| | |
|---|---|
| **From:** | Mantle, Shane JEDC:EX |
| **To:** | Crosby, Julia MAH:EX; Hardy, Chris JEDC:EX |
| **Subject:** | FW: [RFP19-BCAC-001]: Our Proposals for the Arts and Culture Grant Management System |
| **Date:** | December 14, 2018 10:04:06 AM |
| **Attachments:** | RFP19-BCAC-001 - Arts and Culture Grant Management System.pdf |

One more

Kindest Regards,

Shane

**From:** Michael Hartmann (CA - ADVS) [mailto:michael.h.hartmann@pwc.com]
**Sent:** Friday, December 14, 2018 10:00 AM
**To:** Mantle, Shane JTT:EX
**Cc:** Daniel O'Brien (CA - ASR); Caroline Gibbeson (CA - ASR); Shelley Gilberg (CA - ADVS); Rob Richards (CA - ADVS)
**Subject:** [RFP19-BCAC-001]: Our Proposals for the Arts and Culture Grant Management System

Dear Shane,

We would like to thank you for inviting PricewaterhouseCoopers LLP to submit our proposal for the Arts and Culture Grant Management System to support BCAC.

Our proposed solution for BCAC is OutcomePlus, a flexible and highly configurable grant management system for receiving and approving applications, managing project workflow, and facilitating the disbursement of funds. PwC's rich experience in grant management has led to the development and ongoing enhancement of this solution, hosted in Canada and already deployed at some key government entities in BC.

We would be proud to support the great cultural work BCAC is doing for our province with our services.

Please feel free to reach out to the BC Ministry of Forests, Lands, Natural Resource Operations and Rural Development or the Forest Enhancement Society of BC who already work with our solution.

We hope you find our attached proposal comprehensive and compelling. We would be delighted to meet with your team to demonstrate our system and discuss with you our approach.

I would be grateful if you could confirm the receipt of our 30 page proposal "*RFP19-BCAC-001 - Arts and Culture Grant Management System.pdf*".

Have a great and relaxing weekend and we are looking forward to receive your feedback.

Best regards

Mike

--

**Dr. Michael Hartmann**
PwC | Consulting & Deals
T: +1 604 806 7236 | C: +1 236 883 5967
Email: michael.h.hartmann@pwc.com
PricewaterhouseCoopers LLP
250 Howe Street, Suite 1400, Vancouver BC V6C 3S7
http://www.pwc.com/ca
Assistant: Harshita Barke | +1 604-806-7780 ext 4075 harshita.barke@pwc.com

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# Arts and Culture Grant Management System Services

## Proposal to Ministry of Tourism, Arts and Culture

RFP Number:
RFP19-BCAC-001

December 14, 2018

**Submitted by:**
PricewaterhouseCoopers LLP
250 Howe Street, Suite 1400
Vancouver, BC, V6C 3S7
Contact person:
Name: Daniel O'Brien
Phone: 604 484 3478
Fax: 604 806 7806
Email: daniel.t.obrien@pwc.com

pwc

Strictly private and confidential

Mr. Shane Mantle
Client Business Consultant
Ministry of Tourism, Arts and Culture
800 Johnston Street
Victoria, British Columbia
V8W 1N3

December 14, 2018

Dear Mr Mantle,

We're pleased to provide our response to your request for proposals to provide an online grant management system for the BC Arts Council (BCAC).

This project resonated with us when we initially responded to the RFI and now with this RFP. We've been in the exact same position that you are in now. Three years ago, we were faced with replacing several legacy grant management systems that we were using with our clients. We looked at various options, including custom builds and adapting CRM systems.

We decided the best way forward was to design a highly configurable online grant management system that can manage all phases of the grant management cycle - from application intake, through to project management, claim processing and reporting of outcomes. We are now using our grant management system for six different programs in Canada and abroad.

We have since realized that many other organizations are also in need of an effective grant management system. So we are offering our grant management system, OutcomePlus, as Software as a Service.

In designing OutcomePlus, we were able to draw from over 16 years experience in developing and operating grant management platforms to meet the needs of our clients, and have included detail on what we believe are key areas for a successful implementation.

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- A workshop with your team to assess and review existing grant administrative processes and identify areas to increase efficiency, improve controls, and provide transparency in management of BCAC grants;
- A workshop with your team to review your grant programs to better understand your performance measurement framework and align it with OutcomePlus performance measurement functionality so as to better quantify program outcomes and associated impacts.

We are looking forward to providing you with a demonstration of the software to show you how we can meet your requirements and and also how we've developed functions and reporting tools that can provide additional value to your program managers and grant applicants.

Best wishes,

Dan O'Brien

daniel.t.obrien@pwc.com
T: 604 484-3478

*PricewaterhouseCoopers LLP, 250 Howe Street, Suite 1400, Vancouver, British Columbia V6C 3S7, T: +1 604 806 7000, F: +1 604 806 7806, www.pwc.com/ca*

# Request for Proposals
## Arts and Culture Grant Management System

**Ministry of Tourism, Arts and Culture RFP Number: RFP19-BCAC-001 Issue date: November 22nd, 2018**

**Closing Time:** Proposals must be received before 2:00 PM on: December 14th, 2018

DELIVERY OF PROPOSALS: Proposals must be in English and must be submitted using one of the submission methods below, and must either (1) include a copy of this cover page that is signed by an authorized representative of the Proponent or (2) otherwise identify the RFP, identify the Proponent and include the signature of an authorized representative of the Proponent that confirms the Proponent's intent to be bound, or (3) be submitted by using the e-bidding key on BC Bid (if applicable), in accordance with the requirements set out in Section 2.2:

*BC Bid Electronic Submission:* Proponents may submit an electronic proposal using BC Bid. Proposals must be submitted in accordance with the BC Bid requirements and e-bidding key requirements (found at www.bcbid.ca). Only pre-authorized electronic bidders registered on the BC Bid system can submit an electronic proposal using the BC Bid system. Use of an e-bidding key is effective as signature.

*Email Submission:* Proponents must submit an electronic proposal by email to Shane.Mantle@gov.bc.ca in accordance with the instructions at Section 2.3 of this RFP.

**A proposal is deemed to incorporate the Confirmation of Proponent's Intent to Be Bound below, without alteration.**

CONFIRMATION OF PROPONENT'S INTENT TO BE BOUND:

The enclosed proposal is submitted in response to the referenced Request for Proposals, including any Addenda. By submitting a proposal, the Proponent agrees to all of the terms and conditions of the RFP including the following:

a) The Proponent has carefully read and examined the entire Request for Proposals;
b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
c) The Proponent agrees to be bound by the statements and representations made in its proposal.

**PROPONENT NAME (please print):** PricewaterhouseCoopers LLP

**NAME OF AUTHORIZED REPRESENTATIVE (please print):** Daniel O'Brien

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:** Dan OB

**DATE:** December 12, 2018

# Table of contents

# Compliance Checklist

As part of the RfP process we received and considered the following documents:

| Document | Published on |
|---|---|
| RfP document (RFP19-BCAC-001 - Final) | November 22, 2018 |
| Amendment #1 Q&A No. 1 for RFP19-BCAC-001 | November 27, 2018 |
| Amendment #2 Q&A No. 2 for RFP19-BCAC-001 | November 28, 2018 |
| Amendment #3 and #4 Q&A No. 3 and 4 for RFP19-BCAC-001 | December 4, 2018 |
| Amendment #5 Q&A No.5 for RFP19-BCAC-001 | December 6, 2018 |

We carefully analyzed the submission requirements outlined within the above mentioned documents and would like to reconfirm our compliance with the criteria set out by the Ministry of Tourism, Arts & Culture for this Scope of Work.

| Mandatory Criteria | Response | Reference |
|---|---|---|
| The proposal must include a copy of the cover page that is signed by an authorized representative of the Proponent | Signed cover page included within this proposal | Page 3 |
| A short summary of key features of the proposal | Outlined within the Executive Summary and key benefits | Page 6 & 7 |
| The proposal must include a completed pricing proposal in accordance with Section 5.3. | Outlined as requested | Page 25 |

# Executive Summary

**We are delighted to present our proposal to the Ministry of Tourism, Arts and Culture to provide an online grant management system for the BC Arts Council.**

**Over 16 years of experience in managing grant programs went into the design of our grant management system - OutcomePlus - for efficient and effective grant management.**

### Highly configurable

You'll get a flexible and highly configurable system that your system administrators can use to easily and quickly set up applications, programs and budgets for a wide variety of grant programs. OutcomePlus was designed for this very purpose!

### Data at your fingertips

OutcomePlus provides a centralized grant management system to enable data driven strategic planning and performance measurement. We've integrated with a data analytics system that provides you with real time interactive dashboards and reporting so that information is available at your fingertips.

### 16 years of experience went into the design

OutcomePlus is the result of many years of experience in developing and operating grant management platforms to meet the needs of our clients. We designed OutcomePlus by taking the best features and design elements from previous platforms. We are using OutcomePlus for our own grant management and BCAC will benefit from continual enhancements as we're constantly identifying areas to improve value and enhancing the system to build in new functionality.

