



**RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:**

Bid Receiving - PWGSC / Réception des
soumissions - TPSGC
11 Laurier St. / 11, rue Laurier
Place du Portage, Phase III
Core 0A1 / Noyau 0A1
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
Science Procurement Directorate/Direction de
l'acquisition
de travaux scientifiques
11C1, Phase III
Place du Portage
11 Laurier St. / 11, rue Laurier
Gatineau, Québec K1A 0S5

Title-Sujet MAESTRO	
Solicitation No. - N° de l'invitation W7714-145859/A	Date July 30, 2014
Client Reference No. - N° de référence du client W7714-145859	
GETS Reference No. - N° de référence de SEAG	
File No. - N° de dossier 052ss.W7714-145859	CCC No./N° CC - FMS NO. / N° VME
Solicitation Closes - L'invitation prend fin at - à 2:00 PM on - le 2014-08-21	Time Zone Fuseau horaire Eastern Standard Time EST
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: Brooke Taylor	Buyer Id - Id de l'acheteur 052ss
Telephone No. - N° de téléphone 819-956-1674	FAX No. - N° de FAX 819-997-2229
Destination of Goods, Services and Construction: Destinations des biens, services et construction : Specified Herein Précisé dans les présentes	

Instructions : See Herein

Instructions : Voir au présent

Delivery Required - Livraison exigée See Herein - Voir au présent	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de telephone 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
W7714-145859/A
Client Ref. No. - N° de réf. du client
W7714-145859

Amd. No. - N° de la modif.
File No. - N° du dossier
052ss.W7714-145859

Buyer ID - Id de l'acheteur
052ss
CCC No./N° CCC - FMS No./N° VME

LETTER OF INTEREST (LOI)

TITLE: MAESTRO

TABLE OF CONTENTS

1. Purpose
2. Background
3. Requirements
4. Acquisition Strategy
5. Industry Day and One-on-one Sessions
6. Recommendations from Industry
7. Security
8. Review of the LOI
9. No Obligation
10. Closing date
11. Contracting Authority

Attachments:

- Attachment 1 – Rules of Engagement Participation Agreement
- Attachment 2 – Industry Engagement Questions

1. PURPOSE

This Letter of Interest (LOI) seeks information from industry on its interest, capacity and ability to produce and deliver the systems that meet the requirements for the Canadian Armed Forces Distributed and Networked System of Multifunctional and Dynamic Sensor, Jammer and Communication Capability (MAESTRO Project); and to provide industry the opportunity to give feedback on the procurement strategy.

2. BACKGROUND

The Army has produced Land Operations 2021 to mitigate the unpredictability of future conflict and prepare the Army for the challenges it will face in the future. Land Operations 2021 serves as the guide for Land Force development for the Army of Tomorrow (AoT) through to the year 2021. This capstone document describes an approach to future land operations characterized by the deliberate use of dispersion and aggregation undertaken by adaptive forces in order to create and sustain a tactical advantage over adept and adaptive adversaries. In this environment, land forces will be a major contributor to the networked joint team producing integrated effects through adaptive dispersed operations (ADO). The force employment concept for developing the Army of Tomorrow is based on the expectation that the Canadian Army will continue to prosecute land warfare within a joint, interagency and multinational concept of intervention¹.

In addition to Land Operations 2021, the Canadian Army is in the initial stages of re-equipping and reorienting for future operations. The war in Afghanistan has influenced many organizational and technical changes within the Army Electronic Warfare capability. It became evident by 2005 that Improvised Explosive Devices (IEDs) posed the greatest threat to Canadian soldiers in Afghanistan. This resulted in the generation of an urgent operational requirement (UOR) for the procurement of Electronic Countermeasures (ECM) as part of the Force Protection mechanism in the IED fight. During the same timeframe, CEFCOM demanded that the Army double the Force Generation of Electronic Warfare (EW) sense assets from two detachments to four. This has placed significant pressure on Army resources. In addition, the Road to High-Readiness training, recent operations and the assessed Army future operating environment has highlighted that the current Army EW capability has several deficiencies that place EW support in future Army operations in jeopardy. Moreover, it has been realized that there is an opportunity to re-align future projects and prioritize the work to deliver capability to the Army without an adverse impact to the Army Investment Plan. This has provided the opportunity for the Army Electronic Warfare program to move forward in time to address the deficiencies in all aspects of EW. In this regard, the Canadian Army's EW roadmap which was linked to several capital projects including CLS 74 and CLS 77 have now been merged under the EW Modernization project.

