



REQUEST FOR PROPOSAL

#8024089-24

FOR

**Digital Transformation and Modernization of
SNB.CA: Enhancing Customer Experience
through Agile and Customer-Centric Online
Services**

PROVINCE OF NEW BRUNSWICK

Service New Brunswick

SUMMARY OF KEY INFORMATION

ISSUE DATE: _____ September 8, 2023 _____

CLOSING DATE FOR VENDOR RESPONSE

September 29, 2023, at 1:30 p.m. Fredericton time.

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2.0 ADMINISTRATIVE REQUIREMENTS

The following terms will apply to this Request for Proposal and to any subsequent contract.

2.1 REQUEST FOR PROPOSAL TERMINOLOGY

BUSINESS DAY	Any day other than Saturday, Sunday or statutory holiday in the Province of New Brunswick.
CONTRACTOR/SUPPLIER	The successful proponent to this RFP who enters into a written contract with the Province.
STRATEGIC PROCUREMENT	The Strategic Procurement Division of Service New Brunswick (SNB)
PROVINCE	His Majesty the King in Right of the Province of New Brunswick as well as the Strategic Procurement Division of Service New Brunswick (SNB)
RFP	Request for Proposal.
DEPARTMENT	Service New Brunswick Province of New Brunswick
PROPONENT/VENDOR	An individual or a company that submits, or intends to submit, a proposal in response to this "Request for Proposal"
MUST/REQUIRED/SHALL/WILL	A requirement which <u>must</u> be met in order for the Proposal to receive consideration.
SHOULD/DESIRABLE/MAY	A requirement having a significant degree of importance to the objectives of the Request for Proposal.

3.0 GENERAL CONDITIONS

3.1 STANDARD TERMS AND CONDITIONS

This Request for Proposals is subject to the Standard Terms and Conditions for goods and services tenders for Province of New Brunswick, Service New Brunswick, Strategic Procurement Division.

This RFP will be conducted in accordance with the *Procurement Act* and its Regulations.

3.2 MANDATORY REQUIREMENTS

This Request for Proposal may contain mandatory requirements. **Proposals not meeting all mandatory requirements will be rejected without further consideration.**

3.3 CONDITIONS RIGHT TO AMEND

The government reserves the right to amend or supplement the RFP, giving equal information and cooperation by way of issued addendum to all proponents as a result of any such amendment.

3.4 PROPOSAL INFORMATION

Material, data and information accessed or provided by the government and used in the preparation of the proposals is confidential and the property of the government.

3.5 CHANGES TO PROPOSAL WORDING

There will be no changes in the wording of the proposal after submission and no words or comments shall be added to the general conditions or detailed specifications unless requested by the Strategic Procurement Division for purposes of clarification.

3.6 VENDOR INCURRED COSTS

All costs incurred in the preparation and presentation of proposals in any way whatsoever shall be wholly absorbed by the Vendor.

3.7 INDEMNITY

Unless otherwise expressly negotiated by the parties, the vendor will indemnify and save harmless the Province from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained

by the Province at any time or times (either before or after the expiration or sooner termination of this agreement) where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the vendor or by any servant, employee, officer, director or sub-contractor of the vendor pursuant to the contract.

3.8 EVALUATION OF PROPOSALS

A Committee formed for that purpose will evaluate all acceptable proposals. The right is reserved to make an award based directly on the proposals submitted or to negotiate further with the preferred proponent.

The province of New Brunswick reserves the right to negotiate pricing, value added and other savings opportunities with the successful proponent at time of award and throughout the duration of the contract.

3.9 ACCEPTANCE OF PROPOSALS

The Strategic Procurement Division is not bound to accept the lowest price or any proposal of those submitted. Proposals will be assessed in light of the evaluation criteria.

Subsequent to the submission of Proposals, interviews and negotiations may be conducted with some of the proponents, but there shall be no obligation to receive further information, whether in writing or oral, from any proponent. The Province shall not be obligated in any manner to any proponent whatsoever until a written agreement has been duly executed relating to an approved proposal.

3.10 FINANCIAL INFORMATION

Proponents may be requested to demonstrate financial stability during the evaluation process.

