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Ontario  
M2N 6A6

**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  
Public Works and Government Services Canada  
Ontario Region  
10th Floor, 4900 Yonge Street  
Toronto  
Ontario  
M2N 6A6

<b>Title - Sujet</b> CFSATE	
<b>Solicitation No. - N° de l'invitation</b> W0113-18CS40/A	<b>Date</b> 2019-09-10
<b>Client Reference No. - N° de référence du client</b> W0113-18CS40	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$TOR-033-7820
<b>File No. - N° de dossier</b> TOR-9-42049 (033)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2019-10-02</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Martin, Lesley	<b>Buyer Id - Id de l'acheteur</b> tor033
<b>Telephone No. - N° de téléphone</b> (416) 275-7110 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

Instructions: See Herein

Instructions: Voir aux présentes

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

## **1. OBJECTIVE OF THE LETTER OF INTEREST**

### **1.1 Objective of the Letter of Interest (LoI)**

This is not a bid solicitation or an invitation to tender and no contract will result from this publication. This LoI is for information purposes only and is being issued to notify the vendor community of the intended requirement. The LoI provides the opportunity for potential bidders to express their interest in attending an optional Industry Day, pose questions and seek clarification prior to the solicitation process, and to request sponsorship for security clearance.

### **1.2 Expenses**

Canada will not reimburse any respondent for expenses incurred in responding to this LoI. Respondents are solely responsible for their own expenses in reacting to this LoI and for any subsequent discussions or meetings with the Department of National Defence (DND).

### **1.3 Responses**

Respondents are reminded that this is a LoI and not a Request for Proposal (RFP) or a Request for Information (RFI). Any enquiries that result in questions or clarifications must be submitted in writing to the Contracting Authority identified in Article 5 of this document. Enquiries will be responded to and published on [www.buyandsell.gc.ca](http://www.buyandsell.gc.ca). Enquiries received after the LoI closing date may not be answered.

DND is not soliciting any technical responses at this time and any technical responses submitted will not be formally evaluated. However, any responses received may be used by Canada to develop or modify procurement strategies. Canada will review any communications received by the LoI closing date. Canada may, at its discretion, review responses received after the LoI closing date.

## **2. PROCUREMENT REQUIREMENT**

### **2.1 Introduction**

The DND, Canadian Forces School of Aerospace Technology and Engineering (CFSATE), has a requirement for the provision of professional services on an as and when requested basis, to provide course review and design, management and delivery of training to military personnel as well as administrative and technology support. The Contract Period will be from August 1, 2020 to July 31, 2022 with the option to extend the contract for two (2) additional two-year periods.

### **2.2 Background**

CFSATE provides the Royal Canadian Air Force with qualified personnel to ensure aircraft serviceability by developing and carrying out individual aerospace technical and engineering training in accordance with aviation and military approved doctrine and standards. They are also responsible for addressing the needs of the Air Force.

DND conducted a review of instructional needs which revealed that the existing training was inadequate for the requirements of operational units. As a result, it was determined that an increase to the length of courses would be required and consequently a large increase in resources needed to deliver the training in order to fulfill the school's mandate. This procurement is to fulfill CFSATE's continuous efforts in providing these support services to production requirements of the school.

### **2.3 Requirement**

The CFSATE requires the services of 84 resources to be available at Contract award in order to ensure continuity in providing support services to the production requirements of the school. The resources will be responsible for course review and design, management and delivery of training to military personnel

as well as providing administrative and technology support that includes information technology and training aids.

CFSATE has a mandate to provide all training in both official languages. The provision of personnel capable of instructing in English and French as well as personnel support for translation verification is required.

Tasks to be performed within the contract will require the contractor to have access to a variety of operational communications security (COMSEC) information and assets such as equipment and manuals (radio and GPS) used during technical training of aircraft technicians. Therefore, due to the nature of the requirement, all resources must be citizens of Canada.

The draft evaluation criteria, outlining the mandatory and point rated requirements are listed in Annex A of this document. Annex A is subject to change and a final version of the evaluation criteria will be available during the solicitation of the RFP.

Posting of the RFP is anticipated for late Fall 2019.