The ADO construct coupled with the Army realignment have set the conditions for investigating solutions which seek to reduce resource requirements while delivering integrated capability through the EW Modernization project. The MAESTRO Technology Demonstration Project (TDP) seeks to inform the project by demonstrating many of these fundamental building blocks including integrated Electronic Support (ES), Electronic Attack (EA) and distributed network capability.

The goal of this project is to demonstrate technologies that will enable the modern war fighter to manoeuvre and operate within the electromagnetic (EM) spectrum while supporting ADO. The studies undertaken to date suggest that integration of these types of capabilities into a single platform could significantly alter and benefit the way in which the Canadian Army operate in hostile environments while offering overall lower life cycle costs.

¹ Land Operations 2021, Adaptive Dispersed Operations, The Force Employment Concept for Canada's Army of Tomorrow, 2007
Page 3 of 11

Key capabilities will include distributed thin sensing and communications (under adverse electromagnetic environments) as well as jamming delivered through a single integrated platform. The MAESTRO TDP concept with its robust and interoperable networked and distributed capability allows reduced manning while supporting a channel for information integration and information management aiding in the commander's decision cycle. Moreover, the approach solves many of the traditional physical integration problems such as power, weight, volume and antenna location associated with independent systems. Although the TDP is aimed at a mobile land vehicle use, the approach is intended to afford flexibility and scalability both in terms of physical hardware and functionality thereby offering a blend of capabilities satisfying man-pack, platform to fixed site requirements, while reducing training and support requirements.

3. REQUIREMENTS

The Department of National Defence (DND) has a requirement for the development of next generation capabilities focused on integrating multiple functional capabilities onto a single integrated platform in order to maximize capability and de-conflict spectrum operations within a networked and distributed environment. Specifically this project proposes to address the development of third generation capabilities through a system of systems approach which will include multiple applications in a single software defined radio (SDR) hardware platform offering electronic support (ES), electronic attack (EA), and tactical data network link supporting robust interoperability within contested and non contested EM environments.

The project will include a fixed price core component and a task authorization component for Technical Investigations and Engineering Services (TIES).

Proposed deliverables for the core component include:

- Two SDR hardware platforms to support distributed and network testing;
- System applications, including:
 - ES sensor application
 - Force protection EA application supporting asymmetric threat environments
 - Tactical data network application to support high bandwidth short range communications;and
- Mission Planning Tool (MPT)

Proposed deliverables under the task authorization component may include:

- One additional SDR hardware platform to support distributed and network testing;
- Additional system applications such as
 - Geolocation
 - Offensive Electronic Attack
 - Interface to long range comms
 - Data fusion schema

4. ACQUISITION STRATEGY

Canada may release a competitive Request for Proposal (RFP) for the work required. A draft RFP will be provided with this LOI upon request to the Contracting Authority.

Following the RFP process, it is intended to award one contract for a period of three (3) years, with three (3) optional one-year periods. The option periods will only include the task authorization component.

5. INDUSTRY DAY AND ONE-ON-ONE SESSIONS

Canada intends to host an Industry Day Information Session to provide Industry with general information on the MAESTRO procurement project, and obtain industry comments on the draft RFP. One-on-one meetings will be held following the Industry Day Information Session. Both events will be held in the

Ottawa area at a time and place to be confirmed. The terms and conditions applicable to this engagement process are stated in Attachment 1 – Rules of Engagement Participation Agreement.