3.11 OFFICIAL LANGUAGES

All suppliers engaged to deliver services on behalf of the Government of New Brunswick must ensure compliance with the *Official Languages Act* in the delivery of those services. For more information, please refer to the [Official Languages Act](#).

3.12 ADDITIONAL INFORMATION

Proposals may contain additional information. If alternative solutions are offered, submit the information in the same format as a separate proposal.

3.13 ACCEPTANCE OF TERMS AND CONDITIONS

Unless otherwise stated by the proponent, all terms and conditions of this RFP document are assumed to be accepted and incorporated in the proponent's submission.

3.14 PROPOSAL SELECTION

Once a decision has been made, the successful Vendor will be notified by Service New Brunswick. The committee will treat all proposals with strict confidentiality and comparative information on proposals will not be divulged except where required under the *Right to Information and Protection of Privacy Act*. A Purchase of Service Contract may be signed with the Vendor once final approval of the proposal is determined.

3.15 NEWS RELEASES

Vendors shall not make news releases concerning the RFP or the awarding of the same without the written consent of the Province of New Brunswick and then only in coordination with the Province of New Brunswick.

3.16 PRIVACY AND SECURITY

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals.

The vendor must agree to maintain security standards consistent with security policies of the Province. These include strict control of access to data and maintaining confidentiality of information gained while carrying out their duties.

Information pertaining to any department obtained by the vendor as a result of participation in this project is confidential and must not be disclosed without written authorization from the department.

The vendor must comply with the Protection of Privacy requirements as set out in Part 3 of the *Right to Information and Protection of Privacy Act* ("Act"). The Act creates obligations for the Province of New Brunswick and its services providers when personal information is collected, used or disclosed. Requirements include limiting collection, use, disclosure and retention of any personal information. For more information regarding this Act, please consult:

<http://laws.gnb.ca/en/showfulldoc/cs/R-10.6//20130627>

3.17 CONTRACT CANCELLATION

The contract may be cancelled for, but not limited to, the following reasons.

If the contractor:

- Defaults in the observance of any of the conditions contained in the contract or specifications
- Has become insolvent
- Has committed an act of bankruptcy
- If the Province:
 - Cancels the annual budget allocation for this particular project.

3.18 NEGOTIATION DELAY

If a written contract cannot be negotiated within thirty (30) days of notification to the designated vendor, the Strategic Procurement Division may, in its sole discretion, with not less than two (2) business days' notice, terminate negotiations with that vendor and either negotiate a contract with another vendor of its choice or choose to terminate the RFP process and not enter into a contract with any of the vendors.

3.19 CONTRACT FOR SERVICES

Written notice of acceptance of a proposal by the Province, and the subsequent full execution of a written contract will constitute a contract for the services. No proponent will acquire any legal or equitable rights or privileges relative to the services until the occurrence of both such events.

3.20 COMPLIANCE WITH LAWS

The vendor shall give all the notices and obtain all the licenses and permits required to perform the work. The vendor shall comply with all the laws applicable to the work or the performance of the contract.

3.21 PROPRIETARY RIGHTS

All proposals, plans, drawings, specifications, technical data, designs, computer program reports or other information (hereinafter referred to as "data") produced by the proponent in tangible form in the performance of the work to be provided under this contract, shall be the property of the Government of New Brunswick. The proponent shall be provided with copies of such data for its own use as may be required for the purposes of this contract. Proposals prepared by the proponent at its expense shall remain the property of the Government of New Brunswick.

3.22 NO LOBBYING

Vendors should not initiate any communication or contact with elected or appointed officials of the government or their staff, staff of the Province of New Brunswick, or any other persons connected in any way with this Request for Proposals who have not been named as designated contacts, with the intent of influencing the RFP process. The Province reserves the right, in its absolute discretion, to disqualify any vendor that fails to comply with this procedure.

3.23 DEBRIEFING

Unsuccessful proponents may request a debriefing with members of the evaluation committee following execution of a contract with the successful proponent.