- ★ PwC's **Grant Management and Program Delivery practice** has a dedicated team that specializes in grant management. This is our core business, and we work with our clients at all stages of the funding cycle.
- ★ s.21
- ★ We are already using OutcomePlus with **several B.C. Government contracts in accordance with the B.C. Government IM/IT standards**. OutcomePlus is also compliant with federal government data storage requirements.

**OutcomePlus is already used by the following Government entities in BC and AB**

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# Key Features

## OutcomePlus keeps the process transparent, lean and cost effective.

**Centralized**
OutcomePlus is designed as a centralized and secure repository for program information. Application information is passed through to the resulting project plan and project deliverables.

**Configurable**
We designed a flexible and highly configurable grant management system for receiving and approving applications, managing project workflow, and facilitating the disbursement of funds. Supported by APIs our solution is capable to communicate with various components.

**Streamlined**
The platform is designed to make the online application and review process as efficient as possible for both applicants and reviewers and to align with a performance measurement framework.

**Accessible**
The platform can support multiple user types, providing external users with different levels of access to applications and project plans to protect sensitive information and facilitate review.

**Secure**
OutcomePlus is hosted within a MS Azure server environment located in Canada. We currently use OutcomePlus with several Government contracts and have determined compliance IT security and IM requirements.

**Transparent**
All decisions are documented and performance information is available through an integrated data analytics tool that provides interactive dashboards and customized reports.

# 5.1 Capabilities

## 5.1.1 Relevant Experience

The Proponent and any subcontractors of the Proponent included in its proposal should have three (3) or more years' experience with projects similar in scope and complexity to the services described in this RFP.

**Our story**

PwC's Grant Management and Program Delivery (GMPD) practice collaborates with government to administer and implement their funding programs. Our clients outsource the day-to-day management of their funding programs to us. This allows them to avoid building infrastructure themselves so they can focus on where they want to invest. We manage and monitor the projects, process claims and disburse funds.

Since 2002, we have implemented grant management software as part of our grant management engagements. We have implemented over 10 systems (summarized in the table below), delivering over $1 billion in public funding in British Columbia and Alberta.

Prior to 2016, we had developed and were maintaining several grant management platforms for our clients. These platforms were at the end of their life due to changing security and IT requirements. We were faced with a decision to either rebuild each platform, or develop a flexible and configurable platform that would service all of the programs we manage. We chose the latter as this would allow us to manage and maintain a single code base that can meet various browser requirements, security and accessibility requirements.

The result was OutcomePlus, a grant management information system designed with the best features from our existing platforms. We realized that successful programs are able to effectively communicate the value created by program activities. We therefore integrated a flexible performance management and measurement function that is linked to a data analytics and interactive reporting portal. Having real time access to program data in the form of interactive dashboards and configurable reports provides immense value to our clients.

We have enabled OutcomePlus as an external service to our clients to support their grant management processes. We designed it to be accessible to a wide range of users, and we are continually improving the software with new enhancements shared among all users.

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Page 012 of 166 to/à Page 014 of 166

Withheld pursuant to/removed as

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# 5.2 Approach

## 2. Describe the Proponent's proposed process, including the timelines for each activity and specific Deliverables (as described in section 3.3 Scope), to:
a. Integrate and configure the Proponent's system with the BCAC's business area,
b. Support the piloting and full implementation of the system, and
c. Appropriately transition BCAC operations to new approach.

### Agile project delivery approach

We will apply an agile project delivery approach that has proven successful with our existing clients for the integration and configuration of OutcomePlus for BCAC's business area.

Our approach consists of three key attributes:

**Delivery of business value incrementally**

More frequent collaboration, testing and releases vs delivery in large 'chunks' where 'issues' are discovered late in the timeline.

**Collaboration**

Conversations with the business to understand requirements and ask for feedback.

**Welcoming change**

Course correction and agile approach as we understand that your requirements may change as you see the configuration come to life.

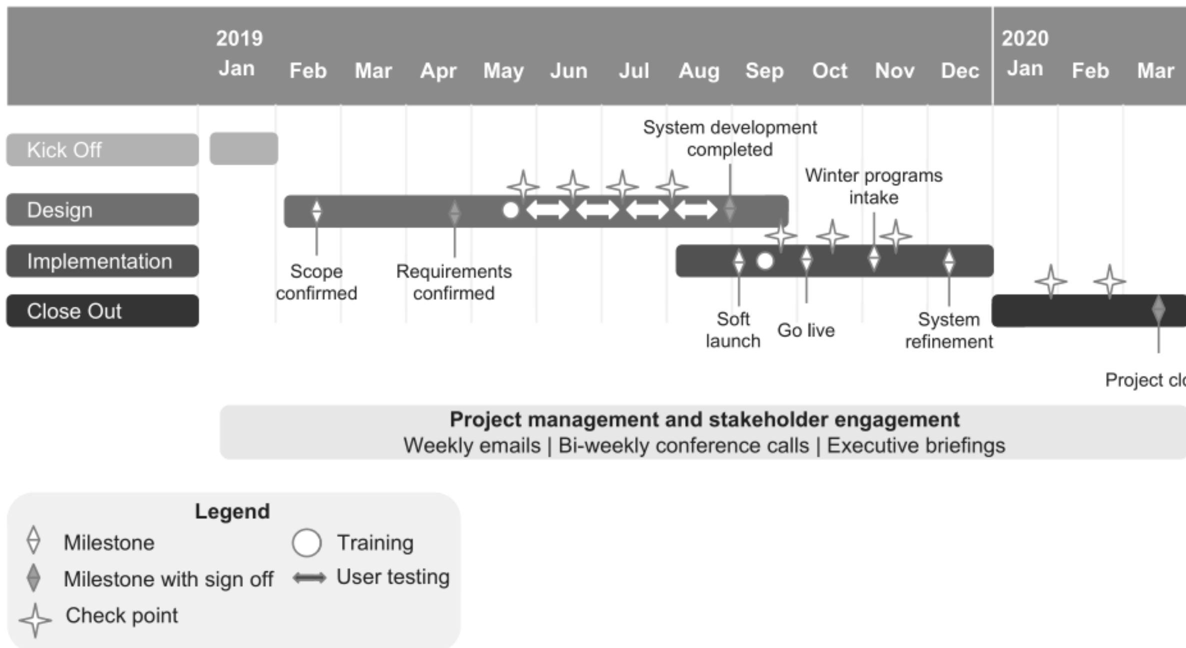
We shift the emphasis away from delivering the project by following a detailed pre-established plan towards working with your team to deliver meaningful outputs more gradually. This approach tends to lower risk of the implementation as it provides the opportunity to respond early in the delivery cycle. Through the agile approach we enable the project team to reduce and mitigate risks by providing a high degree of visibility during the configuration process and a continuous improvement approach.

**Agile fosters a successful environment on many levels**

| | |
|---|---|
| Places a strong emphasis on prioritizing customer satisfaction through **early and continuous delivery** of working software. | Supports continuous attention to **technical excellence** and good design leading to less waste. |
| **Reduces project delivery risk** by engaging in frequent reviews with a cross functional line of sight into product readiness, encouraging high stakeholder visibility. | Encourages clear expectations for each delivery cycle and a common understanding of what constitutes **done and ready for delivery**. |

**Welcomes changing requirements** which encourages rapid and flexible responses to change.

The following sections provides an overview of our proposed integration plan. We reviewed your approach regarding phases and key milestones. This is in line with our understanding and typical approach. Based on this input we outlined a high level project plan with key milestones below.




## Integrate and configure the Proponent's system with the BCAC's business area

### Project Kick off • January 2019

As part of our initiation, we will:

- Familiarize BCAC staff with the functionality of OutcomePlus
- Develop the Implementation Plan
- Confirm the project management status reporting requirements
- Understand software reporting requirements
- Discuss impact measurement

**Milestone:** Project kick off

**Deliverables:** Implementation Plan

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### Adopting an impact measurement framework

We have been working to move beyond grant management, to thinking about how our clients' program objectives are linked to intended program outcomes. We can discuss how the system can be best configured to collect data on project outputs and design reports that can ultimately communicate the value of a program.

We recommend that, where feasible, an impact measurement approach is followed. This requires collecting initial information from applicants to establish a baseline. During the completion of grant activities, additional information is then collected to measure the change that can be attributed to the outputs of the grant.

An impact measurement framework provides program stakeholders with a clear understanding of the benefits of a Program. A successful grant program is one that is able to demonstrate which program activities have led to intended outcomes and delivered societal impacts. Communicating impacts helps engage funders and will secure continuing support of a Program.

## Integrate and configure the Proponent’s system with the BCAC’s business area

### Requirements gathering • February 1 - April 15, 2019

As part of our requirements gathering, we will:

- Review existing grant application forms
- Interview BCAC staff to understand existing and desired grant management processes
- Developing a process map to understand process flow related to various roles involved in the administration of BCAC’s grant programs.
- Familiarize BCAC staff with functionality and configuration within OutcomePlus
- Define user roles and permissions
- Identify site content / graphics
- Confirm reporting requirements


During this process, we will complete our scoping document which outline the decisions that have been made, and the impacts of those decisions. We have found this to be particularly useful to clients. We will obtain business sign-off to confirm the requirements but this is a living document and open to change as you start to test the configuration.

