REQUEST FOR INFORMATION (RFI)

FOR

Environment and Climate Change Canada (ECCC)

Web Content Management Solution (WCMS)

Dated: 25 November 2020

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PART 1 – PURPOSE AND BACKGROUND

1. Purpose

The purpose of this RFI is to request information from the industry to support ECCC's intention to initiate a procurement process to retain a single contractor to provide and implement a Web Content Management System (WCMS) to replace and maintain ECCC's aging web content management system with a modern, user-friendly system that supports and continues to serve the department's intranet and internet needs.

The first phase will include the replacement and maintenance of ECCC's intranet aging system and two (2) of its sub-sites: the Government of Canada Workplace Charitable Campaign (GCWCC) intranet site and the Impact Assessment Agency of Canada (IAAC) intranet site (Atrium). ECCC also requires that the solution be expandable to support the needs of future ECCC intranet or internet web sites. This RFI also provides advanced notice of the high-level business requirements, as well as providing the industry with the opportunity to provide written feedback on the requirements and the procurement strategy.

It is anticipated that the Contractor will:

- Develop, implement, operate, support and maintain the WCMS as required;
- Configure and customize the WCMS to client business and technical needs;
- Maintain and update the WCMS on a timely basis with available updates, and any other available improvements and innovations, providing the most robust solution services available;
- Acquire licenses required to host and manage the WCMS for ECCC's use;
- Provide data transmission and WCMS hosting services as required;
- Provide ECCC access to exploit and use the WCMS ;
- Develop and provide existing and custom hands-on training to ECCC client specialists and users and training materials ECCC can use to support training the end users;
- Provide professional services for WCMS enhancement, maintenance, troubleshooting and failure event management, and;
- Integrate current and future innovations with the WCMS, if required during contract period.

It is the ECCC's intention that the contract will cover an initial period of 3 years plus irrevocable options to extend the period of the Contract, if exercised by the client, by up to 4 consecutive periods of one-year each.

ECCC will be tendering this requirement through Supply Arrangement—Solutions-Based Informatics Professional Services EN537-05IT01, Stream 8 – Managed Services. Only Suppliers who are qualified and "Active" Supply Arrangement (SA) Holders at the time of a bid solicitation is issued are eligible to be invited to that bid.

2. Background

ECCC's current intranet web content management system (WCMS), also referred to as ECCC's intranet, was designed 15 years ago to meet the needs of the department and has recently reached the limits of its technological effectiveness. The technology used to develop and maintain the current intranet is no longer supported and is not compatible with the ongoing server operating system upgrades required to meet the Treasury Board of Canada IT Policy.

IAAC also falls under the responsibility of the Minister of the Environment. Consequently the IAAC intranet site (Atrium) is hosted on ECCC's intranet web platform. Additionally, the ECCC champions for the Government of Canada Workplace Charitable Campaign (GCWCC) have their site which is hosted on our intranet servers.

The ECCC intranet site is by far the largest of the 3 intranet sites and currently hosts 3,420 web pages. In 2017, there were 1,045,499 visits to the site with an average of 2,864 daily users. That number of visits had grown from 919,603 in 2015 to 995,186 in 2016. The content is posted by 47 web editors, 19 publishers and 7 administrators. Communications manages publishing centrally. GCWCC and Atrium are smaller sites, with less pages, users and daily traffic.

Within ECCC, the intranet site is the Deputy Minister's primary internal communications tool. Although no specific plans exist to replace ECCC's Public Facing Internet web content management system at this time, this may become an objective during the life of this contract.

3.   Project Summary

The project that is intended to be addressed by the procurement process involves the development, implementation and maintenance of a WCMS platform as a Managed Service based on the GC supported, open source **Drupal WxT distribution.** The platform **will provide the capabilities to deploy and operate multi-stage content management systems using Drupal WxT** that deliver **authoring, editing, and publishing** capabilities for ECCC & its partners (including IAAC, GCWCC and Parks Canada) web content management needs via a contractor managed solution.

For the purposes of the WCMS services, all WCMS services should be provided using a third party provider of secure platform services to deliver the solution at the Unclassified, Low integrity, Low availability (ULL) level.

