• SQL Server Standard 2008 R2	Internal	48 GB	1 TB
I4	SharePoint Portal Server	• SharePoint Server 2010 (Portal Services, Performance Point Services, Excel Services)	Internal	48 GB	1 TB

I5	Hub & FTP Server	<ul style="list-style-type: none"> • Categorization Tool (MS Access) and Reports • BI Dev Studio (BIDS) • Microsoft Office 2010 • MS Visio 2010 • Adobe Captivate 	Internal	48 GB	1 TB
E1	Database Server/ Reporting Server/SharePoint Portal Server	<ul style="list-style-type: none"> • SQL Server Standard 2008 R2 per processor (DB and Reporting Services) • SharePoint for Internet 	External	96 GB	3 TB
E2	Analysis Server	<ul style="list-style-type: none"> • SQL Server Enterprise 2008 R2 per Processor (Analysis Services) 	External	96 GB	3 TB

2.5 Management, Maintenance and Support

The BI tool is managed by SRMAD. A Systems Administrator and one alternate are responsible for hardware and software configuration, operating system patching, backups and security. The 7 servers are the subject of a maintenance contract with the hardware vendor.

The contract with the organization currently responsible for co-location of the servers includes:

- the provision of rack space and power for 7 servers in a private room;
- network connectivity with a dedicated 100 Mbps full duplex port;
- bandwidth usage of up to 10,000 GB per month;
- firewall;
- 7 IP addresses.

All users are internal to the SRMAD team itself, and there is no separate user support team.

Desktop problems or those concerned with PWGSC infrastructure and not directly related to the use of the BI tool itself are referred to the PWGSC IT Help Desk.

3. PWGSC OBJECTIVES

3.1 Objectives

PWGSC would like to invite Application Service Providers (ASPs) who have a commercially available BI solution that meets the PWGSC requirements set out in Section 5 to reply to this RFI and possibly demonstrate and discuss their products and services at the request of PWGSC.

3.2 Outcomes

A successful outcome of any eventual procurement would consist of a contract in place with an ASP that has extensive experience of providing BI SaaS. It is PWGSC's intention that the

resulting contract has the flexibility to evolve and change in scope over time. In the short term PWGSC will work with the ASP to assist with transitioning from current operations. In the medium term, the ASP might assume progressively more responsibility (for collecting or receiving input data directly from departments, for example) or the scope of the service itself might be extended (to provide access to the public, for example).

4. REQUEST FOR INFORMATION

4.1 Nature of this RFI

This is an RFI, not a bid solicitation, and it will not result in the award of any contract. Whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI.

4.2 Objectives of this RFI

This RFI is being issued to:

- gather information in order to determine the extent to which there exists, within the Canadian marketplace, ASPs capable and interested in providing a managed BI service that can meet the key requirements outlined in Section 5 of this RFI;
- learn more about the issues associated with the planning, acquisition, implementation and use of such services and any applicable terms and conditions;
- research the different pricing models used by ASPs for such services, in order to gain a view as to the broad costs of service provision;
- provide an opportunity for ASPs providing BI SaaS to tell PWGSC what they offer;
- provide industry with an opportunity to communicate information about the factors that PWGSC should take into consideration when developing strategies related to the planning, acquisition, implementation and use of a BI service;
- allow industry to review the broad requirements and provide guidance and feedback to ensure a subsequent fair and equitable bid solicitation.

Feedback obtained through this process will be used to help articulate mandatory and rated requirements, develop a service level agreement, and define a contracting approach (per diem based, fixed price, both, other).

4.3 Contents of this RFI

This RFI contains background and information required to help you formulate your response. It also describes a number of requirements of the service that might be included in any subsequent RFP. Respondents are invited to outline how they would envisage meeting these requirements.

Section 5 of this RFI contains details of the responses that are required. It asks for specific answers to a number of questions associated with the provision of BI SaaS.

In addition, if there is information that you consider PWGSC should take into account in defining its requirement and procurement strategy, we welcome your comments.

The objective of asking for references in this RFI is to help PWGSC to identify other organizations, particularly those in the public sector, that are using similar technologies and services, in order to benefit from lessons-learned and facilitate any transition to a BI SaaS environment.

