



NATIONAL ARTS CENTRE
CENTRE NATIONAL DES ARTS
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Procurement and Purchasing, Finance (R2021-12)

REQUEST FOR PROPOSAL

NAC Project Title: Financial System Implementation and Support Services

NAC Project No.: FA2022-01

By

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January 12, 2022

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ATTACHMENTS

- General Conditions

- Instructions to Proponents

- Cost Proposal Form

- Appendix A. 'Mandatory Requirements for the Purpose of Technical Submission Evaluation', dated January 11, 2022

- Appendix B. 'Business Requirements-Proponent Evaluation Workbook', dated January 11, 2022

- Appendix C. 'Financial System Implementation and Support, Statement of Work', dated, January 11, 2022

1. SOLICITATION**1.1 Invitation**

- 1.1.1 The National Arts Centre Corporation (NAC) is calling for proposals from vendors to provide services specific to the requirement of this procurement.
- 1.1.2 The terms and conditions for this Request for Proposal (RFP) are detailed in the attached document entitled "Instructions to Proponents" and this document. The services proposed by the Proponent shall be in accordance with these documents.
- 1.1.3 Proponents are advised bilingual documents may be available upon request.

1.2 Introduction

- 1.2.1 The National Arts Centre (NAC) is a complex organization that provides a broad spectrum of programming. The NAC has six artistic disciplines-the NAC Orchestra, English Theatre, French Theatre, Dance, Indigenous Theatre and Popular Music and Variety.
- 1.2.2 Historically, the NAC hosted over 1,300 performance each year with a total attendance of over 550,000. The NAC has welcomed thousands of people to free public programming in its spaces. Over one million people annually have taken part in performances or events at the NAC. The COVID-19 pandemic has transformed how the NAC presents performances and interacts with audiences. Now, almost all performances and programs additionally take place online, whether livestreamed or recorded, paid, or offered free of charge.
- 1.2.3 The NAC has four (4) principals halls for performances; Southam Hall, the Theatre, the Studio, and the Fourth Stage. All venues are available to be rented for concerts and events. Other spaces such as the Canada Room and foyer can be used for general admission performances, conferences, and catered events.
- 1.2.4 The NAC also houses its own onsite restaurant, called 1 Elgin, operates a 900-space parking, and has an in-house coffee shop, called Equator.
- 1.2.5 See 'Section 1. Organization Overview' of Appendix C for additional details.

1.3 Objective

- 1.3.1 The NAC's current financial system is no longer supported and lacks key functionality that is now standard in most financial systems. To bridge these functional gaps employees must rely on manual processes that are effort-intensive and exposed to risk for errors. The NAC must implement a new platform to gain efficiency in everyday work and provide better insight into its business. Use of the current platform is restricted primarily to members of the finance department; however, financial workloads are widely distributed across all departments of the NAC. These departments all require timely access to information related to their financial performance to run the business. This means that the new solution is to meet departmental requirements to budget, forecast and track key performance indicators that are relevant to the functional

activities of each line of business (e.g., artistic programming, event production support, catering, box-office sales, infrastructure management, parking, etc.).

1.3.2 The NAC's goal is to enable more efficient operations by implementing a new modern financial system that enables automation, integration, and digitization. This will create an outstanding experience for artists, audiences, and employees.

1.3.3 See 'Section 1.1 Financial System Objectives' of Appendix C for additional details.

1.4 Project Scope of Services

1.4.1 The scope of services required for the new NAC financial system include but are not limited to:

- implementation of core financial functions;
- data output and input;
- internal and external reporting;
- budgeting;
- tracking and reporting;
- automation;
- digitization;
- supporting a paperless environment
- implementation of expense management; and
- design system integration.

1.4.2 See 'Section 1.2 Objectives of the Engagement' of Appendix C for additional details.

1.5 Project Phases and Project Schedule

1.5.1 The NAC would like to take a phased approach to the implementation and introduction of functionality of its new financial system, while striving to ensure that Phase 1 and Phase 2 are tested and deployed by April 1, 2023 (See Appendix C for additional details regarding Phase 1, Phase 2, and Phase 3).

Phase 1: Implementation of core financial functions including budgeting and forecasting as well as imports and exports of data to/from other NAC systems.