### 3. SECURITY REQUIREMENTS

There are no security requirements associated with this Lol and Industry Day

#### 3.1 Security Requirements for Canadian Supplier

- a) The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), **Public Works and Government Services Canada (PWGSC)**.
- b) This contract includes access to **Controlled Goods**. Prior to access, the contractor must be registered in the Controlled Goods Program of Public Works and Government Services Canada (PWGSC).
- c) The Contractor personnel requiring access to **CLASSIFIED/PROTECTED** information, assets, sites **must be citizens of Canada** and EACH hold a valid personnel security screening at the level of **SECRET**, granted or approved by the CISD, PWGSC.
- d) The Contractor personnel requiring access to **COMSEC** information/assets **must be a citizen of Canada**, hold a valid security clearance commensurate with the information/assets that will be accessed, have a need-to-know and have undergone a COMSEC briefing and signed a COMSEC Briefing certificate. Access by foreign nationals or resident aliens must be approved by the Head of IT Security Client Services at CSEC on a case-by-case basis.
- e) The Contractor/Offeror **MUST NOT** remove any **CLASSIFIED/PROTECTED** information or assets from the identified work site(s), and the Contractor/Offeror must ensure that its personnel are made aware of and comply with this restriction.
- f) Subcontracts which contain security requirements are **NOT** to be awarded without the prior written permission of CISD/PWGSC.
- g) The Contractor must complete and submit a **Foreign Ownership, Control and Influence (FOCI)** Questionnaire and associated documentation identified in the FOCI Guidelines for Organizations prior to contract award to identify whether a third party individual, firm or government can gain unauthorized access to **COMSEC** information/assets. **Public Works and Government Services Canada (PWGSC)** will determine if the company is "*Not Under FOCI*" or "*Under FOCI*". When an organization is determined to be *Under FOCI*, PWGSC will ascertain if mitigation measures exist or must be put in place by the company so it can be deemed "*Not Under FOCI through Mitigation*".
- h) The contractor shall at all times during the performance of the contract possess a letter from PWGSC identifying the results of the FOCI assessment with a FOCI designation of *Not Under FOCI* or *Not Under FOCI through Mitigation*.

- i) All changes to Questionnaire and associated FOCI evaluation factors must immediately be submitted to the Industrial Security Sector (ISS) to determine if the changes impact the FOCI designation.
- j) The Contractor/Offeror must also comply with the provisions of the:
  - a. Security Requirements Check List
  - b. Industrial Security Manual (latest edition)

### **3.2 Sponsorship**

Early submission of application for organization security clearance is strongly encouraged. If sponsorship is required, potential bidders are encouraged to submit their requests to the Contracting Authority as soon as possible. The solicitation does not have to be closed nor the potential bidder recommended for award in order to request sponsorship. Procurements will not be delayed in order to provide time for potential bidders to obtain required security clearances.

Personnel clearances must be held with the potential bidder in order to be considered valid.

## **4. INDUSTRY DAY**

An Industry Day will be held at DND, Canadian Forces School of Aerospace Technology and Engineering located at Borden, Ontario on October 2, 2019. Details in regards to the arrival process of attendees will be provided closer to the date.

The scope of the requirement and the security requirement will be reviewed during the Industry day and when able, questions will be answered.

Suppliers are requested to communicate with the Contracting Authority a minimum of 5 days before the Industry Day to confirm attendance. Suppliers should provide in writing, to the Contracting Authority, the company name and the names, phone numbers and email addresses of the person(s) who will be attending. They should also include a list of issues they wish to table at least 2 business days before the scheduled date.

Suppliers who do not attend will not be precluded from submitting a bid in response to any future solicitation for this requirement.

Canada will not be under any obligation to advise any respondent of this LoI or of the issuance of any subsequent solicitation documents for this requirement. It is the responsibility of all potential bidders to monitor the buyandsell.gc.ca website for the posting of any subsequent solicitation documents.