**Milestone:** BCAC confirmed detailed requirements

**Deliverables:** Training and Support Plan

### Configuration • April 22 - August 30, 2019

We will configure OutcomePlus based upon the requirements in a staging environment. This will enable you to see and test the configuration without any impact on a live environment. This phase will involve frequent collaboration, testing and delivery. We anticipate some updates to requirements at this stage and we will seek to ensure as much user testing during the configuration phase as possible.

As part of configuring OutcomePlus, we will:

- Configure OutcomePlus in the staging environment incrementally
- Familiarize BCAC staff with functionality/configurations within OutcomePlus
- Provide an initial workshop for those who will be reviewing and testing the configuration
- Provide you with time to review and test the configuration
- Revise the configuration based on your reviews
- Develop reporting requirements and data analytics environment
- Develop user manuals
- Sign off on website configuration

**Milestones:** BCAC confirm configuration and system development is complete; Testing.

**Deliverables:** Training workshop, user manuals

## Important features of OutcomePlus that will assist in integrating with your business area.

### Impact Measurement and Management

**Alignment With Objectives**

- Demonstrating alignment of funding with program objectives.
- Measurement and reporting of performance measures so they can be linked to program outcomes.

**Impact**

- Baselining and an impact measurement approach that provides information to inform decision making and support external communications.

### Information Management Reporting, and Data Analytics

**Information Management**

- Providing a secure and accessible portal for collecting project, milestone, and performance data that is accessible to all stakeholders.

**Data Analytics**

- Integrating with data analytic tools, to provide interactive reporting.
- Developing program level summary dashboards to provide real time information for application assessment, ranking and operational program management.

### Project Management

**Project Workflow Management**

- Milestone based project work plans with expense breakdown and associated outputs.
- Milestone completion and claim submissions.
- Efficient processing of information (e.g., passing information in approved applications through to project plans).

**Transparent Review Processes**

- A clearly documented review and approval process
- Ability to capture review decisions at each stage to provide a transparent and well-documented audit trail.

### Financial Management

**Transparency**

- There is immense value in providing a high degree of transparency into grant portfolios.
- Results that demonstrate improved business impacts could help potential participants see the benefit of implementing program activities and so increase program uptake.

## Support the piloting and full implementation of the system

**Deployment • September 1 - September 30, 2019**

Upon confirmation of the configuration, we will deploy the live production site. This will enable the soft launch to pilot one or two grant programs.

We will deliver instructor-led training workshops to transition BCAC staff to OutcomePlus.

This will consist of:

- ➔ 1 half day workshop with 3 super users
- ➔ 2 half day workshops for 15 business users

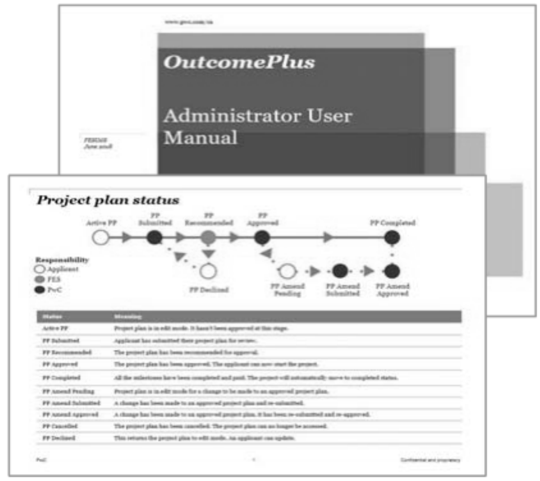
  The first session will provide an introduction to the system
  The second session will work through questions and queries
- ➔ Online training resources for peer assessors
- ➔ On call assistance during the implementation and launch

**Milestone:** Soft launch

**Deliverables:** Live version of OutcomePlus, Staff training

## Transition BCAC operations to new approach.

### Transition • Winter 2019




We know that the transition period is important to a successful implementation of OutcomePlus. Once you move into the transition phase, you will still have access to our team to help with any new or additional questions that arise.

We will provide user manuals for the key roles within OutcomePlus. We anticipate this to include user manuals for:

- Accountant
- Administrator
- Applicants
- BCAC business users
- Peer reviewers

The guides for applicants can either be developed as stand alone user manuals or incorporated into program guides that BCAC develop.

**Milestone:** PDF user manuals for key roles

We will provide ongoing support for configuration of the site, managing and resolving any issues, additional training for performing administrative functions as required.

#### Ongoing Technical Support, Maintenance and Enhancements

PwC will provide a single point of contact for inquiries regarding the performance of OutcomePlus. The contact will be available by phone or email during regular business hours to assist BCAC staff with any issues.

We are continuously developing enhancements to OutcomePlus to meet our client's needs. We will manage and implement any change requests or enhancements. Enhancements are typically designed and implemented as an optional feature to minimize the impact on other instances of OutcomePlus, but we will let you know of each new enhancement in case you wish to use it. Costs for code changes / programming are additional.

#### Service level agreements

Required service levels will be negotiated based on BCAC's requirements. For illustrative purposes, we have provided a sample of our standard service level agreement in appendix B.

#### Data Migration

PwC will develop a data migration plan with BCAC that will assess legacy grant data, and if deemed necessary and feasible, will identify the corresponding location and format of data in the grant management system. Where it is determined that data migration is necessary, our team will implement a process to map these data to the correct fields in OutcomePlus.

We have successfully migrated data into OutcomePlus with other clients. For example, we were able to effectively migrate all legacy data from the prior grant management system into ERIMS.

## 2. Describe the Proponent's proposed approach to ensuring the system is accessible and easy to navigate for new and returning applicants regardless of their role (individual, organization, assessor or staff)

### Accessible and easy to navigate for new users

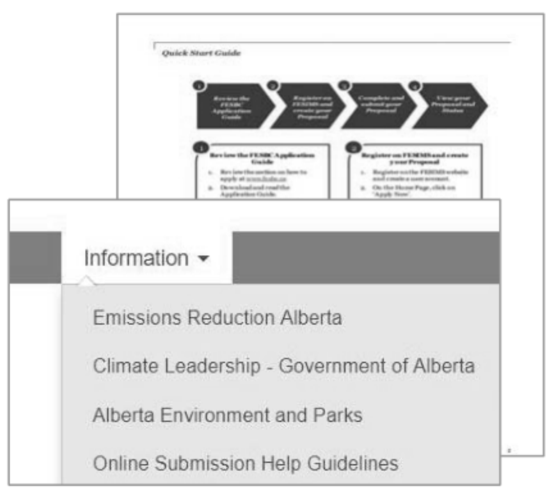
**Web Page 'New to site' Button**

On the main webpage, there is a 'new to site' button. This opens up a quick start guide, which displays registration instructions, login instructions and a forgot password function.


**Information Bar**

There is an 'Information' bar that is presented to all users throughout the system. This can be populated with content and we would recommend including submission guidelines for applicants here.

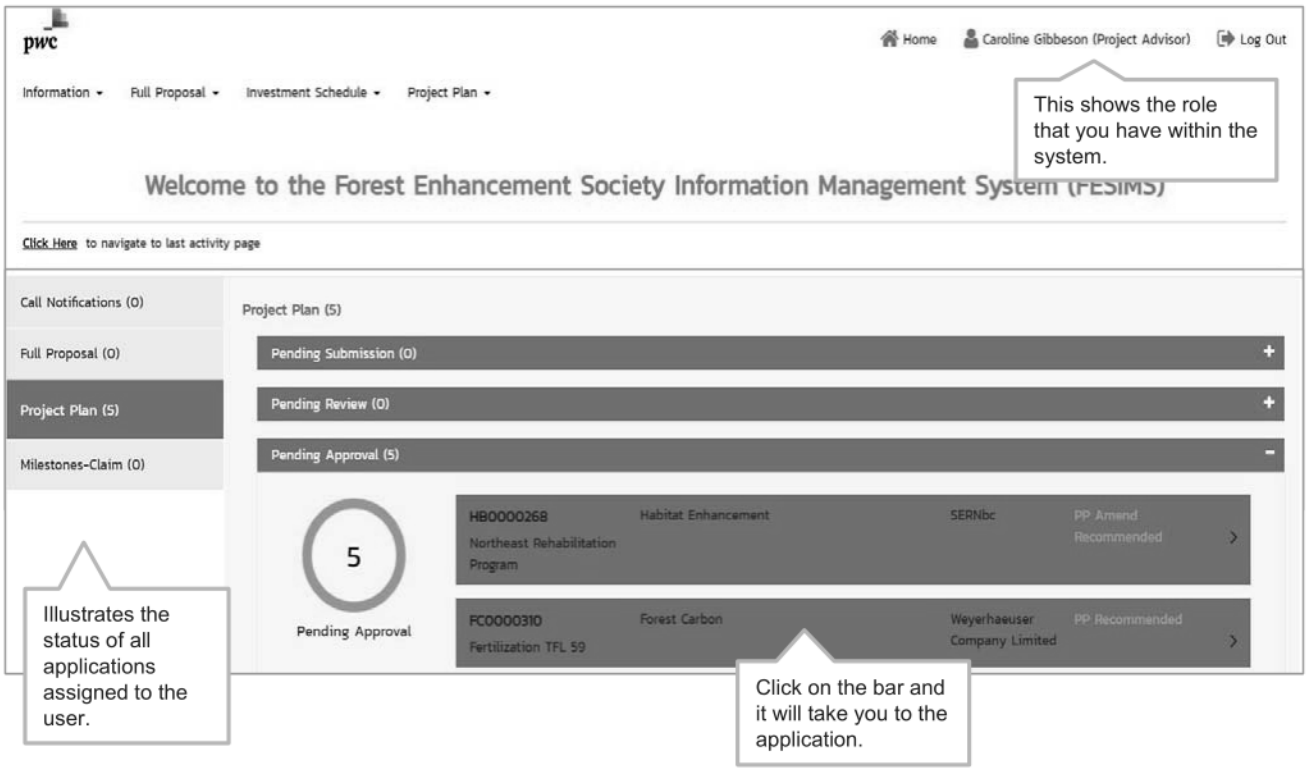
Role specific information can also be shared in a similar drop down. For example, if you wish to share a guide with peer reviewers.