Phase 2: Implementation of expense management

Phase 3: Integration with other NAC systems

1.5.2 Proponents are advised that enabling the integration as part of Phase 3, may be added as a Change Order, and will be negotiated separately.

1.6 Vendor Performance

1.6.1 Proponents are advised the successful Vendor (after contract award) will be evaluated by the NAC on a regular basis to ensure proper delivery of required services.

1.7 Evaluation and Selection Process

1.7.1 The evaluation and selection process for this procurement will comprise of the following:

- meeting all mandatory requirements for the purpose of a technical submission evaluation (see 'Appendix A. Mandatory Requirements for the Purpose of Technical Submission Evaluation');
- technical submission evaluation;
- demonstration; and
- a price component.

1.8 Precluded from Submitting a Proposal

1.8.1 Le Groupe Conseil Bronson Consulting Group Inc. was the Consultant who worked in collaboration with the NAC on the Statement of Work and the Business Requirements for this procurement. Therefore, they, or any member of their team, are precluded from submitting a proposal for this procurement.

2. PROPOSAL SUBMISSION REQUIREMENTS

2.1 Electronic Submission

- 2.1.1 Proponents are to submit their proposal (technical + cost) electronically to NACProcurement@nac-cna.ca.
- 2.1.2 The Cost Proposal is to be submitted separately (not to be combined with technical proposal document)
- 2.1.3 Proponents are to electronically fill out the provided excel documents entitled "Appendix A. Mandatory Requirements for the Purpose of Technical Submission Evaluation", and "Appendix B. Business Requirements-Proponent Evaluation Workbook" and submit it as part of their proposal in the same Excel document format.
- While filling out "Appendix B. Business Requirements-Proponent Evaluation Workbook" Proponents are to reference **Table 1** below for definitions of each Proponent declared method.

Table 1		Business Requirements
Proponent Declared Method	Description	
Not Provided	Functionality does not currently exist; OR Functionality is planned to be released after the NAC anticipated implementation date; OR Functionality requires customization to achieve.	
Planned	Functionality does not currently exist but will be released before the NAC anticipated implementation date.	
Third Party	Functionality provided by third party software that will be integrated in the overall solution.	
Configured Functionality	Functionality requires configuration of the solution.	
Core Functionality	Functionality is provided out of the box. No additional configuration, product or customization is required.	

For each line item in the excel spreadsheet Proponents are to choose a method from the full down menu of choices and provide a comment as justification.

2.1.4 Proponents are to identify their submission as follows in the subject line of their email:
FA2022-01-NAC Financial System-Proponent Name.

2.2 Proponent Corporate Information

2.2.1 The Proponent is to complete the provided Administrative Form (located at the end of this document) and have it signed by the Proponent's representative.

2.3 Technical Proposal

2.3.1 The Proponent's technical proposal is to include the following:

- a) Experience and Qualifications of Proponent.
- b) Experience and Qualifications of the Key Personnel.
- c) Solution, Implementation and Engagement Approach.
- d) Joint Venture Agreement in principle, if applicable.

2.4 Joint Venture

2.4.1 A Joint Venture (JV) is an association of two (2) or more parties who combine their money, property, knowledge, expertise, or other resources in a single joint business enterprise, sometimes referred as a consortium, to submit a proposal together on a requirement. Proponents who submit a proposal as a Joint Venture must indicate clearly that it is a Joint Venture and should provide the following information with their proposal:

- a) The name of each party of the joint venture.
- b) The name of the representative of the joint venture, i.e. the person chosen by the parties to act on their behalf, if applicable.
- c) The name of the joint venture.
- d) An agreement in principle.

2.4.2 If any information is missing from the Joint Venture agreement, the NAC Representative leading the procurement will contact the Proponent for clarification.

2.4.3 The proposal and resulting contract must be signed by all the parties of the joint venture, unless one party has appointed to act on behalf of all parties of the joint venture.

2.4.4 If an Agreement is signed with a joint venture, all parties of the joint venture will be equally liable for the performance of that contract.

2.5 Cost Proposal

2.5.1 The Proponent's Cost Proposal form shall be signed by an authorized representative of the Proponent.

2.5.2 The Proponent is to provide the following information in their Cost Proposal:

- a) The implementation cost for **Phase 1**. Proponents are to include the hourly rates used to arrive at this cost.
- b) The implementation cost for **Phase 2**. Proponents are to include the hourly rates used to arrive at this cost.
- c) Support and Maintenance Cost Options
- d) Licensing Cost Options

2.6 Format Guidelines

- 2.6.1 Paper size – 8.5” x 11” or as otherwise indicated.
- 2.6.2 Point size – 11 point TIMES or equal.
- 2.6.3 Use your own format unless otherwise indicated.