4.   WCMS Goals

ECCC requires a WCMS to allow for internal communication with employees via a central, multi-stage web content publishing system. The WCMS will serve as a mean for Intranet visitors to access content created by WCMS Editors and Publishers, provide functionality for WCMS Administrators to define the site structure and workflows as well as providing the means to administer and maintain the information architecture.

Following contract award, existing Legacy intranet tenants will be migrated to the target WCMS as soon as possible:

   a.   ECCC Intranet (Intranet.ec.gc.ca)
   b.   Atrium (Atrium.ceaa-acee.gc.ca)
   c.   GCWCC (Gcwcc-ccmtgc.ec.gc.ca)

Legacy intranet sites must have a form of access control implemented in order to prevent access by users external to the GC.

ECCC envisions that the WCMS will be expandable to support the needs of similar or related content management related systems in the future.   Examples may include, but not be limited to:

   •   web content management systems for specific programs, organizations or agencies related to the business activities of ECCC,
   •   web content management systems that are available to the general public,

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- other web-based business applications requiring content management system capabilities of a Drupal platform as a component of a larger IM/IT System.

5.   Project Timeline

Currently the procurement timelines (subject to change) are as follows:

- RFP posted following the conclusion of the RFI phase (estimated target date February/March 2020)
- Contract award is anticipated for April/May 2021.
- It is anticipated that the Contractor will start no more than one month after contract award.
- Within the first month of contract award, delivery to ECCC of an initial Drupal WxT development environment to enable research & development as well as migration planning.
- Web sites operational and ready to accept web content from ECCC publishers/editors:
    a. GCWCC (Gcwcc-ccmtgc.ec.gc.ca) web site operational – August 2021
    b. ECCC Intranet (Intranet.ec.gc.ca) web site operational – September 2021
    c. Atrium (Atrium.ceaa-acee.gc.ca) web site operational – October 2021
    d. Other Web Sites / Projects – No target dates defined
- Ongoing maintenance and support

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6.   Nature of Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. As a result, potential Suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not any potential Supplier responds to this RFI will not preclude that Supplier from participating in any future procurement. This RFI is simply intended to notify the industry and solicit feedback from industry with respect to the matters described in this RFI.

7.   Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format, and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses.

8.   Response Costs

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

9.   Treatment of Responses

Use of Responses: Responses will not be formally evaluated or published. However, the responses received may be used by ECCC to develop or modify procurement strategies or any draft documents contained in this RFI. ECCC will review all responses received by the RFI closing date. ECCC may, at its discretion, review responses received after the RFI closing date.

Review Team: A review team composed of representatives from ECCC will review the responses. ECCC reserves the right to hire any independent consultant or 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. ECCC will handle the responses in accordance with the *Access to Information Act*.

Follow-up Activity: ECCC may, at its discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of a response.

10.   Contents of this RFI

PART 3 of this RFI contains specific questions addressed to the potential suppliers. ECCC has also included a list of high-level draft requirements in PART 4 in order to obtain industry feedback on requirements that may be included as part of the procurement process. These requirements address some, but not necessarily all, of the requirements which ECCC intends to address in the procurement process. ECCC is including these requirements to provide any potential supplier interested in taking part in the procurement process, advanced notice of some of the requirements likely to be included. The standards and the content are subject to change, and ECCC will update these requirements as they evolve.

ECCC will use the feedback obtained through this RFI to inform the requirements which will be finalized through subsequent phases of the procurement process. The wording provided does not represent the entirety of ECCC's requirements. Industry will also have the opportunity to provide comments and seek clarification on these and other requirements during subsequent phases of the procurement process. ECCC will determine the substance and content that reflects ECCC's requirements.

11. Format of Responses

Cover Page: If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the solicitation number, the volume number, and the full legal name of the respondent.

Title Page: The first page of each volume of the response, after the cover page, should be the title page, which should contain:

    i)   the title of the respondent's response and the volume number;
    ii)   the name and address of the respondent;
    iii) the name, address and telephone number of the respondent's contact;
    iv) the date; and
    v)   the RFI number.

Numbering System: Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals, and brochures included as part of the response should be referenced accordingly. This numbering may be used for correspondence of requirements in the evaluation of responses.