4.4 Treatment of Responses

- **Evaluation:** Responses will not be formally evaluated. They may, however, be used by PWGSC to develop or modify procurement strategies or any draft information contained in this RFI. PWGSC will review all responses that are received by the RFI closing date. PWGSC may, at its discretion, review responses received after the RFI closing date.
- **Review Team:** A review team composed of representatives from PWGSC will review the responses. PWGSC reserves the right to use any government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.
- **Confidentiality:** Respondents should mark any portions of their response that they consider proprietary or confidential. PWGSC will treat those portions of the responses as confidential to the extent permitted by the Access to Information Act.
- **Post-Submission Review Meetings:** PWGSC may request individual Post-Submission Review Meetings with respondents to provide clarity on information provided. If required, these will be held at the most appropriate location to be determined at a later date. The intent of these meetings will be to provide an opportunity for a face-to-face discussion with respondents. Although respondents may request a meeting, and their request will be considered, PWGSC will determine whether it requires additional information from any given respondent and will schedule or decline meetings accordingly.
- **Requests by Respondents:** All requests by respondents should be forwarded to the Contracting Authority.

4.5 Response Format

To facilitate an efficient and equitable assessment of the information provided to PWGSC within their responses, respondents are asked to structure their responses in accordance with ANNEX I.

ANNEX I contains specific questions under various headings of interest. Respondents are asked to submit responses indexed by the specific RFI question number. For reviewer convenience, respondents are asked to repeat the question prior to their response.

Any descriptive materials such as manuals or brochures that are referenced in the response should be included, or web addresses provided, if applicable.

Respondents are required to submit a single soft copy in PDF format, sent via email to the address in Section 4.10. It would also be helpful if an additional soft copy could be provided in MS Word format. The response should contain a cover page including:

- the title of the respondent's response and any volume number;
- the name and address of the respondent;
- the name, address and telephone number of the respondent's contact;
- the date;
- the solicitation number.

4.6 References

Where references are requested within this RFI, the format for providing references is as follows:

- client name;
- organization size;
- industry type (e.g. public sector, financial services);
- brief description of the service that is provided;
- length of time your BI service has been in use.

Should PWGSC wish to contact any references, respondents will be asked at that stage to provide contact details. These references would not be contacted for other purposes than discussing lessons learned and best practices since this is only an RFI and not an evaluation of the respondent's performance or reputation.

4.7 Enquiries

This is not a bid solicitation and so PWGSC will not necessarily respond to enquiries in writing or by circulating answers to all respondents. Respondents with questions regarding this RFI may, however, direct their enquiries to the Contracting Authority:

4.8 Submission of Responses

Respondents should submit their response electronically by email to the Contracting Authority identified in Section 4.10 of this RFI by the time and date indicated on the cover page of the RFI. Each respondent should ensure that the company name, the RFI number and the closing date appear in the subject line of the email message.

4.9 Response Costs

Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

4.10 Contracting Authority

The Contracting Authority for this RFI is:

Kelly McGilvery
Public Works and Government Services Canada
Place du Portage, Phase III, 4C1
11 Laurier Street
Gatineau, Quebec K1A 0S5
Canada

Telephone: 819-956-0316
Facsimile: 819-953-3703
Email: kelly.mcgilvery@tpsgc-pwgsc.gc.ca

5. PWGSC REQUIREMENTS

5.1 Introduction

This section describes a number of requirements that could be included in any subsequent RFP. Even if no specific questions relating to each requirement are asked in ANNEX I, respondents are welcome to comment on any aspect of the requirements described in this section.

5.2 Scope

The precise scope of the service will be determined following the receipt of responses to this RFI. As an indication of the potential scope, however, PWGSC could:

- own no hardware, other equipment or software licenses, but to pay a periodic fee for the use of such hardware, other equipment, software and services as are required to provide access to the required data storage and BI facilities;
- migrate its data to the ASP's environment;

-
- periodically (usually daily) upload various data to the ASP's BI platform using secure communications (either from PWGSC or directly from user departments, to be determined);
 - create its own reports, dashboards and analytics;
 - create reports dashboard and analytics for use by other departments.

The ASP could:

- provide, host, maintain and support necessary hardware, whether dedicated or shared (such as servers, routers, switches, firewalls), excluding any desktop computers used to access the solution;
- provide a BI platform that includes common features such as reporting, analytics, data warehousing, and data visualization tools like scorecards, dashboards and decomposition trees (these requirements will be articulated in more detail in any subsequent RFP);
- provide access to, maintain and support all the software necessary to deliver a BI service using a suitable, established BI platform;
- be responsible for service management, user support, administer user access to the system (add, amend, delete users and permissions) by following a registration process defined by PWGSC;
- invoice user departments for the service periodically;
- provide system functionality to cleanse and normalize data and amend input data procurement item categories, OR provide a means to utilize the MS Access-based tool that PWGSC has already developed for this purpose;
- provide privileged access for SRMAD users for data manipulation and reporting using various software tools;
- provide access for authenticated OGD users over the internet to pre-configured reports developed by SRMAD, or to their own ad hoc reporting facilities;
- allow unauthenticated access by the general public to via the internet to run pre-configured reports;
- provide a website / portal to deliver the required functionality for public, OGD and other users in a way that is compliant with all relevant GC standards and policies including the "Standard on Web Accessibility" (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601§ion=text>), which incorporates WCAG 2.0 compliance requirements, and the "Standard on Web Usability" (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24227>), which includes branding, layout, navigation, etc;
- protect the confidentiality, integrity and availability of the data and software assets to the appropriate level by such means as restricting access, performing regular data and application backups, and ensuring appropriate hardware and network redundancy.