2.7 Closing Date and Time

- 2.7.1 Electronic proposals shall be received on or before:

5:00pm local time, February 14, 2022

It is the sole responsibility of the Proponent to ensure the NAC receives their entire proposal submission, on or prior to the above stated closing date and time.

Proposal submissions received at NACProcurement@nac-cna.ca after the stipulated closing date and time will not be considered, will be disqualified, and will not be evaluated.

The NAC will confirm receipt of proposals received on or prior to the closing date and time by reply email.

3. MANDATORY REQUIREMENTS FOR THE PURPOSE OF TECHNICAL SUBMISSION EVALUATION**3.1 Mandatory Requirements for the New Finance System**

- 3.1.1 Proponents must complete, and submit the provided document entitled “Appendix A. Mandatory Requirements for the Purpose of Technical Submission Evaluation”.

Proponents omitting to provide this completed document will not have their technical submission evaluated and will not be given further consideration.

Proponents are advised by selecting ‘No’ to any of the mandatory requirements will result in their proposal not being evaluated and not given any further consideration.

4. EVALUATION CRITERIA

4.1 Technical Criteria and Weight Criteria

4.1.1 The Proponent's Technical score will represent 85% (a combined technical RFP score + demonstration score) of the Overall Score for the Proponent's submission. The submission will be assessed on the merits of the information presented in accordance with the criteria and weight factors indicated in **Table 3**.

4.2 Experience and Qualifications of Proponent

4.2.1 In this Section, the NAC is seeking to evaluate the **corporate** experience and qualifications of the Proponent. In approximately **4 pages per project**. List and briefly describe **three (3) completed** projects carried out by the Proponent. (If the project was undertaken by a firm other than the Proponent, indicate the name of the firm and the Proponent's relationship to that firm).

4.2.2 At least one of the presented projects should have been implemented for a Crown corporation or a Canadian client that has a line of business similar to the NAC's line of business.

4.2.3 Projects should be recent, **comparable** in size and scope to the current NAC requirement and include as many as possible of the services listed below:

- complete project planning and set-up;
- designing to-be business processes and functional and non-functional system requirements;
- designing, configuring, and developing the technology solution;
- reporting;
- testing the solution;
- data conversion and loading;
- deployment and post-implementation stabilization activities;
- contributing to change management activities that include organization readiness, communication, training, and knowledge transfer;
- providing solution documentation including processes, design, configurations, development, test results, and others for project deliverables; and
- project management.

4.2.4 More relevant project experience in terms of complexity of operations may score higher.

4.2.5 Projects completed in approximately the past five (5) years may score higher.

- **Proponents are advised that a completed project is up to an including implementation of the system. Presented projects that are not completed will score lower.**

4.2.6 Each project should demonstrate:

- 4.2.6.1 The project implementation fees, the completion date for implementation and annual support and maintenance fees.
- 4.2.6.2 The relevance of how the submitted project relates to the current NAC requirement.
- 4.2.6.3 Process improvements proposed and implemented by the Proponent for the submitted projects and realized efficiencies.
- 4.2.6.4 The degree of responsibility of the Proponent. If a project was completed under a Joint Venture agreement, the names, and the degree of responsibility of the Joint Venture partners should be provided.
- 4.2.6.5 Ability to respond/adapt to the current NAC requirement.
- 4.2.6.6 Full name, address, telephone number and e-mail of client contact(s) for each submitted project.
 - **Proponents are advised references will be contacted by the NAC for an overall impression of the final product quality and delivery of service.**
 - **Proponents are advised any submitted projects in addition to the three (3) requested, will not be taken under consideration, and will not be evaluated.**