4.0 SUBMISSION OF PROPOSALS

4.1 SUBMISSION OF PROPOSALS

4.1.1 PROPOSALS TO BE SUBMITTED BY ELECTRONIC TRANSMISSION

Proposals for this RFP will only be accepted in **one** of the following manners:

- By email to: NBBids@snb.ca or SoumissionsNB@snb.ca
(do not submit proposals to any other email)
- By e-bidding through NBON (when e-bidding is possible, and the proponent is registered for electronic bidding in NBON). For assistance with e-bidding, contact the NBON Help Desk at 1-800-561-1422.

4.1.2 PROPOSALS TO BE SUBMITTED ON TIME

Proposals must be submitted by electronic submission as set out in the previous section and must be received on or before the Submission Deadline as indicated below:

On or before 09 / 29 / 2023 / 1:30p.m. (Fredericton time)
mo. day yr. time

Proposals must be signed by an official of the company who has the authority to bind the company to the statements in the submission.

Proposals received after the Submission Deadline will be rejected.
The Province's time clock will be deemed to be correct.

4.1.3 PROPOSALS TO BE SUBMITTED IN PRESCRIBED FORMAT

The entire proposal should be submitted in two separate electronic files.

1) One electronic file for the technical proposal, saved as a Portable Document Format (PDF) and prominently marked as "Technical Proposal" with the RFP title and number (see RFP cover) and the full legal name and return address of the proponent.

The electronic file name of the technical proposal should include "Technical" and an abbreviated version of the proponent's name and RFP #. Financial information is not to be included in the technical proposal.

2) One electronic file for the financial proposal saved as a PDF or MS Excel, and prominently marked as "Financial Proposal" with the RFP title and number (see RFP cover) and the full legal name and return address of the proponent.

The electronic file name of the financial proposal should include “Financial” and an abbreviated version of the proponent’s name and RFP #.

If submitting the entire proposal by email, both the Technical Proposal and the Financial Proposal may be submitted in a single email or separate emails provided they clearly indicate the name of the proponent and RFP# in the subject line of the email(s).

Refer to the **Instructions for Bid Submission** in the Tender Notice for further details.

4.1.4 AMENDMENT OF PROPOSALS PRIOR TO SUBMISSION DEADLINE

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment prominently marked as an “Amendment” with the RFP title and number and the full legal name and return address by electronic transmission in accordance with section 4.1.1. The electronic file name should include “Amendment” and an abbreviated form of the proponent’s name and RFP #. Any amendment must clearly indicate which part of the proposal the amendment is intended to amend or replace. Any amendments received after the Submission Deadline will not be accepted. Amendment must be signed by the person who signed the original bid submission or by a person authorized to sign on his or her behalf.

The proponent will not change the wording of its proposal after closing and no words or comments will be added unless requested by the Province for purposes of clarification.

4.1.5 WITHDRAWAL OF PROPOSALS

Proponents may withdraw their proposals prior to the Submission Deadline. To withdraw a proposal, a notice of withdrawal must be received by the RFP Contact prior to the Submission Deadline and must be signed by an authorized representative of the proponent. The Province is under no obligation to return withdrawn proposals.

4.1.6 PROPOSALS IRREVOCABLE AFTER SUBMISSION DEADLINE

Proposals shall be irrevocable for a period of **Ninety (90)** days from the Submission Deadline.

5.0 QUESTIONS AND INQUIRIES

All inquiries related to this RFP are to be directed in writing to the Strategic Procurement Division, at the following fax or email:

Carole-Anne Peckham
Strategic Procurement Division
Tel: (506) 453-7966 Fax: (506) 444-4200
Email: BidQuestionsSoumissions@SNB.ca

Proponent should include a contact name, a mailing address and Email address on all correspondence.

All questions and responses will be made available to all proponents 1 (one) week before the closing date, through the issuance of an amendment/addendum. Further questions may not be accepted after this date.

All other information obtained from alternate sources cannot be considered official and/or accurate.