## Accessible and easy to navigate for returning users

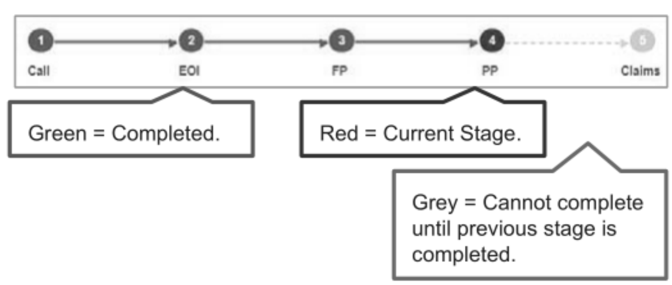
### Home Page Navigation Bar

After logging in, users are presented with a dashboard which shows current applications in progress that are assigned to the user. This is where an applicant could see the status of their application and easily click through to view it or assessor could see the applications that they have been assigned and are ready for their review. It provides an 'at a glance' view and functions as a way to return to an application. The application can be saved at any point in the process and completed by the applicant at a later time.




### Application Status Bar

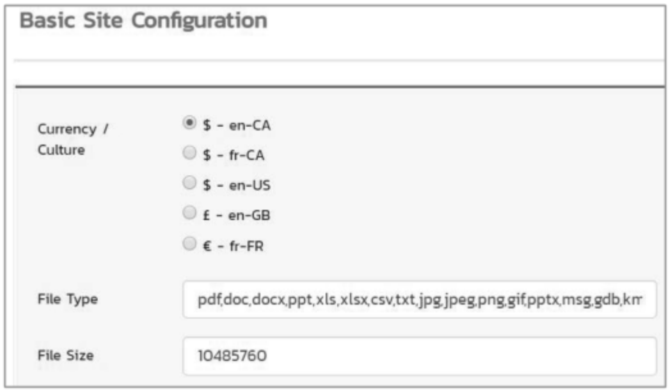
Within an application, at the top of the screen there is a status bar. Each user can see the status of the application.




## 3. Describe the Proponent's proposed process to ensure that submission can be inclusive of many different file types, sizes and media modes.

OutcomePlus can be configured to allow upload/download of any file type. The screenshot below illustrates how file upload fields can be defined when setting up input forms with defined file types. The maximum file size (in bytes) is also a configuration setting.

Storage space on our servers is scalable, and the network can accommodate large data file uploads.




## 4. Explain how the Proponent will ensure quality and ease of access to key files in support of a peer assessor process. This must include the capability of BCAC staff to control individual access level for those in a peer assessor role and the ability of peer assessors to log in and easily identify files for adjudication and the ability to record comments and scores on individual files.

### Ease of access to key files in support of a peer assessor process

Peer assessors are assigned to applications by the Administrator. Once logged in, the peer assessor will see a list of all applications that have been assigned to them. Their review is recorded within the system.

Reviewers can either download applications for offline review, or choose to review applications online. The download function creates a zip file that contains one folder for each application labelled with the unique application number. Within the folder is a PDF file of the complete application and any other files that were uploaded with the application.

## Capability of BCAC staff to control individual access level for those in a peer assessor role

Different roles can be created and assigned different user permissions (e.g. applicant, assessor, staff, accountant, administrator). Once registered, a user with Admin access can assign a user to the peer assessor role. The peer assessor role can be assigned to applications on an individual application basis or a role can be assigned ‘view all’ access.

Each role has a set of role permissions. These ‘tasks’ can be activated or deactivated for each role by the super admin to control the access and functionality of each role. The screenshot below illustrates a sample of user role permissions that can be set for Full Proposals.

**Assign Role Permission**

| Tasks | Accountant | Admin | Inactive User | Ministry | Project Advisor | Proponent | Reviewer |
|---|---|---|---|---|---|---|---|
| Full Proposal - Approve | ☐ | ☑ | ☐ | ☐ | ☑ | ☐ | ☐ |
| Full Proposal - Recommend | ☐ | ☑ | ☐ | ☐ | ☑ | ☐ | ☐ |
| Full Proposal - Asssign Users | ☐ | ☑ | ☐ | ☐ | ☑ | ☐ | ☐ |
| Full Proposal - Assign FPs | ☐ | ☑ | ☐ | ☐ | ☑ | ☐ | ☐ |
| Full Proposal - Create | ☐ | ☑ | ☐ | ☐ | ☑ | ☑ | ☐ |
| Full Proposal - View All | ☐ | ☑ | ☐ | ☑ | ☑ | ☐ | ☑ |
| Full Proposal - Provide score | ☐ | ☑ | ☐ | ☐ | ☑ | ☐ | ☑ |
| Full Proposal - View Submitted Score | ☐ | ☑ | ☐ | ☐ | ☑ | ☐ | ☐ |

## Ability of peer assessors to log in and easily identify files for adjudication

When a user logs in to OutcomePlus they will see all of the applications or active project plans that are associated with their user account. Users assigned to a Peer Assessor role, will have access to applications that have been assigned to their user account. The home page includes dashboards which summarize applications in various stages. Peer Assessors can display a summary listing of all applications they have been assigned and can apply filters to quickly locate relevant applications.

## Ability of peer assessors to record comments and scores on individual files

When configuring the application intake, the Admin role can specify review criteria and associated scores. Reviewers are then able to record comments and scores for each criterion within the submitted application.

Once peer reviews have been completed, a summary of reviewer comments and scores can be viewed within the Intake Dashboard and Reports. We've developed a waterline view that allows reviewers to set a funding maximum and rank applications based on reviewer scores. As reviewers then select applications, the waterline bar rises towards the maximum based on the sum of the funds requested.

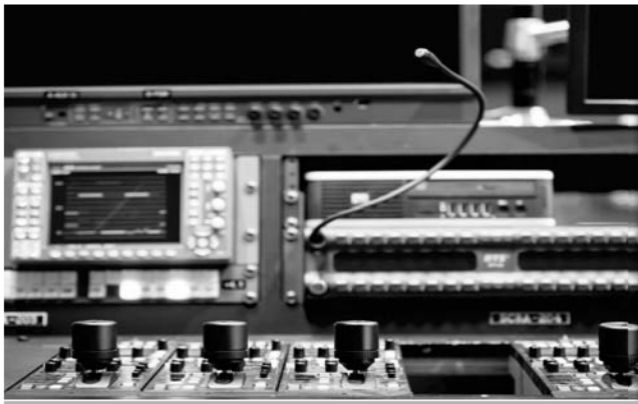
| IIS Reviewer Comments | Description/Instructions | Max Score (note scoring is optional) | Comments | Score |
|---|---|---|---|---|
| IIS Proposal Review and Feedback | (1) Provide an assessment of consistency of the project with Land Manager priorities recognizing resource support is available through a Service Agreement.. (2) Provide technical and effectiveness evaluation of each proposal within the resources available within FLNRORD. (3) Describe any professional feedback that will assist the FESBC Board in making approval decisions. | 0 | 1000 characters remaining | |
| IIS Recommendation | Recommend or Not | 0 | 1000 characters remaining | |
| IIS Priority Score | Please provide an assessment of the priority for the Region and/or District: (1) Low, (2) Medium or (3) High. Please provide rationale for your priority score. | 3 | 1000 characters remaining | |

**Grant Administration and Payment processing**

Approved 'Full Proposals' transition into 'Project Plans' which are established with one or more project milestones. Each milestone defines a phase of work, with dates, planned outputs, deliverables and expenditures. As the Applicant completes each phase of their project, they submit the milestone for review and approval. This then triggers a claim payment which is recorded in the accounting details of the project plan. Once all milestones are completed, approved, and paid out, the project plan is completed.

Currently, to process payments, administrators can either download a summary spreadsheet of approved claims and supporting information, or they can generate an individual invoice for each claim. Summary information can be formatted for upload to an accounting system, or individual payments can be processed manually. Once payments have been issued, Administrators record the payments associated with each milestone in the project plan, recording payment amounts, EFT/cheque numbers, payment dates etc. OutcomePlus tracks accounting information for each project, showing summaries of payments approved and amounts outstanding.