4.3 Experience and Qualifications of Key Personnel

- 4.3.1 In this Section, the NAC is seeking to evaluate the experience and qualifications of the Key Personnel proposed by the Proponent to deliver this project.
- 4.3.2 In approximately **three (3) pages** per resume, the following Key Personnel are to be part of the Vendor Team:
 - 4.3.2.1 Project Sponsor (1 individual);
 - 4.3.2.2 Project Manager (1 individual);
 - The Project Manager's past experience is to include at least three (3) completed projects of similar financial system implementation to the current NAC requirement.
 - 4.3.2.3 Finance Subject Matter Expert (SME) (1 individual);
 - 4.3.2.4 Technical Lead/Architect (1 individual); and
 - 4.3.2.5 Key Personnel of Proponent choice;
 - **The Proponent can replace resources assigned to this project based on an NAC request or due to turnover on the Proponent side and will be responsible for any onboarding and any handover from previous resources. The backup and replacement resource(s) need to be at a comparable level from the experience and knowledge perspective.**
- 4.3.3 Each resume should include the following:
 - 4.3.3.1 Past project experience that is relevant to the current requirement.
 - 4.3.3.2 A brief description of what the individual did on the past project and when the experience occurred.

4.3.3.3 What role did the individual fill during the past project.

4.3.3.4 Education and total years of experience.

4.3.3.5 Any relevant managerial/technical experience to the current requirement.

4.3.4 Key Personnel with approximately five (5) years of relevant experience may score higher.

4.4 Solution, Implementation and Engagement Approach

4.4.1 Financial System Business Requirements Checklist

4.4.1.1 Proponents are to complete the provided excel document entitled "Appendix B. Business Requirements-Proponent Evaluation Workbook" and are advised they will be evaluated on the following as it relates to the current NAC requirement:

- general functionality;
- payables processing;
- budgeting, planning and forecasting;
- project accounting;
- reporting;
- expense management;
- accounting operations; and
- non-functional requirements.

4.4.2 Implementation Platform

4.4.2.1 Proponents are to name and describe the proposed platform for this implementation, including:

- the licensing models available for this solution with the legal description of a single license unit (user, machine, connection) for each model;
- the monitoring and auditing tools available for this platform;
- configuration change management capabilities of the solution that will allow the NAC to distinguish between the core solution and any elements that have been configured by or for the NAC;
- database management software utilized (if any);
- auditing and monitoring tools;
- the resources that will be made available as part of the solution to test vendor driven changes to the solution prior to their implementation in a production instance;
- plans for a possible new release and if the NAC can choose the timing for it. Will the NAC have the choice if they have to use the new release ?;
- a description of the reporting tool available; and
- any other features that make the system unique.

4.4.2.2 Proponents are to describe the system architecture and the manner(s) in which the information in the system is accessed, controlled, audited, and secured.

4.4.3 Software Roadmap

4.4.3.1 Proponents are to demonstrate/describe their software roadmap including:

- frequency of new releases;
- strategic focus when developing features for new releases;
- how the system keeps up with evolving compliance requirements; and
- Proponent's process used in incorporating new features, upgrading the platform, system changes or decommission end of life (EoL) components of the platform. Proponents are to share their release plans.

4.4.4 Engagement with NAC During Implementation

4.4.4.1 Proponents are to demonstrate how their team will engage the National Arts Centre during the implementation of the financial system and how it will ensure the NAC will realize expected benefits (which are further detailed in the SOW Section 2.0) from the implementation phase as per RFP Section 1.5.

4.4.4.2 Proponents are to demonstrate their ability to prioritize features and implement scope over time and manage budget and risk. As part of the response, Proponents are to include a sample implementation timeline, with recommendation for what to include in each phase.

4.4.4.3 Proponents are to describe lines of communication their team will rely on for the purpose of overall team collaboration and phases planning.

4.4.5 Transition, Organizational Change Management and System Adoption

4.4.5.1 Proponents are to demonstrate what training platforms they will offer both during and after the implementation phase is complete.

4.4.5.2 Proponents are to submit samples of user guides, user documentation and or other help/reference features.

4.4.5.3 Proponents are to provide a high-level description of tools they will use to train NAC employees.

4.4.5.4 Proponents are to describe their software support organization and methodology, including staffing level, experience levels, hours, and channels/methods of support, problem escalation procedures, service level agreements, and other relevant information.

4.4.6 Financial System Integration with Other NAC Systems

4.4.6.1 Proponents are to describe what protocol(s) does the API utilize. Is the functionality commensurate with the application or are there cases that can only be accomplished with the application and not the API?