In order to facilitate the One-on-one meetings Industry is encouraged to provide written comments and recommendations on the draft RFP as well as any additional topics Industry may wish to discuss.

Canada will analyze and summarize industry input and post responses on buyandsell.gc.ca.

As per Attachment 2, it is requested that the responses to the LOI indicate potential interest in attending the Industry Day and corresponding one-on-one sessions. Once all LOI responses are received, the Contracting Authority will contact any interested parties with an official invite including details for the events.

Attendance at the Industry Day is not required in order to submit a response to any follow-on RFP.

6. RECOMMENDATIONS FROM INDUSTRY

Industry recommendations that do not restrict the level of competition nor favour a particular solution or company will be given consideration. However, Canada will have the right to accept or reject any or all recommendations.

7. SECURITY

7.1 The MAESTRO specifications contain classified material up to the SECRET level attached as Appendix 2 to the Statement of Work in the Request for Proposal. In order to receive this Appendix suppliers must provide:

- Company Name
- Individual(s) Name (all individuals who will have access to classified material)
- Facility Address
- Phone Number
- Fax Number
- Email Address
- Industrial Security Program security clearance number

7.2 **Access to CLASSIFIED information and assets is restricted to citizens of Australia, Canada, New Zealand, the United Kingdom and the United States**, and must EACH hold a valid personnel security screening at the level of SECRET, granted or approved by the CISD, PWGSC. Appropriate security clearances should be pursued through the Contracting Authority.

8. REVIEW OF THE LOI

Canada reserves the right to request additional information for clarification during the review of the responses to this LOI, and/or to consider a subsequent modification of the response put forward by a respondent.

No payment will be made for costs incurred in the preparation and submission of a response to the LOI. Costs associated with preparing and submitting a response, as well as any costs incurred by the respondent associated with the evaluation of the LOI, are the sole responsibility of the respondent.

Solicitation No. - N° de l'invitation
W7714-145859/A
Client Ref. No. - N° de réf. du client
W7714-145859

Amd. No. - N° de la modif.
File No. - N° du dossier
052ss.W7714-145859

Buyer ID - Id de l'acheteur
052ss
CCC No./N° CCC - FMS No./N° VME

9. NO OBLIGATION

The issuance of this LOI does not create an obligation for Canada to issue a subsequent bid solicitation and does not bind Canada legally or otherwise, to enter into any agreement or to accept any suggestions from industry.

This industry consultation process is not a bid solicitation and a contract will not result from this request.

Potential respondents are advised that any information submitted to Canada in response to this industry consultation process may be used by Canada in the development of a subsequent competitive RFP. However, Canada is not bound to accept any expression of interest or to consider it further in any associated documents such as a RFP.

10. CLOSING DATE

Responses to this LOI shall be submitted directly to the Contracting Authority on or before the closing date specified on page 1 of the LOI.

11. CONTRACTING AUTHORITY

All enquiries and other communications related to this LOI shall be directed to the Contracting Authority as follows:

Brooke Taylor
Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Science Procurement Directorate
11 Laurier Street
Gatineau, Quebec
K1A 0S5

Telephone: 819-956-1347
E-mail: brooke.taylor@tpsgc-pwgsc.gc.ca

ATTACHMENT 1

RULES OF ENGAGEMENT PARTICIPATION AGREEMENT

An overriding principle of the industry consultation is that it be conducted with the utmost of fairness and equity between all parties. No one person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.