Number of Copies: ECCC requests that respondents submit their response as an electronic copy via email to the Contracting Authority.

12. Enquiries

Because this is not a bid solicitation, ECCC will not necessarily respond to enquiries in writing or by circulating answers to all potential Suppliers. However, respondents with questions regarding this RFI may direct their enquiries to:

      Contracting Authority: Anthony De Flavis

      E-mail Address: Anthony.DeFlavis@canada.ca

13. Submission of Responses

Time and Place for Submission of Responses: Suppliers interested in providing a response should email their response to the Contracting Authority identified above by the time and date indicated on page 1 of this Tender Notice.

Responsibility for Timely Delivery: Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.

Identification of Response: Each respondent should ensure that its name and return address, the solicitation number and the closing date appear legibly on the outside of the response.

PART 3 – QUESTIONS to the INDUSTRY

ECCC requests that RFI respondents provide written responses to each of the questions below. When responding, please ensure your answers are detailed and contain the rationale to support your suggested feedback. Respondents should note that there are no obligations to respond to all questions.

Q 1.   Corporate Profile:
a) Please provide a brief description of
1. your company/firm and the types of products and services it provides.
2. similar projects you have completed that compare with the proposed Solution. In this description, also identify any uniqueness that your firm could provide as value-added benefits.
3. your corporate experience in delivery of an internal or external facing corporate web content management system using Drupal, or a Drupal-based web application that supported a business capability? Please provide year(s) and version(s) of delivery.
4. your corporate experience in all aspects of delivering systems, solutions or customized services for a corporate web content management system using open source (e.g. Drupal), including but not limited to: requirements elaboration (elicitation), configuration and customization support, knowledge transfer/training, solution deployment, hosting, maintenance and ongoing customer support?
5. your corporate experience delivering managed or hosted services deployed on a cloud platform for public sector organizations?
b) Please provide a sample, representative Service Level Agreement (SLA) that includes any limits on service availability and performance (e.g. bandwidth consumption or number of concurrent users).

Q 2.   Vendor Requirements to Generate an Effective Response:

ECCC would like to ensure that industry has the information that they require so they are properly prepared to propose the best possible solutions.

Subsequent to this RFI, the procurement process anticipates to provide to bidders documentation containing a comprehensive:

- statement of work (SOW) and evaluation criteria;
- conceptual business model;
- business requirements containing functional and non-functional requirements;
- security requirements (IT, physical and personnel);
- service management levels; and
- other detailed technical, business and operational materials.

In order to propose a combination of a fixed and subscription-based pricing model for the intended Solution that would be sufficiently flexible to support enhancements in the future and integration with internal or external services:

a) Please indicate what type and what level of business / technical / Security / operational information you would like to see and how the information should be structured?
b) What are the criteria or critical factors that would make an organisation successful?
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c) Given that we are going through this consultative process in developing the RFP, would a 15 calendar-day response period be sufficient to provide a good response?

Q 3. **SaaS/PaaS solution:**
a) ECCC intends to acquire the Solution as a SaaS/PaaS offering. Is your solution currently built on a PaaS and offered as a SaaS offering?
b) If so please describe your solution, including:
   1. how long your solution has been in the market;
   2. # of clients and geographical distribution;
   3. Limitations on user polices, licensing or other restrictions;
   4. Liability /Cap/Insurance;
   5. Service Level Agreements minimum performance;
   6. SLA management reports;
   7. Public or private cloud offering;
   8. Industry Certifications and audits such as ISO, FEDRAMP, SOC2 Type II, Uptime institute Tier (1-4) rating;
   9. Client feedback? Awards, Certifications?
   10. Ability to add / customize modules under SaaS?
c) If not, please describe your hosting platform / Solution.
d) Could your solution be hosted as a "solution as a service" offering on a GC sanctioned third party provider[1] of secure platform services?
e) How would you enable a public cloud offering to limit access to the user of the ECCC intranet?
f) What is your experience with the implementation of ITSG requirements?
g) What is your experience with the Government of Canada Security Control Profile for Cloud-based GC Services[2] and the GC security assessment[3] and authorization process (SA&A)?