## **5. CONTRACTING AUTHORITY**

Lesley Martin  
Supply Team Leader  
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**ANNEX A  
DRAFT EVALUATION CRITERIA**

**1. Table 1 : Labour Categories and Identified Numbers of Resources**

#	Labour Category	Estimated Number of Required Resources (English)	Estimated Number of Required Resources (Bilingual*)
1	Administrative Clerk	6	2
2	AERE Course Instructor	1	
3	AERE Standards Designer	2	
4	Aircraft Structures (ACS) Course Instructor	7	4
5	ACS Standards Designer	1	1
6	ACS Technician	1	
7	Aviation (AVN) Course Instructor	7	9
8	AVN Standards Designer	2	
9	AVN Technician	1	
10	Avionics (AVS) Course Instructor	11	5
11	AVS Standards Designer	1	1
12	AVS Technician	1	
13	Air Weapons Systems (AWS) Course Instructor	1	2
14	AWS Standards Designer		1
15	Database Administrator	2	
16	E-Learning Developer	6	
17	Information Technology Support	1	
18	Instructional Project Coordinator	2	1
19	Instructional Designer	5	

**2. Mandatory Technical Criteria**

#	Mandatory Criteria
M1	<p>The Bidder must propose 84 resources as per the estimated number of resources per Labour Category (LC) as identified in Table 1 of Annex A.</p> <p>The Bidder must provide a curriculum vitae (CV) for each of the proposed resources. Each CV must, at a minimum, indicate the following:</p> <ul style="list-style-type: none"> <li>i. Name of proposed resource;</li> <li>ii. Labour Category (LC) as defined in Table 1 of Annex A;</li> <li>iii. Official Language for Teaching in accordance with table 1 identified in Annex A; and</li> <li>iv. Description of their experience, education and qualifications related to their respective LC.</li> </ul> <p>If more than 84 CVs are provided, only 84 CVs will be evaluated and they will be reviewed in order as provided in the bid package.</p> <p>The information provided in the CVs will be used for further assessment for the point-rated criteria</p>
M2	<p>The Bidder must demonstrate their experience by submitting 2 examples of the following types of contracts;</p>

	<p>i. Contracts for instructional services.</p> <p>Each contract example must have been carried out within the last four (4) years from date of bid closing, must have a minimum value of \$2M per contract year and must include a minimum of 15 resources.</p> <p>The Bidder must provide, for each contract example submitted, a letter of reference from the client/organization.</p> <p>Each letter of reference must include the following information:</p> <ol style="list-style-type: none"> <li>Description of the nature and scope of instructional services provided, including the number of hours of instruction delivered;</li> <li>Dollar value of contract;</li> <li>Period of the contract;</li> <li>Number of resources used to fulfill the contract; and</li> <li>Name of client and client contact information.</li> </ol>
M3	<p>For each demonstrated experience under the Rated Requirements (except for R10, R11 and R12), the Bidder must provide the following reference check information:</p> <ol style="list-style-type: none"> <li>Reference name and title; and</li> <li>Current e-mail address.</li> </ol>
M4	<p>The Bidder must propose a resource separate from the resources in M1 for the role of Site Manager (SM) and demonstrate through the submission of a CV, that the proposed SM has a minimum of three (3) years' experience managing 20 or more resources in a contracted services environment.</p>
M5	<p><b>Management and Risk Management Plan</b></p> <p>The Bidder must submit a detailed management plan which contains, at a minimum, the following components:</p> <ol style="list-style-type: none"> <li>organizational chart, that outlines the proposed resources grouped by labour category and language and the relationship between the SM and the resources</li> <li>invoicing process (to CFSATE)</li> <li>risk management actions which address inherent risk areas associated with Steady State issues.(Steady State issues are identified at R12, i through xii) .</li> </ol> <p>*Note: The management and risk management plan will be evaluated further in the point rated criteria (R11 and R12).</p>

### 3. Point Rated Technical Criteria

#	Rated Criteria	Points Max.
R1	<p><b>Aviation Training – Delivery (theory)</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Categories 2, 4, 7, 10 &amp; 13 have experience delivering post-secondary level, aviation related technical courses using lesson plans, study manuals and visual learning aids.</p> <ul style="list-style-type: none"> <li>1 point for each month of instruction up to a maximum of 60 points per Resource, amounting to a maximum of 2820 pts.</li> </ul>	2820
R2	<p><b>Aviation Training – Delivery (practical)</b></p>	2820