TERMS AND CONDITIONS:

The following terms and conditions apply to the Consultative Process. In order to encourage open dialogue, Participants agree to:

- a. Discuss their views concerning the MAESTRO requirement and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share their ideas and suggestions;
- b. NOT reveal or discuss any information to the MEDIA/NEWSPAPER regarding the MAESTRO requirement during this consultative process. Any Media questions will be directed to the PWGSC Media Relations Office at 819-956-2313;
- c. Media cannot participate in Industry Day or the one on one meetings;
- d. Canada is not obligated to issue any RFP, or to negotiate any contract for the MAESTRO requirement;
- e. Throughout the entire Industry Engagement Process, all questions from industry, exchanges of information and all the industry feedback shall be provided in writing to the Contracting Authority. In accordance with and subject to the Access to information Act, R.S., 1985, c. A-1, and any other legislative or legal requirement, all information which is provided by a Participant and which is clearly marked as "Proprietary" will not be released or disclosed;
- f. The information gathered from Industry Day will be summarized and provided to all Participants;
- g. If Canada does release a RFP, the terms and conditions of the RFP shall be subject to Canada's absolute discretion;
- h. Canada will not reimburse any person or entity for any cost incurred in participating in this industry consultative process;
- i. All inquiries with regards to the procurement of the MAESTRO requirement are to be directed to the Contracting Authority;
- j. Participation in this Industry Engagement Process will not be a mandatory requirement for any subsequent RFP. An entity will not be precluded from submitting a proposal under any subsequent RFP on account of they not being a Participant;
- k. Classified information will only be provided to Participants who meet the security requirements in the draft RFP. Participants who are provided with classified information certify that this information will be handled in accordance with the Industrial Security Manual, which can be found at the following website: <http://uat-iss-ssi.pwgsc-tpsgc.gc.ca/msi-ism/index-eng.html> ;

-
- l. A Draft RFP will be available to industry upon request to the Contracting Authority. The Draft RFP will be available in English. If a bidder requests the Draft RFP in French, it will be translated, and the Bidder will be given an equivalent amount of time to prepare a response and attend a one-on-one session. If Canada proceeds with a subsequent RFP it will be posted on the GETS in English and French;
 - m. At any point within this process, a Participant may provide notice to the Contracting Authority that they no longer wish to participate in the Industry Engagement Process. Upon the Contracting Authority's receipt of such notice, the Participant will not be scheduled for participation in any future one on one engagement meetings;
 - n. Failure to agree to and sign the Rules of Engagement will result in the exclusion from participation in the one-on-one meetings. This Industry Engagement Agreement shall be signed by a duly authorized officer of the Participant in this respect;
 - o. No more than 2 representatives of the company may attend at any given time due to space limitation; and
 - p. A dispute resolution process to manage impasses throughout this consultative process shall be adhered to as follows:

Dispute Resolution Process

- 1- By informal discussion and good faith negotiation, each of the parties shall make all reasonable efforts to resolve any dispute, controversy or claim arising out of or in any way connected with this Industry Engagement.
- 2- Any dispute between the Parties of any nature arising out of or in connection with this Industry Engagement shall be resolved by the following process:
 - a. Any such dispute shall first be referred to the Participant's Representative and the PWGSC Manager managing the Industry Engagement. The parties will have 3 Business Days in which to resolve the dispute.
 - b. In the event the representatives of the Parties specified Article 2.a. above are unable to resolve the dispute, it shall be referred to the Participant's Project Director and the PWGSC Senior Director of the Division responsible to manage the Industry Engagement. The parties will have 3 Business Days to resolve the dispute.
 - c. In the event the representatives of the Parties specified in Article 2.b. Above are unable to resolve the dispute, it shall be referred to the Participant's President and the PWGSC Director General, who will have 3 Business Days to resolve the dispute.
 - d. In the event the representatives of the Parties specified in Article 2.c. above are unable to resolve the dispute, it shall be referred to the Participant's CEO and the PWGSC Assistant Deputy Minister, Acquisitions Branch who will have 5 Business Days to resolve the dispute.
 - e. In the event the representatives of the Parties specified in Article 2.d. above are unable to resolve the dispute, the Contracting Authority shall within 5 Business Days render a written decision which decision shall include a detailed description of the dispute and the reasons supporting the Contracting Authority's decision. The Contracting Authority shall deliver a signed copy thereof to the Participant.

Solicitation No. - N° de l'invitation
W7714-145859/A
Client Ref. No. - N° de réf. du client
W7714-145859

Amd. No. - N° de la modif.