4.4.6.2 Proponents are to address any other integration technologies and designs available for the proposed platform.

4.4.7 Support Services

4.4.7.1 Proponents are to describe the support service details including the following:

- performance benchmarks for system operation;

- ability to scale and support for peak working occasions;
- description of data security protocols for the hosting environment, and the solution data;
- protections against data breaches and steps for communicating with clients;
- backup and recovery procedures for data and logs;
- how applications environments can be cloned/replicated to enable the testing of changes prior to their implementation in the live solution;
- in the case of a breach, disaster recovery and business continuity plans;
- access controls. Can an authenticated user access the system from any workstation attached to the internet?; and
- proponents are to list all support service level offered by their organization and the recommended service level for this implementation.

5. EVALUATION AND SELECTION PROCESS

5.1 Evaluation of the Technical Proposal (Criteria)

- 5.1.1 The technical proposals will be assessed solely on the information provided in each Proponent’s proposal against the criteria outlined in Section 4 and 5, and weight factors indicated in **Table 3** of this RFP document (located near the end of this document).
- 5.1.2 Each criterion will be scored using the following scoring guidelines:

Table 2 Scoring Guidelines		
Score	Definition	Description
0	No response provided	A response is missing, or the response provided does not address the request and/or did not provide the requested information.
1	Unacceptable response	The response provided does not adequately address the question and omits key aspects of the request.
2	Poor response	The response provided partially addresses the question and/or provides only a limited amount of the requested information.
3	Satisfactory response	The responses provided addresses the question in an acceptable manner and/or provides an acceptable amount of the required information. Some gaps exist in the response.
4	Good response	The response provided addresses the question in a good manner and/or provides a significant amount of the required information. Minor gaps exist in the response.
5	Excellent response	The response provided comprehensively addresses the question and/or provides all requested information. No gaps exist in the response.

5.2 Invitation to Provide a Demonstration

- 5.2.1 The score for the Demonstration will represent 20 points for this procurement.
- 5.2.2 Proponents who achieve a minimum overall technical score of 49/65 points on their RFP will be invited to provide a demonstration.
- 5.2.3 Proponents whose proposal does not meet a minimum overall technical score of 49/65 points on their RFP will not be invited to provide a demonstration.
- 5.2.4 A Proponent's demonstration will be evaluated using the scoring guidelines provided in Table 2.
- 5.2.5 Once a Proponent is invited to a demonstration, they will be provided the evaluation criteria/list of questions prior to their demonstration date. This will be provided in a written communication by the NAC Representative leading the procurement (name provided on the title page of the RFP).

5.3 Cost Proposal Evaluation

- 5.3.1 The score for the Cost Proposal will represent 15 points for this procurement.
- 5.3.2 Proponents must meet the following in order to have their Cost Proposal evaluated:
 - 5.3.2.1 Achieve a minimum overall technical score of 64/85 (a combined technical RFP score + demonstration score) and be within 15 points of the highest ranked overall technical proposal.
- 5.3.3 Proponents whose proposal does not meet all the requirements of Section 5.3.2.1 will not have their Cost Proposal evaluated.

5.4 Scoring of Phase 1 Implementation Cost, Phase 2 Implementation Cost, Annual Support and Maintenance Cost, and Annual Licensing Cost

- 5.4.1 The points for the **Phase 1** Implementation Cost, as referenced in Section 2.5.2a, will be allocated as follows:

Eight (8) points will be given to the lowest price

The allocation of points will be based on the spread of prices between the highest and the lowest price and the number of Proponents who have their Cost Proposal evaluated.

A zero (0) will be given to the highest price

- 5.4.1.1 Equal prices will receive the same points (e.g. \$0 will be marked equally at 8 points).

- 5.4.2 The points for the **Phase 2** Implementation Cost, as referenced in Section 2.5.2b, will be allocated as follows:

Three (3) points will be given to the lowest price

The allocation of points will be based on the spread of prices between the highest and the lowest price and the number of Proponents who have their Cost Proposal evaluated.

A zero (0) will be given to the highest price

5.4.2.1 Equal prices will receive the same mark (e.g. \$0 will be marked equally at 3 points).

5.4.3 The points for the Annual Support and Maintenance Cost, as referenced in Section 2.5.2c, will be allocated as follows:

Two (2) points will be given to the lowest price

The allocation of points will be based on the spread of prices between the highest and the lowest price and the number of Proponents who have their Cost Proposal evaluated.