PwC currently has an enhancement project underway to automate the payment process which will allow OutcomePlus to interface with accounting systems. This project is scheduled to be completed in March 2019.



## 5.3 Price

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# 5.4 Contracting Considerations

We have reviewed your Standard Contract Terms and Conditions as defined in the RFP. Prior to signing this contract, we would request the opportunity to discuss minor comments on certain clauses of your standard contractual terms. These clauses relate to the use of our work products by other external parties, insurance coverage, and indemnification. We note for your consideration that in previous contracts we have signed with BC Government entities that we have had similar conversations and have easily and quickly settled on mutually acceptable terms.

# Appendices

# Appendix A - Identification of Proponent contact

Daniel O'Brien
Partner
PricewaterhouseCoopers Associates
Authorized Representative of PwC LLP
T: +1 604 484 3478 | C: + s.22
Email: daniel.t.obrien@pwc.com

PricewaterhouseCoopers Place,
250 Howe Street, Suite 1400, Vancouver BC V6C 3S7
http://www.pwc.com/ca

# Appendix B - Sample Service Level Agreement

**Service Levels**.
In performing the Services, and in particular (but without limiting that) the Maintenance and Support, Licensor shall prioritize support and maintenance on the basis of severity of the impact on the Product or the business of {Licensee} in the manner set out in the Schedule, and will meet all availability metrics, system responsiveness metrics and other system metrics, support response, resolution or workaround times, break-fix times, and other schedules, metrics or specifications as it relates thereto set out in the Schedule. To the extent that the Schedule does not set out any such schedules, metrics, or specifications, Licensor's obligations will include (a) an obligation to minimize Product downtime or disruption to key Product features and to {Licensee}'s respective businesses, and (b) an obligation to respond to and fix defects, issues and other matters requiring resolution through performance of the Services using diligent, commercially reasonable and continuous effort. Without limiting that, subject to any express exceptions set out in the Schedule, Licensor will use commercially reasonable efforts to make the Product available for use 24 hours a day, 7 days a week, except for (i) planned downtime, of which Licensor will give reasonable notice to {Licensee} and which Licensor will schedule during {Licensee}'s low-usage periods, or (ii) emergency unavailability, which will in any event count against uptime for any service metrics.

PwC Canada will provide ongoing support for configuration of the site, managing and resolving any issues, additional training for performing administrative functions etc.

**Support Protocol**

- {Licensee}'s sites will fall under the PwC Canada IT Support Model.
- PwC Canada will identify representative(s) to be the liaison between {Licensee} and PwC Canada IT for support.
- All PwC Canada IT Support will be conducted during the support hours provided to PwC Canada.
- {Licensee} is to report any issues and/or 'how to' questions' to PwC Canada representative(s). {Licensee} cannot contact the Canada IT Help Desk direct or IT application support direct.
- PwC Canada representative(s) will determine if what is being reported is an issue. If it is an issue they will then contact the Canada IT National Help Desk to open a ticket and will be the liaison between {Licensee} and Canada IT Support.
- As normal process, PwC Canada staff are to contact the Canada IT National Help Desk to open a ticket for support. No calls direct to IT support staff will be responded to.
- If any ticket that is opened for an issue is determined to be a change (not a break/fix) or requires development, a project may be requested to be initiated via the PwC Canada practice and Canada IT.
- This support model for {Licensee} is to be communicated and managed by PwC Canada to {Licensee}.

## The above text is provided for illustrative purposes. Actual service levels, including service metrics will be negotiated based on requirements.

# Thank you

pwc.com

| | |
|---|---|
| **From:** | Mantle, Shane JEDC:EX |
| **To:** | Crosby, Julia MAH:EX; Hardy, Chris JEDC:EX |
| **Subject:** | FW: eVision response to RFP 19-BCAC-001 |
| **Date:** | December 14, 2018 12:42:06 PM |
| **Attachments:** | eVision Response RFP 19 BCAC1.1.pdf |

Hey Chris

Here is another.

Kindest Regards,

Shane

**From:** Adil Hamdouna [mailto:ahamdouna@evision.ca]
**Sent:** Friday, December 14, 2018 12:39 PM
**To:** Mantle, Shane JTT:EX
**Subject:** Re: eVision response to RFP 19-BCAC-001

Please refer to this document as the previous one seems to have failed.
Thx.

On Fri, Dec 14, 2018 at 3:34 PM Adil Hamdouna <ahamdouna@evision.ca> wrote:

> Hello Mr Mantley,
> Please find attached eVision response to RFP 19-BCAC-001.
> We'd appreciate a confirmation of reception.
> Best Regards.

# Grants Management System for BC Ministry of Tourism, Arts and Culture

## eVision Response to RFP19-BCAC-001

By eVision inc.
December 13th, 2018

# Cover Letter

December 13th 2018

Shane Mantley
Client Business Consultant,
Information Systems Branch
Email: **Shane.Mantle@gov.bc.ca**

Mr. Mantley,

Please find herein eVision Inc.'s submission in response to RFP19-BCAC-001 for a Grant Management System.

Our confirmation and intent to be bound is included in appendix Confirmation of Intent to be bound

Should you have any questions, or require any further information, please do not hesitate to contact us at your convenience.

eVision's contact information is as follow:

Mr. Adil Hamdouna
Executive Director
eVision Inc.

300 Saint-Sacrement St, suite 307
Montréal, H2Y 1X4, Qc.

adil.hamdouna@evision.ca
+1 (514) 880 5756

Best regards,

Adil Hamdouna

## Table of Contents

# 1 Executive Summary

eVision Inc. is a Canadian Software Editor with a long history of implementing solid and innovative process automation solutions for Canadian and International organisations focusing on the Grants and Compliance Business Field.
Our software solutions and services are fully bilingual, with presence in Ottawa, Montreal, Québec City and Rabat-Morocco, we provide our clients with professional and around the clock technical and operational support.

Highlights of our solution/expertise particularly well-suited to the context of this RFP requirements:

- **Knowledge of the context –** eVision is very familiar with every single aspect of the different research administration processes and actors (award management, pre-award, post-award, reviews, budget management, compliance, classification, key performance indicators, ethics review, etc.). Indeed, eVision has delivered solutions and is in contact with the major Canadian funding organizations and their partners (CFI, Canada Chairs, SSHRC, NSERC, CIHR, FRQ-S, FQRNT, MUHC, and many others).
- **Highly Modular products** - This characteristic allows our customers to assemble an integrated solution that includes only what they need and doesn't force them to pay for what they don't need. It also allows for incremental implementation over time: our clients can deploy the solution to cover the cycle steps that they prioritize.
- **Unrivalled Flexibility** - Each module is designed with two fundamental architectural components: 1) a core logic engine and 2) a customization layer. This maximum flexibility allows for a best fit with your requirements.
- **Network Effect** – Our solution's wide adoption means a level of commonality between Canadian organizations that is un-matched. We are very involved in the standardization efforts for Research Administration Data, Business Documents, and Processes; we make special efforts to reflect the latest standards in our Product.
- **Value for Money and minimum risk** – Our extensive experience in the context allows us to manage our projects in an optimal way. For an enterprise-calibre solution our offering has consistently proven to beat the competition by always delivering on time/on budget.

Highlights of our approach to implementing solutions:

- **Agile Methods** - The eVision methodology is highly Agile. Because our solutions are based on an ideal balance between "off-the-shelf" and customization, every iteration is already well advanced in functionality. This speeds development and further reduces cost and risk. In keeping with our Agile methods, we "release early and often" so staff have maximum access to "real" functionality throughout the implementation.
- **Project Management** - When you work with eVision you always have a single point-of-contact - your assigned PM. This not only improves efficiency but also accountability. Through regular internal projects reviews, our Project Manager (PMP) has access to several cumulated decades of eVision experience in IT for the Research Administration domain.

- **Collaboration –** Our PM and Team know our products and the research administration domain. Your Team knows the unique way you do business in that domain. Our expectations are that Simon Fraser University will make the right business people available for this project. We proceed to expertise transfer while we gather your requirements by having your real users interact with real prototypes - not abstract concepts in a requirements document.

# 2 eVision Response

## 2.1 Summary description:

eVision Inc. has carefully considered all requirements expressed in this RFP.

We are confident that our proposed solution covers all main needs and has a great potential to support future business needs and process changes based on the following capabilities:

- Modular architecture
- Workflow driven design
- Self service web forms generation
- Integration with current systems (SSO, HR, Finance, Compliance, etc.)
- Migration of existing data to the new system
- CASRAI compliance

## 2.2 Solution Components

The system will be composed of multiple modules that have been designed in the context of Canadian funding and that are currently supporting many Canadian and International clients.

Please note that some of these components have been tagged as ''Optional'' because we haven't seen a clear need for them in the requirements. They are, therefore, excluded from the financial proposal.