	<p>The Bidder should demonstrate that the proposed resources for Labour Categories 2, 4, 7, 10 &amp; 13 have experience delivering post-secondary level, aviation related practical training using aircraft maintenance equipment and training aids.</p> <ul style="list-style-type: none"> <li>• 1 point for each month of instruction up to a maximum of 60 points per Resource, amounting to a maximum of 2820 pts.</li> </ul>	
R3	<p><b>Aviation Training – Examination</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Categories 3, 5, 8, 11 &amp; 14 have experience administering post-secondary level, aviation related theoretical and practical exams/tests.</p> <ul style="list-style-type: none"> <li>• 1 point for each month of work up to a maximum of 60 points per Resource, amounting to a maximum of 540 pts</li> </ul>	<b>540</b>
R4	<p><b>Administration</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Categories 1 &amp; 15 have experience performing administration activities as described under “Tasks” in appendices to Annex A of the Statement of Work which are applicable to those LCs.</p> <ul style="list-style-type: none"> <li>• 1 point for each month of work up to a maximum of 60 points per Resource, amounting to a maximum of 600 pts</li> </ul>	<b>600</b>
R5	<p><b>Training Development</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Categories 16, 18 &amp; 19 have experience performing development activities undertaken in support of new post-secondary level technical courses and/or previously established post-secondary level technical courses which were in slated for redevelopment by the Client.</p> <ul style="list-style-type: none"> <li>• 1 point for each month of work up to a maximum of 60 points per Resource, amounting to a maximum of 840 pts</li> </ul>	<b>840</b>
R6	<p><b>Aircraft Maintenance</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Categories 6, 9 &amp; 12 have experience performing aircraft maintenance activities related to Mandatory General Qualifications found in appendix 1 to Annex A of the Statement of Work which are applicable to those LCs.</p> <ul style="list-style-type: none"> <li>• 1 point for each month of work up to a maximum of 60 points per Resource, amounting to a maximum of 180 pts</li> </ul>	<b>180</b>
R7	<p><b>Information Technology (Network) Support</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Category 17 have experience performing support activities related to those found under “Tasks” of Appendix 4 to Annex A of the Statement of Work.</p> <ul style="list-style-type: none"> <li>• 1 point for each month of work up to a maximum of 60 points per Resource, amounting to a maximum of 60 pts</li> </ul>	<b>60</b>
R8	<p><b>Aircraft Maintenance Recency</b></p> <p>The Bidder should demonstrate that the proposed resources for Labour Categories 2 thru 14 have recent experience performing and signing for aircraft maintenance or engineering approvals in support of an airworthy aircraft fleet.</p>	<b>590</b>

	<ul style="list-style-type: none"> <li>• 2 points: For each proposed resource that has performed and signed for maintenance or engineering approvals for a minimum of one year within the previous 8 to 10yrs.</li> <li>• 4 points: For each proposed resource that has performed and signed for maintenance or engineering approvals for a minimum of one year within the previous 6 to 8yrs.</li> <li>• 6 points: For each proposed resource that has performed and signed for maintenance or engineering approvals for a minimum of one year within the previous 4 to 6yrs.</li> <li>• 8 points: For each proposed resource that has performed and signed for maintenance or engineering approvals for a minimum of one year within the previous 2 to 4yrs.</li> <li>• 10 points: For each proposed resource that has performed and signed for maintenance or engineering approvals for a minimum of one year within the previous 0 to 2yrs</li> </ul>	
R9	<p><b>Military Experience</b></p> <p>The bidder should demonstrate what previous experience each proposed resource has supporting the Department of National Defence.</p> <ul style="list-style-type: none"> <li>• 400 points: 50% to less than 75% of resources have one year or greater experience</li> <li>• 600 points: 75% to less than 90% of resources have one year or greater experience</li> <li>• 800 points: 90% or more resources have one year or greater experience</li> </ul>	<b>800</b>
R10	<p><b>Previous Contracts</b></p> <p>The contract examples and letters of reference submitted by the Bidder for M2 will be used.</p> <p>The 2 contracts will be added together and averaged to determine the number of hours, dollar value and number of resources.</p> <ul style="list-style-type: none"> <li>i. Number of hours of instruction delivered on a yearly basis (for contract durations of less than one year, numbers submitted will be pro-rated and extrapolated to a one year duration); <ul style="list-style-type: none"> <li>o 150 points: 40 001+ hours;</li> <li>o 120 points: 30 001 to 40 000 hours per year;</li> <li>o 90 points: 20 001 to 30 000 hours per year;</li> <li>o 60 points: 10 001 to 20 000 hours per year; and</li> <li>o 30 points: 1 to 10 000 hours per year.</li> </ul> </li> <li>ii. Dollar value of contract fulfilled on a yearly basis (for contract durations of less than one year, values submitted will be pro-rated and extrapolated to a one year duration); and <ul style="list-style-type: none"> <li>o 120 points: &gt;9M per year;</li> <li>o 90 points: &gt;6M to 9M per year;</li> <li>o 60 points: &gt;3M to 6M per year; and</li> <li>o 30 points: &gt;2M to 3M per year.</li> </ul> </li> <li>iii. Number of Resources used to fulfill the contract: <ul style="list-style-type: none"> <li>o 90 points: &gt;60 Resources;</li> <li>o 60 points: 30 to 60 Resources; and</li> <li>o 30 points: &gt;15 resources to 30 Resources.</li> </ul> </li> </ul>	<b>360</b>