5.3 Datasets

While the initial implementation will be required to support the analysis and reporting on the three datasets mentioned in Section 2.2, the service will be required to provide facilities to accept the importation of other (batch) input data feeds in the future.

5.4 Numbers of Users

It is envisaged that the service will initially be used by PWGSC only, with OGD and maybe public users added subsequently.

The service will initially have up to 25 authenticated users behind the PWGSC firewall. Subsequent phases of the implementation could result in:

- a further 100 - 200 OGD authenticated users via Internet;
- an unknown number of unauthenticated public users, accessing pre-configured reports over the internet.

5.5 Security Requirements

Privacy and security of PWGSC data is critical. Management of access to information is a key requirement. Protection of data integrity is also a key requirement. Security Clearance at the appropriate level can take as long as 6 months to complete and is a requirement for live operation of the solution.

Privacy and Confidentiality: At the time of the award of any services contract, the ASP must:

- have a Designated Organizational Screening at the PROTECTED "A" level;
- have Document Safeguarding Capability at the PROTECTED "A" level;
- have an appropriate Electronic Data Processing (EDP) authorization at the Protected "A" level, issued by the Canadian Industrial Security Directorate (CISD).

Availability: The solution is expected to be available 24 hours a day, 7 days per week with 95.9% availability.

Integrity: The outputs from the BI service are used to make management decisions about procurement strategy and tactics, to provide analyses and insights to manage GC spend, contract and procurement, and to provide answers to Access to Information and Privacy (ATIP) requests and parliamentary questions. Accordingly, it is important that the solution has integrity and is free from the threat of accidental or deliberate unauthorized manipulation that would compromise the data's accuracy, and from threats such as other customers, accidental or other service provider staff errors in configuration.

Data Sovereignty: Respondents will be required to demonstrate their ability to maintain Government of Canada data sovereignty. As a minimum:

-
- all data are the property of the Government of Canada;
 - all data infrastructure components must reside in Canada;
 - all servers and data repositories must be housed in Canada;
 - any off-site storage must be housed within secure approved location(s) in Canada;
 - there should be no aspects of the Corporate structure or ownership of any vendor that could lead to Government of Canada information being disclosed to foreign entities under the provisions of foreign legislation such the USA Patriot Act.

N.B. A more complete list of security requirements and required controls will be included with any subsequent RFP. Respondents should note that it is possible that there might be a delay between the start of a contract and the time when the service can be operational, to allow time for security-related documentation, checks and inspections to be carried out.

5.6 Service Maintenance And Enhancement

The ASP will be responsible for the maintenance and enhancement of all the hardware and software required to deliver the service, excluding desktops or similar equipment required to provide access to the service from PWGSC or OGD;

The ASP might be asked to provide ad hoc expertise and support in the areas of:

- the use of the BI service including web site design and build, dashboards, scorecards and analytics;
- the use of any query language that is available to interrogate the data directly
- other relevant fee-based professional services as needed.

5.7 Service Support

ASP will provide technical support related to hardware, software or availability problems.

ASP will provide general support relating to the use of their tool to create reports, analyses, dashboards, etc.

PWGSC will provide end-user support relating to the specific analysis or interpretation of spend and procurement data.

For support services, PWGSC would consider a fixed-price monthly contract, an hourly fee-based contract, a combination of both, or indeed any other contractual arrangement. A final decision on the eventual contract arrangement for this service will be based on industry feedback. If and when the service expands to be used by OGD, the number of support requests can be expected to increase. Support for any user problems related to publicly available content would be handled by PWGSC.