### 2.2.1 Portal for Applicants

This is the Applicant Portal that will manage all Project team members' matters including:

- Pre-Award:
  - Access to Programs/Competitions (Proposal Call), Pre application and full application,
  - Multi-teams Support,
  - Documents Management
  - CVs Management
  - Project/Proposal team collaboration and approval process
  - Eligibility and Electronic Submission
- Award finalization:
  - Budget Revisions
  - Award conditions
  - Information Complement
- Post-Award:
  - Event reporting
  - Advancement reports
  - Expense reports
  - Performance reports
  - Etc.
- Compliance:

- Certification-Compliance Application
- Certification-Compliance Management,
- Ethics Protocol Submissions for Initial and Ongoing review
- Biosafety and radiation Review Submissions
- Animal Review Submissions
- Course Outline Submissions
- Minimal Risk Protocol Submissions
- Etc.

This module will cover the following functionality:

- Forms for study creation and management (grant, certification application, contract, etc.)
- Budgets
- CVs (a full Canadian Common CV integration is possible including the PIN mapping feature)
- Research Team (creation, management, collaboration)
- Project details
- Etc.

Please refer to the print screens annexed to this document for more details about the covered functionality.

### 2.2.2 Portal for Administrators

- Grant management workflow including the management for Programs/Competitions, Eligibility, Evaluation, Finalization, Finance and post award follow up;
- Review Committee Management, Review Forms, self assessment, online review and Meeting Management;
- User and Role Management, Access to data and functionality throughout the system is controlled based on roles and privileges granted to connected user;
- Forms Builder to edit existing Forms and creating new ones;
- Self reporting capability using Business Intelligence Platform ''SpagoBI'', End users can use the ''Query By Example'' Interface;
- Compliance management workflow including request processing through the workflow, workflow monitoring, committee's management, Billing and general administration.

### 2.2.3 Portal for Reviewers

This portal is for reviewers (internals or externals). It enables the following functionalities:

- Respond to the self-assessment questionnaire: this questionnaire allows for early detection of potential conflict of interests based on a limited access to the applications. It also allows the potential reviewer to assess heir level of comfort with the project specifics, and their willingness to do it.
- Gain access to the online review forms and the full application electronic folio;

- Follow and participate in the progress of the plenary meeting to finalize the reviews and decisions.

The portal offers:
- Multi-stage review (1 to many)
- Review of renewed projects (connecting back to the same committee / members who reviewed the initial submission)
- Multi-type application review: Letter of intent, pre-application, full-application, interim and full post award reports.
- Access to requested budget, and ability to manage the proposed budget (cuts and comments)
- Access to other reviewers submissions (based on optional configuration by the admin)
- Access to external reviewers reports (for the internal reviewers)
- Access the self assessment module with controlled access to the applications content
- Access the online review module with full access to the applications content
- Access to the plenary session module:
  - Live monitoring of the advancement of the review (allowing for virtual meetings)
  - Access to many up to date indicators such as the sorting, the standard deviation, the cumulative amounts, etc.
  - Ability to score and comment
- Compliance Review Management

### 2.2.4 Module for Self Reporting (Reporting BI Platform):

We have adopted and integrated one of the most advanced BI engines in the open source world ''SpagoBI'', it allows for maximum flexibility, efficiency and autonomy for our clients in term of querying, reporting and analyzing on their research data.

Gartner says, among other things:

"***SpagoBI is a 100% open-source BI platform sponsored by Engineering Group, one of Italy's leading IT consultancies" …" SpagoBI is freely available, with no license fee. Consulting or support charges are separated from free software availability, with no user lock-in and no customer obligation to buy." …" Clients indicate that they select SpagoBI for performance considerations, followed by license cost and implementation costs/efforts".***

This module allows for centric accessibility to both research admin data and compliance data. It follows the security rules as in the other modules and access control based on roles and privileges.
It offers features such as:
- Ad-Hoc Reports: self service based on an predefined user friendly data mart
- Data Analysis: including Drill down capability through data dimensions
- Data extraction and export to multiple formats including Excel, XML, HTML, and others.

### 2.2.5 Portal for Institutions (Optional):

This portal could be used to manage project hosting institutions collaboration. It would give their representatives access to the platform and interact in the project preparation and monitoring.

An institution representative would use the institution portal in order to:

- Monitor all applications coming out of their entity
- Approve or not the applications to be submitted for funding (internal or external)
- Approve or not the applications that passed the funding organisation review
- Monitor and manage compliance and post-award reports
- Access statistics and reports tracing the projects history with the funding organisation

### 2.2.6 Portal for Financial Partners (Optional):

Allows for financial partners to be involved in the lifecycle of funding projects, the involvement start early in the process and continues until later stages in the post award process. This module manages in-kind and cash contributions coming from potential partners either declared by the applicants themselves or having pre-established agreements with the funding agency.

### 2.2.7 Semantic Module (Optional):

It is a known fact that an average of 50% of a project's and research study's content comes in non-structured format (all kinds of attachments), it is then critical to expose such content to advanced smart search and text mining capabilities based on a unique bilingual semantic search like the one we offer.

### 2.2.8 eVision's System Platform – Functional Components

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## 2.3 Capabilities

### 2.3.1 Relevant Experience

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## 2.4 Approach

eVision uses a state of the art requirement gathering methodology that was developed specifically for our line of business (Research Administration Solutions).

Our Implementation Team are well trained in both the products and the business domain. Your Team knows the unique way you manage your business processes. Our expectations are that University of Simon Fraser will make the right business people available at the pre-scheduled touch-points when project iterations are tested and we get feedback to drive the next iteration.

We gather your requirements by having your real users interact with real prototypes - not abstract concepts in a requirements document.

Our implementation methodology encompasses a phased and low-risk approach that is summarized below:

1. Open and collaborative requirements gathering workshops with a real interactive instance of the suite.
2. Clear and unambiguous requirements specifications through high-fidelity mock-ups and specifications.
3. Detailed review of estimates once all requirements are known
4. Promotion of entire suite into a secure TEST environment for University of Simon Fraser testing and issue-logging.
5. Training and Orientation on TEST environment.
6. Highly predictable promotion of tested suite into an identical production environment.
7. Flexible support options postproduction.

### 2.4.1 Risk Management

We have a standard Risk Management Plan for our implementations and we bring that to your implementation as well.
Early in the project we review this plan with the client's Project team and determine if there are unique risks associated with the client's environment. We agree how to quantify and monitor these risks and then assign them to the appropriate person on the team. At every status meeting we assess if these risks are surfacing and, if so, take the action outlined in the plan.

Based on our experience, the main risks that we will have to tackle along the process of implementing and adopting the system are:

- Change Management
- Communication
- Quality assurance

Please find out how we propose to manage the mentioned risks in the next sections.

### 2.4.2 Change Management

We at eVision believe that a good change management plan must be established and agreed upon with the client right at the beginning of any project. Good change management plan acts to regulate the smooth flow of changes. A well-deployed process ensures that changes don't negatively affect the system / project.

Change can be very costly for those who don't fully understand their implications. Our effective change management process focuses on the principle that all changes should be identified and planned prior to implementation. Back-out procedures should be established in case changes create problems. Then, after changes are applied, they are thoroughly tested and evaluated.

Our Change management process consists of the following steps

1. **The Definition of a change management process and practices to be used for the project**
   We have generic plan that we use as is or we customize it to fit client/project requirements, our plan covers the following:
   a. **Procedures for handling changes**—how changes are requested, how they are processed and scheduled for implementation, how they are applied, and what the criteria are for backing out changes that cause problems
   b. **Roles and responsibilities of the IT support staff**—who receives the change request, who tracks all change requests, who schedules change implementations, and what each entity is supposed to do
   c. **Measurements for change management**—what will be tracked to monitor the efficiency of the change management discipline
   d. **Tools to be used**
   e. **Type of changes to be handled and how to assign priorities**—priority assignment methodology and escalation guidelines
   f. **Back-out procedures**—Actions to take if applied changes do not perform as expected or cause problems to other components of the system
2. **Receiving change requests**
   our plan is to receive all requests for changes, ideally through a single change coordinator. Change requests to be submitted on a change request form that includes the date and time of the request, who initiated the request, system / module, severity, priority, etc.
3. **Planning for implementation of changes**
   We examine all change requests to determine:
   a. Change request prioritization
   b. Resource requirements for implementing the change
   c. Impact to the system
   d. Back-out procedures
   e. Schedule of implementation
4. **Implementation and monitoring the changes and back out changes if necessary**
   at this stage, apply the change and monitor the results. If the desired outcome is not achieved, or if other systems or applications are negatively affected, back out the changes.
5. **Evaluating and reporting on changes implemented**
   Provide feedback on all changes to the change coordinator, whether they were successful or not.

The change coordinator is responsible for examining trends in the application of changes, to see if:

a. Change implementation planning was sufficient.
b. Changes to certain resources are more prone to problems.
c. When a change has been successfully made, it is crucial that the corresponding system information store be updated to reflect them.

6. **Modify change management plan if necessary**
   we may need to modify the entire change management process to make it more effective. We do consider re-examining our change management discipline under the following situations:
   a. Changes are not being applied on time.
   b. Not enough changes are being processed.
   c. Too many changes are being backed out.
   d. Changes are affecting the system availability.
   e. Not all changes are being covered.