6.0 BACKGROUND INFORMATION

6.1 GENERAL OVERVIEW OF SERVICE NEW BRUNSWICK:

SNB is the Government of New Brunswick's chief provider of front-line services to the public (customer), delivering:

- more than 300 services to the public through a network of office locations, online services, and Service New Brunswick Teleservices (customer contact centre).
- access to many federal, provincial, and municipal government services.
- operation of New Brunswick's Land, Personal Property, and Corporate Registries.
- assessment of all land, buildings and improvements for property taxation purposes and operation of the province's Property Assessment system; and
- maintenance of New Brunswick's land information infrastructure, including its survey control network and topographic mapping system.

SNB also provides vital operations for the provincial civil service, including:

- delivering procurement and sourcing services for Part 1 (GNB departments), Part 2 (school districts), and Part 3 (regional health authorities).
- leading the Energy Management strategy for GNB.
- Information Technology services for Part 1 and Part 3, including support of approximately 1,800 business applications underpinning government operations.
- Accounts payable services and central collections services.
- Payroll and benefits services.
- Printing and postal services; and
- Translation services.

Current technologies and technology platforms:

- Adobe Experience Manager (AEM) for web content management functions
- Granicus Amanda for many licensing and permitting functions
- gBiz for forms-centric transactions, basic workflow management, and shopping cart functionality
- Payment Hub (PHUB) for payment taking
- Broadcom Identity and Access Management (IAM) for user authorization and identification
- Microsoft Dynamics

- Qualtrics
- Oracle CXM
- Salesforce
- Able Assess Knowledge Assessment and Skill for online administration of tests
- Multiple bespoke .NET applications, such as the Motor Vehicle System (MVS)
- QMATIC Orchestra for service centre line management and appointment scheduling
- A modern cybersecurity solution to protect SNB.ca

The modernization project outlined in this RFP will be the catalyst to significantly improve SNB's online service design and delivery approach. Its priority is to enhance the digital experience of customers and improve the efficiency, intuitiveness, and user-friendliness of online services. This initiative aligns with SNB's vision of Excellence in Service Delivery and its commitment to customer-centric service design and delivery.

6.2 SERVICES REQUIRED BY SERVICE NEW BRUNSWICK

SNB is seeking a partner for a 3-month engagement to introduce and train SNB/GNB teams in a framework to enable the delivery of high-quality, easy to use, digital services. The budget for this engagement is \$300,000.

The overall approach should ensure the customer is at the center of every decision that impacts them as services must be co-designed with customers in both official languages. This approach should allow for feedback about the service to be captured and actioned upon with quick turnaround times.

Due to the unknown time frame by including customers in the process, upon agreement of both parties, an extension of sixty (60) days may be considered for phase one (1).

After delivering the approach, the vendor will work with SNB/GNB teams to modernize and launch a service as described below in the deliverables section. This work will be used to test and refine the approach.

Deliverables for phase 1:

1. A documented framework that includes:
 - A process to deliver high-quality, easy to use, digital services which are customer focused and in alignment with the GNB Design System.

- A consistent approach to co-designing with the customer. Co-designing with the customer is mandatory and must be performed in both official languages, this means the customer will be actively engaged throughout the entire process, including understanding customer needs, through the design process as well as user testing to ensure all solutions meet the needs of customers. We are expecting the vendor to provide the approach as part of the framework to engage with customers.
 - A consistent approach to gather regular feedback and implement improvements based on the feedback.
 - A consistent approach to engage client departments in the development of an end-to-end digital service.
 - A consistent approach to ensure solutions are fully responsive and accessible across all modern devices and platforms. The solutions must also be scalable, allowing for the ability to scale horizontally or vertically as needed.
2. An online service implemented in both official languages using this framework. SNB has identified a notification service for vehicle registration renewals which is an ideal candidate for this engagement. The current service exists in two parts:
- **Opt Out of Paper Registration Renewal Reminders**
(<https://www.pwx1.snb.ca/snb9000/product.aspx?productid=A001P780901&l=e>)
 - **Your Vehicle Renewal Reminder**
(<https://www.pwx1.snb.ca/snb9000/product.aspx?ProductID=A001PSN780900&l=e>)

By the end of the engagement, it is expected the vendor will have completed the production deployment of a single service in both official languages which manages renewal reminders on SNB.ca and satisfies the needs of the customer.