5.8 Service Levels to PWGSC

PWGSC envisages that any service level requirements included in the contract will stipulate the following:

- The computing resources must provide a minimum of 95.9% availability inclusive of any outage required for system and facility maintenance and upgrades. Planned outages must be communicated to PWGSC at least 7 days prior to the outage. Planned outages may only be scheduled between 9.00 pm and 6.00 am EST and each must not exceed 4 hours in duration. Additionally, there must not be any loss of service for more than one hour between 6.00 am and 7.00 pm EST on weekdays.
- There must be a help desk (specifically for hosting and managed-services related issues) accessible by a toll-free number (and possibly a website, too) that is available to specified users Monday to Friday, from 7.00 am to 7.00 pm EST. The support services must be available 99.9% of this time.
- For PWGSC inquiries or problems that have not arisen as a result of application downtime (e.g. "How to" questions, information requests, program failure with no impact), the ASP must respond to the issue within 24 hours of PWGSC reporting the problem.
- If the issue results in application downtime, (e.g. loss of access to the BI service or application failure resulting in data corruption), the ASP must respond to the issue within one hour of PWGSC reporting the problem.
- There must be suitable problem reporting, escalation and resolution procedures.

PWGSC has not yet established penalty criteria for falling below agreed service targets. Criteria will be established after industry feedback.

5.9 Implementation and Transition Services

The ASP will be required to provide assistance with the transfer of data (and maybe the current cleansing and categorizing applications) from the current hosting provider to their own facility. The ASP will be required to work with PWGSC's project team to co-develop a project plan highlighting key activities, milestones, and deliverables that would be associated with the transition to the service.

5.10 Pricing

The ASP may provide estimates of pricing for different services or different levels of services that they describe within their response to this RFI. This pricing is strictly for planning and budgetary purposes and not for ASP comparison.

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As a suggested guideline for pricing, PWGSC suggests ASPs provide a general estimate for annual pricing for a three year committed term.

ANNEX I - RFI SUBMISSION

A. Responses

- A.1 All responses are valued. Respondents may answer as many or as few questions as they wish. Often, a simple "Yes" or "No", or a bullet-pointed list will be sufficient. We estimate that answering all the questions will take between two and three hours at the most.

B. ASP Profile

- B.1 Provide a one-page overview of your company's history, business strategy and vision for the next 5 years and your offering of BI services. The response should include a summary of your organization's technical, financial, and management capabilities and experience.
- B.2 Provide up to 3 references of current, live clients who have been using your solution for a period of at least one year. References in the Canadian Public Sector are particularly welcome (See Section 4.6)

C. Service Requirements - General

- C.1 ANNEX II provides an illustration of the current value chain so far as the provision of PWGSC's BA service is concerned. We envisage that the scope of any service would include the boxes bounded by orange dashed lines. What components of this value chain could the scope of your solution cover?
- C.2 What factors would need to be taken into account in order for the service to deliver the scope that you envisage?
- C.3 What level or type of inter-operability would your solution require with PWGSC or other Government of Canada infrastructure?
- C.4 While the functional requirements at the heart of the service will be described in more detail in any subsequent RFP, does the respondent consider the broad requirements defined in this RFI for the provision of BI SaaS to be complete? Is there anything that has not been sufficiently defined in order to accurately assess the suitability of an ASP?

D. Numbers and Type of Users

- D.1 What detail is required on the number of users or type of external connectivity in order to allow you to determine how the service could be provided and priced?

E. Security Requirements

E.1 Which of the following does your organization currently possess?

Security Requirement	Yes/No
A Designated Organizational Screening from CISC at the Protected "A" level or higher	
A Document Safeguarding Capability from CISC at the Protected "A" level or higher	
An authorization for Electronic Data Processing from CISC at the Protected "A" level or higher	

E.2 How would the respondent deal with issues related to Canadian data sovereignty?

E.3 Please describe how the target availability requirements in Section 5.8 would be met?

E.4 What is considered to be a reasonable level of availability with respect to value and quality of service? 99.9%? 99.5%? 95%?

E.5 What service and performance guarantees are typically offered in the industry?

F. Solution Support, Maintenance And Enhancement

F.1 What information about specific services would the respondent require, in addition to what has been provided in this document, in order to provide fixed monthly pricing for the technical support of the BI services? How would the respondent suggest handling fees for excessively high call volumes?

F.2 What approach to ongoing contract management would the respondent suggest?

G. Service Levels to PWGSC

G.1 What would the respondent consider to be reasonable metrics for measuring performance for service provision and management as defined in this RFI?

G.2 What would you recommend as consequences for failure to meet the availability requirements?

H. Implementation Approach

- H.1 The respondent should describe the overall approach that they would use to transfer data and applications from the current hosting provider to their own facility.
- H.2 The ASP should provide a simple high-level project plan highlighting key activities, milestones, and deliverables that would be associated with the implementation of the service.

I. Contractual Terms

- I.1 Describe any standard terms and conditions often associated with contracts for BI SaaS. Attach a copy of your standard terms if you wish.