Our plan follows the steps above. We also emphasis the following in our plan:

- Changes are evaluated and tested prior to implementation.
- Our Quality assurance department ensures that proper testing is performed before the change is implemented.
- All changes, big and small, shall be covered. Minor changes can have major effects on system performance and availability.
- We document the changes thoroughly, and have it approved after implementation; that ensures that system records are updated.
- We communicate thoroughly the benefits of the change.

The following change management process rests on the following model

1. Minor Changes
2. Significant/Major changes
3. Emergency changes

### 2.4.3 Communication

During the project we maintain a healthy liaison at two levels. First, the Project manager maintains a regular line of communication with client's Project Lead. Second, the eVision business Analyst maintains a close contact with the client's Analyst. Depending on the phase there will be either weekly or bi-weekly status meetings where milestones due the past period are reported and milestones due in the coming period are reviewed. We use these meetings to raise any early warning to the appropriate team member.

All document exchange is managed in a web-based message and document repository assessable to team members at eVision and client. This approach maintains an effective 'paper-trail' for the entire project that can become a portable archive for client's post-project.

All reporting issues during testing are logged into a web-based issue-tracking system and at all times the reporter can track the progress (and who is currently assigned).
Finally, requirements are communicated with low ambiguity via high-fidelity prototypes (rather than dense text only specifications).

### 2.4.4 QA and Testing

Our Solutions have been tested in previous implementations and are stable. If code modifications are part of the scope our developers perform detailed unit testing before releasing the code to the eVision Analyst who then repeats the unit tests and performs integration and regression testing before releasing to the client for user acceptance.
The Key Quality Factors that we seek are Reliability, Recoverability, Security, Usability and Performance.

In addition to what has been outlined above, our test plan for modules would touch on the followings:

- Project Overview
- Assumptions
- Build Test Cases: Core functionality, User Interface, Stress, Error handling, System load, Performance, Regression
- Expected results for test cases
- Prioritization

A typical test case structure would be as follows:

- Title
- Test case number
- Description
- Reproduction Steps
- Module
- Version
- Priority
- Type (BVT, functional, performance, …)
- Associated requirement.

Our testing process is synchronized with the incremental and scheduled delivery of each module from development.
Our integration test strategy is based on the workflow/critical path testing. A risk analysis is required to measure the impact of any corrective action at this level.

### 2.4.5 Summary Project Plan

The eVision methodology is highly agile. Because our solutions are based on an ideal balance between "off-the-shelf" and customization, every iteration is already well advanced in functions. This speeds deliverables and further reduces cost and risk. In keeping with our agile methods we "release early and often" so staff has maximum access to "real" functionality throughout the implementation.

When you work with eVision you always have a single point-of-contact: your assigned PM. Our Project Managers are also Directors in the firm and, between them, have over 30 years of experience in IT for the Research Administration domain.
We manage all sub-relationships. This not only improves efficiency but also accountability.
eVision's PMs are PMP certified individuals and are used to PMI methodology in their project approach. All our projects have a sponsor assigner to the project in addition to the PM and technical and functional lead. The main phases of eVision's approach to project management with their deliverables are:

1. **Project Planning**
    - finalization of the Project approach;
    - development and sign-off on a Project management plan;
    - risk management plan;
    - deliverables checklist;
    - implementation Plan;
    - transition plan;
    - consult with client Project Team;
    - identify key stakeholders
    - detailed hardware infrastructure requirements for all required environments;
    - BRD
    - infrastructure plan; and
    - preparation of bi-weekly status reports.
2. **Design** – Gap Analysis
    - identify and document gaps between identified functionality and Solution capabilities;
    - describe the proposed functional design by describing for each identified requirement within the business requirements document, how each requirement will be satisfied (functional specifications document);
    - provide a high-level understanding of the application and business process information for the duration of the product's lifecycle (application overview document);
    - describe the elements of the application such as the database type, development technology, dependencies, licensing, certificates, etc. (application design document);
    - describe the system architecture of the Solution, including application, infrastructure, data architecture and system architecture (system architecture document);
    - identify the physical environment that supports the application, including information on servers, network, memory, storage and security and availability (infrastructure design document);
    - design specifications including indication of Customization or Configuration;
    - consideration given to Configuration work that can be performed by client resources to support knowledge transfer of the proposed Solution and Configuration activities;
    - indicate any design that may impact ability of client to accept further Software upgrades from the Vendor and/or must require re-design, re-Configuration, or re-Customization to perform the upgrade; and

- prepare and present designs and requirements traceability matrix to client for approval and sign-off.

3. **Customization/Configuration** -
   - provision of the development and/or configuration environments that are required to complete this activity;
   - installation and setup of the software, database, and any other components necessary for the overall proposed Solution;
   - Configuration of the Software and data diagrams to meet client requirements;
   - record and maintain detailed document of all Configuration and Customization work performed to meet the client's requirements.
   - Configuration and setup of User roles, access rights, and security parameters;
   - assisting client resources with installation of the Solution in the appropriate environments (e.g. Development, UAT, Production)
   - assistance and knowledge transfer to client operations and project team resources to ensure the establishment of an effective operational environment and infrastructure required to support the solution;
   - the proposed schedule of Configuration activities;
   - document the planning and strategy used to verify the Solution that has been delivered for the Project, including the scope of the testing, approach, responsibilities and test descriptions (testing plan);
   - provide a set of instructions to be performed by client Project team in UAT to ensure the solution performs as expected; these scripts will relate to the functional specifications document (test scripts);
   - document the planning and strategy used to complete training for the technical solution that has been delivered for the Project (training plan);
   - describe the actions that must be performed by the client to operate and install the Solution (operations guide); and
   - document the information about the application components, including the type of database used, development tools, application technology, libraries, framework (application as-built document).
4. **Testing** – eVision in consultation with the client, will develop the testing data and a testing plan that ensures the proposed solution meets expected functional and system-wide requirements; first through System Testing, and culminating in UAT and sign off. When System Testing has been passed, UAT will begin which will allow testing by the business area. Once UAT has been passed, official Production Certification will have to be signed-off and the Solution implemented into the Production Environment. A successful Implementation into the Production Environment will be achieved with a clean rollout and transition. Production Implementation is achieved when the Solution is in production and is being used by Staff. The client will provide a UAT environment in client's site. Duties and deliverables for this activity include:
   - eVision will provide continued detailed support and assistance to the client Project Team performing UAT.

- UAT of the Solution will be conducted subsequent to the installation of all components of the Solution in the testing environment.
- eVision will then correct all defects identified during UAT. Once corrective action has been completed the eVision will advise the client Project Team in order to facilitate re-testing.
- perform all System Testing, working closely with the client, and provide regular status reports on testing activities to the client's Project Manager;
- eVision will propose a schedule for all testing activities;
- testing plans and schedules must be agreed upon and signed-off by the parties prior to the start of the testing activities;
- the proposed Solution must not be considered for UAT until it has passed all System Testing;
- eVision will be responsible for the System Testing environment; and
- eVision will install the proposed Solution in the client's supplied testing environment(s) and support Staff in updating this environment with new fixes of the proposed Solution as required.

5. **Documentation and Training** – eVision will provide documentation and training to client IT and Staff. Duties and deliverables for this activity will include:
    - installing a fully-functional copy of the proposed Solution on the client's supplied UAT Environment;
    - providing at least one full functional training session prior to the commencement of UAT;
    - providing all training sessions according to the Training Plan prior to implementation into the Production Environment;
    - providing documentation covering all functional areas of the Solution. This includes updating the documentation to reflect any Customization and/or Configuration changes made to support client's requirements
    - providing system, operating, and maintenance documentation applicable to the proposed Solution.
6. **Production Rollout** – eVision in consultation with the client's Project Team will provide a detailed production rollout plan. To allow for an appropriate production rollout, thorough testing of all components, including data conversion. Duties and deliverables for production rollout will include:
    - supporting production rollout planning and execution, including but not limited to Implementation Plan, data conversion tests, and fixing any defects discovered during these activities;
    - creation of the Production Ready environment on client's production hardware; and
    - executing the transition plan (including migrating any data from current systems into the Solution).
7. **Warranty** – The Warranty Period will commence once Production Certification has been achieved and the Solution is in production. The Warranty Period is 30 days. During the

Warranty Period, the Vendor must fix, at no cost to Her Majesty, any defects raised. Defects raised during the Warranty Period shall extend the Warranty Period until they are fixed.

8. **Solution Maintenance Support** – after the completion of the Warranty Period, the eVision will support and maintain the Solution as outlined in the SLA ( Service level agreement): SLA Sample

Below is a summary plan of the main steps based on your go-live target:

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### 2.5.3 Blended Hourly rate

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## 2.6 Support Services

A sample SLA (Service Level Agreement) Document is included in appendix SLA Sample for your reference.

Below are some of the points about our support services:

- Fluently bilingual solution and delivery/support team
- We have dedicated teams in different geographical locations to serve your needs. The Support team can offer both technical and functional support related to the use of the system
- Our organization is very comfortable in offering the 2nd line and 3rd line of support; we usually are there to back the client's helpdesk.
- Flexible support options post-production
- eVision covers all bugs and non functional features of the system under the maintenance agreement
- The access to our support services for issues (Bugs) with the regular functionality of the purchased modules

## 2.7 Software upgrade

eVision offers standard maintenance where we shall provide to Licensee any new, corrected or enhanced version of the Software as created.
Such enhancement shall include all modifications to the Software that increases the speed, efficiency or ease of use of the Software, or add additional capabilities or functionality to the Software, but shall not include any substantially new or rewritten version of the Software.

eVision follows a one to two updates policy every year.