SNB expects the selected partner to deliver the client experience modernization and enhancements within the defined 3-month engagement period. The solution must align with the GNB Design System and comply with SNB's standards for language, security, privacy, and accessibility.

The contract for this engagement will include an optional phase two (2) based on available funding. At the discretion of SNB, and upon mutual agreement of both parties, Phase 2 will be an option for a 9-to-12-month extension to deliver up to

10 new digital services. Phase 2 will be decided based on the success and learnings from phase 1. The budget for the optional extension will be defined and agreed upon during the project.

7.0 PROPOSAL CONTENT & REQUIREMENTS

Proposals must include a table of contents, be presented in the following format, and include a response to each question in the order in which it is asked. It is helpful to the evaluation committee if the corresponding section headings are utilized in your submission.

7.1 MANDATORY REQUIREMENTS

The following mandatory requirements must be addressed by all vendors in their proposals:

Please note that failure to address any of the below mandatory requirements in the proposal will result in the disqualification of the vendor from further evaluation.

Submissions must be received in their entirety by the time and date indicated.

Submissions must be signed by an official of the company who is authorized to sign on behalf of/and bind the company to statements made in their submission.

The “Grand Total” proposed by the vendor for the duration of the three-month term, exclusive of any extensions, must not exceed \$300,000 in Canadian funds, exclusive of taxes. Pricing submissions more than \$300,000, exclusive of taxes, will result in immediate disqualification of the proposal.

Submissions must include the following appendices/documents:

- Appendix A - **Project Team Chart**, and
- Appendix B – **Reference Form**.

7.2 GENERAL REQUIREMENTS

7.2.1 COMPANY BACKGROUND WITH REFERENCES

Provide a brief summary of the history of your company including years in business, number of staff, location, etc.

Provide references of clients for whom you have completed a project of similar scope and nature as this project. Include a description of the project, Company name, address, telephone, email address and contact person. **Complete the form provided in Appendix B, Reference Form, to provide these company references.**

To maximize points in this section, additional points will be awarded to companies who have successfully completed projects that demonstrate

expertise in co designing with the customer and delivering digital services and have received positive feedback from clients.

7.2.2 PROJECT TEAM WITH REFERENCES

List the individuals who will be assigned to this project.

For each team member, identify their role for this engagement, the relevant skills and experience which make them ideal for the specific role to which they are assigned, and how many days a week they are expected to dedicate to the project.

Additional points will be awarded to teams which can demonstrate:

- a minimum of [3] years of experience in developing digital services
- experience working with the existing SNB platforms as listed in section 6.1
- how team members have experience in an Agile framework such as SAFe, Scrum, Kanban, or Lean will be used during this engagement
- teams whose members can provide positive references from clients who have been satisfied with their services
- a proven track record of successful project delivery-

Submissions must include a completed Project Team Table (see Appendix A).

A copy of each team member's resume must also be included.

Provide references from at least 2 clients for which each of the project team members have provided a service similar in scope and nature to the service required in this RFP.

In the event a project team member needs to be replaced for any reason, SNB would expect a resource with equivalent or greater experience and skills to resume duties as assigned. The department reserves the right to request a detailed resume/references to confirm.

7.2.3 Project Approach

Explain how you will approach this work to ensure both high-quality digital services and a solid repeatable process as part of the overall framework which keeps the customer at the center of the process.

1. Describe how communications will be managed during the engagement to ensure all stakeholders and team members will be kept up to date with the engagement's progress.

2. Describe how risks will be identified and mitigated for this project.
3. Describe how changes to this project will be managed.

To maximize points in the section, the proponent should clearly explain how they will utilize their team to engage both the customer and SNB/GNB staff to achieve the goal and describe how the approach can be applied utilizing existing SNB platforms as listed in section 6.1.

7.2.4 SUB-CONTRACTING

Utilizing a subcontractor, or subcontractors, (who must clearly be identified) in the prime bidder's response is acceptable. This also includes a joint submission by two or more bidders having no formal corporate links. However, in this case one of these bidders must be prepared to take overall responsibility for successful interconnection of the multiple organizations and this must be defined in the Proposal. Also, one firm must act as the sole interface between the joint partners and the Department.