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[1] For the purposes of this RFI, GC sanctioned third party provider of secure platform services is defined as a CSP which is available via Shared Services Canada's GC Cloud Brokerage Service (CBS) (https://cloud-broker.canada.ca/s/?language=en_CA)

[2] https://www.canada.ca/en/government/system/digital-government/digital-government-innovations/cloud-services/government-canada-security-control-profile-cloud-based-it-services.html

[3] https://cyber.gc.ca/en/guidance/cloud-service-provider-information-technology-security-assessment-process-itsm50100

Q 4.   Solution Development & Operation:

In the context of continuous development, integration, testing and deployment, has your organization adopted an agile approach for creating your solution? (e.g. iterative, [devops](#)[4], [devsecops](#)[5])

    a) How can these methodologies be leveraged to accelerate the delivery of this project? If not, what would you propose?

    b) How would you include ECCC employees in the development/customization process and how can they be ready to pro-actively collaborate to the development, customization, configuration, migration, training, testing, operation, maintenance, and support of the proposed Solution?

Q 5.   Web Accessibility Requirements:

Can your solution comply with the GC requirement wherein the proposed Solution has all of its interfaces and outputs to adhere to the Standard on [Web Accessibility (SWA)](#)[6] which is derived from WCAG 2.0/2.1? Please describe any experience in the review/assessment of applications for WCAG compatibility? Can you highlight your previous experience implementing solutions that are accessible? If your solution is not accessible, can you please describe what it would require to comply with this requirement and what would be its impact on the project schedule/price?

Q 6.   Multi-Language Support Requirements:

Can your solution support English and French languages out of-the-box?   Please describe how this is implemented, what character sets are supported. If not, please describe how you would implement the WCMS to comply with this requirement and what would be its impact on the project schedule/price?

Q 7.   Integration and Implementation:

ECCC anticipates a high level of effort of integration and discovery for a Go Live date for WCMS functionality in **June, 2021.**

Given the project timelines mentioned above and your anticipated proposed solution, what would be a standard project timeline and high-level steps required to meet the 'Go Live' date? Please use your own previous experience to provide size and scope in your response (e.g. from low to high complexity).

    a) Would a 3-month implementation window be sufficient to meet the go live date above?

    b) From previous experience, what assumptions and dependencies should be included in the plan?

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[4] DevOps: https://www.atlassian.com/devops

[5] DevSecOps: http://www.devsecops.org/blog/2015/2/15/what-is-devsecops

[6] Link to Web Accessibility Standard: http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601

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c) What other clients have you successfully completed an integration of this nature for?

Q 8.   Solution Evolution:
  a) How do you typically address future technological evolution of solution within your contracts? Are updates provided automatically and free of charge during implementation phase, or are they added at additional cost? Do you require significant patch management and recertification?

Q 9.   Change management:
  a) How do you typically address changes to the solution within your contracts? What is the governance model that you typically follow? In what cases would unilateral updates to the solution be performed?

Q 10.   Operational Budget Model – Pricing:
  a) What approach would you recommend for the pricing of ongoing operations? What is normally offered? As an example, it could include:
      1. Firm upfront payment that could include:
          (1) Project-based implementation
          (2) Development, testing, deployment and operation.
          (3) Fixed ongoing recurring payment
      2. Fixed monthly recurring ongoing fees that includes:
          (1) Annual software maintenance fee that includes bug fixes, new versions and related support
          (2) Operation and maintenance support services for the WCMS (e.g. deployed web sites)
      3. Variable cost for development, security, testing, deployment, and operation of future web sites.
      4. Variable cost for upgrades to Drupal WxT distribution and WCMS modifications/upgrades (e.g. custom codes), integration support, security certifications, audits, physical security, etc.
  b) Based on the above, please identify any factors that may affect costing for an operational budget model.
  c) How would the enabling components of your solution be separated and priced? How would they work together?
  d) Are you able to provide pricing and rates for a period of 8 years (accounting for inflation, CPI, etc.)? If not, what is the maximum preferred length?