File No. - N° du dossier
052ss.W7714-145859

Buyer ID - Id de l'acheteur
052ss
CCC No./N° CCC - FMS No./N° VME

By signing this document, the individual represents that he/she has full authority to bind the company listed below and that the individual and the company agree to be bound by all the terms and conditions contained herein.

Name of Company (Print): _____

Name of individual (Print): _____

Title or Position (Print): _____

Telephone: _____

E-mail: _____

Signature: _____

(I have the authority to bind the Company)

Date: _____

ATTACHMENT 2

INDUSTRY ENGAGEMENT QUESTIONS

The questions contained in the Sections below are intended to elicit feedback of interest to Canada and provide guidance to industry in preparing for the Industry Day. It is not expected that all questions will elicit a response, neither should submissions be constrained by the questions.

Respondents are encouraged to submit a response to the Industry Engagement Questions in electronic format (MS Word or Adobe PDF preferable as long as copy/paste or printing of text functions are not restricted in any way) by the LOI closing date or with their Industry Day Registration or shortly thereafter, as it will be requested by Canada.

Response Format

All submissions should be clearly marked "MAESTRO LOI". The name and address of the Respondent shall be identified in the e-mail with a primary point of contact. One electronic copy, compatible with MS Word 2003, or a PDF file of the response is to be submitted by e-mail to the Contracting Authority at the following address: brooke.taylor@tpsgc-pwgsc.gc.ca.

The inclusion of general marketing material is discouraged unless used to provide specific information relevant to a response. In this instance, it is requested that supporting text cross-reference the marketing material to the appropriate area of the LOI.

Oral presentations will not be entertained.

Responses will not be returned.

The number of pages of your response is not limited. However, the expected length should not exceed 5 pages double sided standard letter business format.

Language of Response

Responses may be in English or French, at the preference of the Respondent.

Response Parameters

Respondents are reminded that this is an LOI and not an RFP and, in that regard, Respondents should feel free to provide their comments and concerns with their responses.

Canada reserves the right to seek clarifications from a Respondent for any information provided in response to this LOI, either by telephone, in writing or in person.

Confidentiality

Respondents are requested to clearly identify those portions of their response that are company confidential or proprietary in nature. The confidentiality of each Respondent's response will be maintained. Items that are identified as proprietary will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the respondent do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all interested parties.

SECTION 1: ADMINISTRATIVE REQUIREMENT SUMMARY

1. Please indicate your interest in attending the Industry Day and/or corresponding one-on-one sessions.
2. As per Attachment 1, please provide a signed copy of the Rules of Engagement Participation Agreement.
3. If a subsequent RFP is issued, please estimate the amount of time required to prepare a quality proposal.

SECTION 2: REQUIREMENT

1. Please provide a statement regarding capacity and ability to produce and deliver the systems that meet the MAESTRO requirements.
2. Can your company meet the estimated timeline provided in the Statement of Work in the Draft RFP? If not, please provide an estimate of the anticipated duration and rationales.
3. Can you propose any other tasks that DND may be interested in adding to the Task Authorization section of the SOW that are within the scope of the MAESTRO requirement?
4. Are any aspects of the SOW unclear?

SECTION 3: EVALUATION and BASIS OF SELECTION

1. Is it clear how Canada proposes to evaluate the bids?
2. Provide any suggestions that, in your opinion, could improve the evaluation procedures including evaluation criteria and the contractor selection methodology.

SECTION 4: BASIS of PAYMENT

1. Please indicate whether you think the maximum funding specified in the Draft RFP for the core component is sufficient to meet the requirement.
2. Can your company meet the fiscal year funding restrictions provided in the Draft RFP?
3. Do you have any comments on the Basis of Payment and Method of Payment? Is the proposed Basis of Payment reasonable? Should additional milestones be added?

SECTION 5: OTHER

1. Please identify any other issues, concerns, recommendations not addressed above.