<p>R11</p>	<p><b>Management Plan</b>  The Bidder's Management Plan provided for M5 will be used for the criteria below.</p> <p>Table 1 below is used to evaluate these criteria. Each bullet is worth a maximum of 100 points</p> <ul style="list-style-type: none"> <li>i. Proposed Management Structure including an organizational chart which demonstrates how CFSATE and the Bidder's management would interface and functionally support each other, as well as educational and professional credential and qualifications for each of the members included in the organizational chart;</li> <li>ii. Detailed description and/or flowchart of process(es) associated with task acceptance, monitoring and completion;</li> <li>iii. Detailed description and/or flowchart of process(es) enabling the Bidder to effect a seamless transition between the incumbent's Resources and their own, knowing that operations cannot be disrupted between Friday 31 July 2020 (ongoing contract end date) and Tuesday 4 August 2020 (contract start date);</li> <li>iv. Detailed description and/or flowchart of process(es) associated with schedule management where normal work hours need to be adjusted based on operational requirements; and</li> <li>v. Detailed description and/or flowchart of process(es) associated with task cost management, internal invoicing (i.e. within Bidder's organization) and external invoicing (i.e. to CFSATE).</li> </ul>	<p>500</p>
<p>R12</p>	<p><b>Risk Management Plan</b>  The Bidder's Risk Management Plan provided for M5 will be used for the criteria below.</p> <p>Table 1 below is used to evaluate these criteria. Each bullet is worth a maximum of 100 points</p> <p>Detailed risk management plan should outline the action(s) the Bidder will undertake in order to address the following risks:</p> <ul style="list-style-type: none"> <li>i. Contract start is delayed;</li> <li>ii. Some or all Resources cannot report on contract start date;</li> <li>iii. Some or all Resources struggle to adapt to their duties and/or work environment;</li> <li>iv. New hiring required to meet sudden Resource requirements which fall under Parts 2 and/or 3 of the Statement of Work;</li> <li>v. Some Resources are not productive in their new work environment due to frustration incurred by using new course material, software and assessment plans as applicable to their respective LC;</li> <li>vi. Projects and tasks are disrupted by lack of productivity from some Resources who have become de-motivated;</li> <li>vii. Conflict resolution between Resource(s) and DND personnel is difficult or impossible to achieve, leading to decrease in productivity;</li> </ul>	

	<ul style="list-style-type: none"><li>viii. Changes in scope of tasks undertaken by CFSATE necessitate changes to number of Resources per LC (either decrease or increase; in the event of an increase, assume suitable candidates are not immediately available for hiring as additional Resources);</li><li>ix. Workplace accommodation requirements exist or arise (as a result of medical limitations or otherwise) for some resources. Responsibility for how those requirements will be accommodated both from a resource and financial perspective shall be included;</li><li>x. Instructional Resources deem facilities and/or training aids available to them to be unsuitable, causing production delays;</li><li>xi. Some or all incumbent team members depart prior to tasks being complete, making the transition to steady state production difficult for the new incumbent; and</li><li>xii. Contract end date weakens the morale of some or all Resources, impairing the transition to the subsequent contract</li></ul>	
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