Q 11.   Operational Budget Model – Subscription arrangement:

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ECCC would like to examine a subscription arrangement that is based on actual consumption of the service by the authenticated users. Based on the above, please indicate:

a) Would your company be able to provide such a subscription arrangement?
b) What unit of measure would you normally use to sell under a consumption-based pricing model?
c) What unit of measure would you normally use to sell your subscription?
d) What unit of measure would you normally use to sell under your own subscription arrangement based pricing model?
e) Based on the above, please identify any factors that may affect costing for an operational budget model.

Q 12.   Pricing and Agreement Format:

What format or approach would you recommend for the pricing of ongoing operations? What is normally offered by the industry? As an example, it could include:

a) Without divulging price, what unit of measure is typically used for pricing your solution (i.e. Single monthly subscription price, subscription plus support, is support a percentage, etc.)?
b) Without divulging price, what is the typical format (structure) for pricing scalability (i.e. banded volumetric, a percentage increase if volumes are exceed, etc.) and what information do you need from ECCC to do so?
c) Is your organization able to provide pricing and rates for a period of 8 years (accounting for inflation, CPI, etc.)? If not, what is the maximum preferred length?

Q 13.   Contracting Challenges Considerations:

Please identify common areas of contracting challenges and issues associated with a GC third party managed cloud computing services to support a contract of the type considered by ECCC for this project. Examples of potential areas of focus may include but are not limited to:

a) Security requirements;
b) Intellectual property rights;
c) Limitations of liability;
d) Service level agreement and associated factors (e.g. service penalties and credits);
e) Data sovereignty, data residency and privacy related issues;
f) Provisions associated with providing required dynamic service demands (e.g. flexibility and scalability requirements in support of ECCC web sites);
g) Supporting service transformation initiatives and introduction of new service delivery capabilities as the business continues to evolve (e.g. introduction of new ECCC web sites);
h) Process for recovery and transition of data at the end of the contract and use of the proposed Solution;
i) Use of Open source software in cloud solution environment; and
j) Service Agreements between cloud service provider, integrator and/or software publishers.
k) Other(s)
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Q 14.   Terms of Contract:

ECCC would like its project management and the proposed WCMS to be as efficient as possible and reduce risks wherever possible.

a) Please indicate any lessons learned, common risk factors, and risk mitigation, or other efforts or assumptions that could create un-necessary risk to the success of the project. In your response, please consider:
1. Changes related to GC Digital Standards, legislation and regulations overtime,
2. Project Governance,
3. Transition-in related risks,
4. Ongoing operations related risks,
5. Multi-vendors solution related risks,
6. Open Source related risks,
7. Risks based on dependencies on GC Interfaces,
8. Risks associated with addressing the cloud IT security, physical security and personnel security,
9. Risk associated with addressing privacy requirements,
10. Others?

b) What would you suggest that ECCC do in advance of a Bidder being selected that would be of value during the transition phases of the project and help mitigate downstream risk?

c) What due diligence role can a Bidder play to minimize risk associated with information provided though the procurement process (Bidder care and assiduity to validate the requirements) in advance of the contract award? Post contract award?

d) At what point in the process (e.g. pre or post contract award) would due diligence be best performed by the Supplier?

Q 15.   User Experience:

One of the top priorities for this proposed Solution is that it be user friendly and perform well in usability testing.

a) Please describe how your organization currently assesses user experience and usability.

b) How would you recommend ECCC assess user experience throughout the upcoming RFP process?

c) Can you propose any clauses that could be incorporated into the eventual contract to allow for user experience testing as part of the acceptance procedures?

d) What corrective measures could be used to increase the user experience of the proposed Solution after delivery?

Q 16.   Clarity of requirements:
   a)   Based on the description of the requirements provided in PART 1 and PART 2, do you clearly understand ECCC's requirements? From your perspective, do you think that the requirements, as stated, could be improved/clarified? If so, please elaborate.
   b)   Based on the appendices in PART 4, do you clearly understand ECCC's requirements? From your perspective, do you think that the requirements, as stated, could be improved/clarified? If so, please elaborate.

Q 17.   Industry clarification questions:
   a)   Would you have any other concerns or clarification questions that you would like to share with ECCC with respect to this Request for Information?

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PART 4 – APPENDICES

Appendix A – Draft Summary Statement of Work

Schedule 1 – Security Obligations

Schedule 2 – Privacy Obligations