- a) Identify any Subcontractors, providing information on each Subcontractor.
- b) Identify which bidder is responsible for the overall project and describe how the sub-contractor(s) will interconnect with the prime bidders.
- c) Identify who will be the sole interface between the joint partners and the Department.

7.3 PRICING

NOTE: All pricing information should be submitted in a separate electronic document, in accordance with section 4.

The "Grand Total" proposed by the vendor for the duration of the three-month term, exclusive of any extensions, must not exceed \$300,000 in Canadian funds, exclusive of taxes. Pricing submissions more than \$300,000, exclusive of taxes, will result in immediate disqualification of the proposal.

In order to ensure uniformity in the submission and evaluation of pricing information, please follow the guidelines outlined below:

1. Pricing Format: Please submit the pricing information in a separate electronic document, clearly labeled and organized for easy reference.

2. Type of Pricing: The vendor is required to provide a fixed price for the project. This must include all costs associated with delivering the services as outlined in this RFP.

- Time and Materials: The pricing must be based on a fixed cost for the entire project, rather than per diem, weekly, or monthly rates. Travel time, if required, must be included in the pricing.
- Expenses: The pricing must be inclusive of all out-of-pocket expenses incurred by the vendor in the delivery of the services, travel, translation services, etc.
- Additional Costs: The pricing must cover all aspects of the project, including delivery, installation, start-up, and any required equipment or software licenses. Please provide a detailed breakdown of any additional costs, such as list price, discounts, net purchase, rental, or lease options.
- Optional Services: If there are any optional services or add-ons that can be priced separately, please clearly indicate them in the pricing document.
- Consumables: If the project requires the use of consumables, please include their pricing separately, if applicable.

Please ensure that the pricing document is comprehensive and provides a clear understanding of the costs associated with the project.

Payment schedule will be determined based on milestone dates from the proponent's project plan.

7.4 APPENDICES / ATTACHMENTS

All materials submitted as appendices / attachments to the proposal must be clearly indicated in the Table of Contents. Material not so documented by the Vendor will be considered as extraneous information. This list of attachments must also contain a brief description of the attached material, including what information can be gained by the evaluation team from its examination of the material.

8.0 EVALUATION PROCEDURE

A Committee made up of representatives from Service New Brunswick Strategic Procurement Division, Service New Brunswick Technology Services Division, SNB Public Services Division and New Brunswick Office of the Chief Information Officer (OCIO) will evaluate all proposals. The accepted proposals will be used as the basis for selecting the successful proponent(s).

The process will include a review and check of the information contained in the proposals and interviewing references familiar with the work of the Vendor.

8.1 EVALUATION CRITERIA

The evaluation of proposals will be conducted through evaluation of the criteria as laid out in the table below:

REQUEST FOR PROPOSAL EVALUATION CRITERIA		
CRITERION	Weight / Points	Minimum Score Required
Company Background with References	10%	5%
Project Team with References	40%	30%
Project Approach	40%	30%
Pricing	10%	N/A
TOTAL	100%	65%

The province of New Brunswick reserves the right to negotiate pricing, value added and other savings opportunities with the successful proponent at time of award and throughout the duration of the contract.

Appendix A – Required Tables

PROJECT TEAM TABLE			
Complete the following Project Team Table			
Team Member	Role	Relevant Experience and Skills	Total Effort

Appendix B – Reference Form

Reference #1	
Company Name:	
Company Address:	
Contact Name:	
Contact E-mail:	
Contact Telephone Number:	
Date Work Undertaken:	
Alignment to Services Requested:	

Reference #2	
Company Name:	
Company Address:	
Contact Name:	
Contact E-mail:	
Contact Telephone Number:	
Date Work Undertaken:	
Alignment to Services Requested:	

Reference #3	
Company Name:	
Company Address:	
Contact Name:	

Contact E-mail:	
Contact Telephone Number:	
Date Work Undertaken:	
Alignment to Services Requested:	