A zero (0) will be given to the highest price

5.4.3.1 Equal prices will receive the same mark (e.g. \$0 will be marked equally at 2 points).

5.4.4 The points for the Annual Licensing Cost, as referenced in Section 2.5.2d, will be allocated as follows:

Two (2) points will be given to the lowest price

The allocation of points will be based on the spread of prices between the highest and the lowest price and the number of Proponents who have their Cost Proposal evaluated.

A zero (0) will be given to the highest price

5.4.4.1 Equal prices will receive the same mark (e.g. \$0 will be marked equally at 2 points).

5.5 Results of Evaluation / Contract Signature

5.5.1 The technical (a combined technical RFP score + demonstration score) and cost proposal scores are added to determine the total score of each Proponent.

5.5.2 The Proponent with the highest total score will be selected to negotiate a Contract with NAC. This may include negotiations on a fee/amount. In the event that these negotiations should fail, NAC may enter into negotiations with the next-ranked Proponent.

5.5.3 In the event that the top two total scores are tied or separated by one point or less, the Proponent who received the highest score for the cost proposal will be selected to negotiate a Contract with NAC.

5.5.4 The achievement of top score by a Proponent does not constitute a commitment by NAC to enter into a Contract with that Proponent. The award of a Contract is contingent on the completion of any required negotiations and the securing of any necessary final approval to proceed.

- 5.5.5 While NAC may enter into a Contract without prior negotiations, NAC reserves the right to negotiate with Proponents on any procurement and to terminate negotiations at its sole discretion.

6. TABLE 3 – EVALUATION CRITERIA

EVALUATION CRITERION		Weight per sub-criteria	Total % weight per criteria
RFP Section			
3.0	Mandatory Requirement for Purpose of Technical Submission Evaluation	Meets	Does not Meet
3.1.1	Complete and submit the document entitled “Appendix A. Mandatory Requirements for the Purpose of Technical Submission Evaluation”		
4.2	Experience and Qualifications of Proponent		
	Project 1	5	15
	Project 2	5	
	Project 3	5	
4.3	Experience and Qualifications of Key Personnel		15
4.3.2.1	Project Sponsor (1 individual)	2	
4.3.2.2	Project Manager (1 individual)	2	
4.3.2.3	Finance Subject Matter Expert (SME) (1 individual)	4	
4.3.2.4	Technical Lead/Architect (1 individual)	3	
4.2.3.5	Key Personnel of Proponent Choice	4	
4.4	Solution, Implementation and Engagement Approach		35
4.4.1	Financial System Business Requirements Checklist “Appendix B. Business Requirements-Proponent Evaluation Workbook”	20	
4.4.2	Implementation Platform	2	
4.4.3	Software Roadmap	2	
4.4.4	Engagement with NAC During Implementation	4	
4.4.5	Transition, Organizational Change Management and System Adoption	3	
4.4.6	Financial System Integration with Other NAC Systems	2	
4.4.7	Support Services	2	
5.2	Demonstration		20
5.2.2	Proponents who achieve a minimum overall technical score of 49/65 will be invited to provide a demonstration.		
5.4	Cost Proposal		15
5.4.1	Phase 1 Implementation Cost	8	
5.4.2	Phase 2 Implementation Cost	3	
5.4.3	Annual Support and Maintenance Cost	2	
5.4.4	Annual Licensing Cost	2	
	TOTAL:		100

ADMINISTRATIVE FORM

Proponent Name: _____

Head Office

Branch Office

Mailing Address: _____

City: _____ Province: _____ Postal Code: _____

Telephone Number: () _____ Fax Number: () _____

Information about the Firm: _____ E-mail Address: _____

Year Established: _____ Number of Employees: _____

Geographic Coverage: _____ Annual Sales: _____

Type of Organization:

Sole Proprietorship

Partnership

Corporation

Joint Venture

Principal Contact Regarding this Procurement:

Name: _____ Position: _____

Telephone No.: () _____ E-mail: _____

I confirm that:

- This submission complies with the rules, regulations and guidelines applicable to the performance of these services where they will be carried out.
- The Vendor, identified in the Request for Proposal (RFP) submission will perform the services if the Proponent is awarded the contract.

Signed: _____ Position: _____

Dated: _____ E-mail: _____