J. Pricing

- J.1 What sort of pricing structure could an ASP envisage for this service ? (Any pricing information is reviewed strictly for planning and budgetary purposes and not for ASP comparison)
- J.2 What volumetric or other information would the ASP require, in addition to what has been provided in this document, in order to provide fixed monthly pricing for the provision of the BI service?
- J.3 What information about specific services would the ASP require, in addition to what has been provided in this document, in order to provide fixed monthly pricing for any associated services?
- J.4 As a suggested guideline for pricing, PWGSC suggests ASPs provide a general estimate for ASP pricing for a three year committed term, breaking down pricing into:
- One-off implementation or set-up fees
 - Continuing service provision;
 - Any optional or variable elements.

Respondents are invited to propose how contractual arrangements could be structured to allow for a progressive take over of more and more responsibility for service delivery by the ASP.

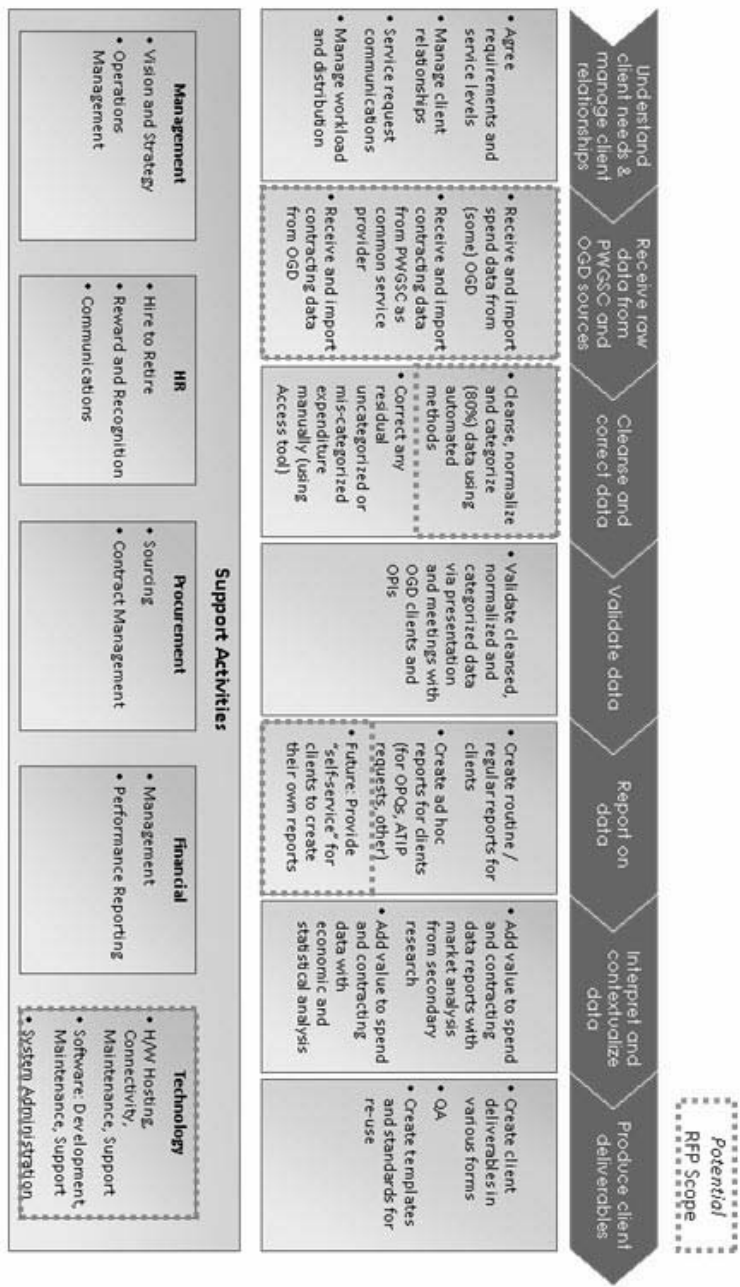
- J.5 What typically might be the pricing impact of adopting a different approach to the contract duration to reflect a firm 1-year duration with 3 one-year option periods?

- J.6 Data could be received or uploaded from 130 departments or agencies. Would the data have to be provided in a common format (file format and field names and content)? If there were differences in the formats from each department or agency, what is the potential impact on service pricing?

K. RFP Evaluation Criteria

What evaluation criteria does the respondent consider to be reasonable for evaluating a potential ASP's capability to deliver the service, and the service levels, described in this RFI?

ANNEX II - SRMAD VALUE CHAIN



ANNEX III- CURRENT SYSTEM DATA FLOWS