It is worth mentioning that eVision intend to release a major release February 2019 that will add and enhance many features such as:
- Integrated Portals both in functionalities and look&feel
- Advanced performance measurement for projects/studies
- Advanced text mining and AI capabilities
- More collaboration capabilities

Artificial Intelligence based predictive analysis capabilities will also be added late 2019 to enhance the Program analysis module in the platform. The National Research Council is currently funding this project.

## 2.8 Data center description

s.21

# 3 APPENDIXES

## 3.1 Confirmation of Intent to be bound

The enclosed proposal is submitted in response to the referenced Request for Proposal, including any Addenda. By submitting this proposal eVision agrees to all of the terms and conditions of the RFP including the following:

a) The Proponent has carefully read and examined the entire Request for Proposals;
b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
c) The Proponent agrees to be bound by the statements and representations made in its proposal

| | |
|---|---|
| Full Legal Name of Proponent: | *eVision inc.* |
| Any Other Relevant Name under Which the Proponent Carries on Business: | *NA* |
| Street Address: | *307 - 300 rue saint-sacrement, Montréal, Québec, H2Y 1X4* |
| Phone Number: | *+1 450 679 1113* |
| Company Website (If Any): | *www.evision.ca* |
| Authorized RFP Contact Person and Title: | *Adil Hamdouna, Executive Director* |
| Authorized RFP Contact Phone: | *+1 514 880 5756* |
| Authorized RFP Contact E-mail: | *adil.hamdouna@evision.ca* |
| Authorized RFP Contact Signature: |  |

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Withheld pursuant to/removed as

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| | |
|---|---|
| **From:** | Mantle, Shane JEDC:EX |
| **To:** | Crosby, Julia MAH:EX; Hardy, Chris JEDC:EX |
| **Subject:** | FW: Frequency Foundry Response to RFP NO: RFP19-BCAC-001, Arts and Culture Grant Management System |
| **Date:** | December 14, 2018 8:42:36 AM |
| **Attachments:** | image001.png<br>image002.png<br>image003.png<br>image004.png<br>image005.png<br>RFP19_BCAC_001_Frequency_Foundry_Response.pdf |

Good Morning

Here is another RFP response.

Kindest Regards,

Shane

**From:** Chris Stachiw [mailto:chris@frequencyfoundry.com]
**Sent:** Friday, December 14, 2018 8:41 AM
**To:** Mantle, Shane JTT:EX
**Cc:** Resonate
**Subject:** Frequency Foundry Response to RFP NO: RFP19-BCAC-001, Arts and Culture Grant Management System

Good Morning,

Frequency Foundry is pleased to provide the attached response to RFP NO: RFP19-BCAC-001.

Regards,

**Chris Stachiw**
Marketing & Communication Strategist
Office Unit 400, 1210 8th Street SW, Calgary, AB T2R1L3
Email: chris@frequencyfoundry.com Web frequencyfoundry.com
Toll Free 1.888.317.5655 Fax 1.866.686.6655

# Request for Proposals
# Arts and Culture Grant Management System

**Ministry of Tourism, Arts and Culture RFP Number: RFP19-BCAC-001 Issue date:** November 22nd, 2018

**Closing Time:** Proposals must be received **before** 2:00 PM on: December 14th, 2018

---

**DELIVERY OF PROPOSALS:** Proposals must be in English and must be submitted using one of the submission methods below, and must either (1) include a copy of this cover page that is signed by an authorized representative of the Proponent or (2) otherwise identify the RFP, identify the Proponent and include the signature of an authorized representative of the Proponent that confirms the Proponent's intent to be bound, or (3) be submitted by using the e-bidding key on BC Bid (if applicable), in accordance with the requirements set out in Section 2.2:

*BC Bid Electronic Submission:* Proponents may submit an electronic proposal using BC Bid. Proposals must be submitted in accordance with the BC Bid requirements and e-bidding key requirements (found at www.bcbid.ca). Only pre-authorized electronic bidders registered on the BC Bid system can submit an electronic proposal using the BC Bid system. Use of an e-bidding key is effective as signature.

*Email Submission:* Proponents must submit an electronic proposal by email to Shane.Mantle@gov.bc.ca in accordance with the instructions at Section 2.3 of this RFP.

**A proposal is deemed to incorporate the Confirmation of Proponent's Intent to Be Bound below, without alteration.**

---

**CONFIRMATION OF PROPONENT'S INTENT TO BE BOUND:**

The enclosed proposal is submitted in response to the referenced Request for Proposals, including any Addenda. By submitting a proposal, the Proponent agrees to all of the terms and conditions of the RFP including the following:

a) The Proponent has carefully read and examined the entire Request for Proposals;
b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
c) The Proponent agrees to be bound by the statements and representations made in its proposal.

**PROPONENT NAME (please print):** Frequency Foundry

**NAME OF AUTHORIZED REPRESENTATIVE (please print):** Charles Finstad

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:** ______________________

**DATE:** December 11, 2018

**GOVERNMENT CONTACT:** Enquiries related to this RFP, including any requests for information or clarification may only be directed in writing to the following person who will respond if time permits before the Closing Time. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses providing new information will be recorded and posted to BC Bid or otherwise distributed to prospective Proponents.

**Shane Mantle**

**Client Business Consultant**

**Information Systems Branch**

**E-mail:** Shane.Mantle@gov.bc.ca

The cut-off for submitting any questions related to this RFP to the Government Contact will be **three (3) days** before the Closing Time. Questions received after this time may not be answered.

**PROPONENTS' MEETING:**

A Proponents' meeting **will not** be held.

---

# Response to RFP19-BCAC-001

# GRANT MANAGEMENT SYSTEM

## Ministry of Tourism, Arts, and Culture
## BC Arts Council (BCAC)

**RFP Closing Date and Time: Friday, December 14, 2018 2:00 PM**

grantworks

**Grants Lifecycle Management Software for Dynamics 365**

*Submitted by*
**Frequency Foundry Inc.**
#400, 1210-8th Street SW Calgary
AB T2R 1L3
Business Number: 825864036

*Contact:*
**Charles Finstad**
P: 1.403.807.8743
F: 1.866.686.6655
resonate@frequencyfoundry.com

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## SUMMARY

For the purposes of the grants management software requirement at BCAC, Frequency Foundry proposes its **grantworks for D365** solution ("grantworks") which is a full grants lifecycle management software built on the enterprise grade Microsoft Dynamics 365 (D365) platform. The grantworks for D365 solution specifically supports the entire grants lifecycle process, from application through to disbursement, as well as the tracking of outcomes from approved grant projects and programs from the perspective of both the grants manager and that of the applicant or grantee. grantworks also includes a peer review/assessor portal and integrations to leading financial systems using Frequency Foundry's data bridge integration connector for Dynamics 365.

D365, formerly Dynamics CRM, is an enterprise grade platform which is delivered through Microsoft's world class Azure cloud environment. It provides a technical foundation that enables the creation of industry or line of business solutions using configuration rather than custom software development. D365 is a CRM business solution that can drive operational efficiency, sales productivity, and marketing effectiveness using efficient data capture, business rules modeling, and applied social insights utilizing a strong business intelligence engine providing insights and analytics.

Foundry's grantworks solution is an all-in-one, integrated solution that simplifies the grants process from initial solicitation through review, scoring, award, payment processing, and post-award reporting.

### AVAILABLE OUT OF THE BOX FEATURES

- ✓ Grant & Contribution Management
- ✓ Applicant and Grantee Portal
- ✓ Consultant/Partner management
- ✓ Performance and Objective Measurement
- ✓ Activity, Collaboration and Communication Management
- ✓ Drawdowns and Disbursements
- ✓ Native Integration to Financial systems
- ✓ Peer Reviews, Panel Reviews
- ✓ Budgeting, Financials and Disbursements
- ✓ Post Approval reporting and follow-up
- ✓ Funder Allocation, and multi-funder management
- ✓ Project Management
- ✓ Audit Trail
- ✓ PowerBI based visualizations
- ✓ Template library for grant programs and for application forms

### KEY DIFFERENTIATORS VS NICHE GRANT MANAGEMENT PRODUCTS

Built on the Microsoft Dynamics 365 platform, grantworks extends the capability of a best-of-breed business applications platform leveraging native capabilities to offer a comprehensive, extensible G&C system. The flexibility of the platform allows for management of a variety of grants including:

- ✓ Continuation Funding and
- ✓ Pass through funding
- ✓ Competitive Funding
- ✓ Formula Funding
- ✓ Tax Credits

grantworks is not limited in the nature of the grants that it is able to manage and is able to offer that extensibility without requiring extensive customization.

## KEY DIFFERENTIATORS VS OTHER BUSINESS APPLICATION PLATFORMS

The key advantages of grantworks for Dynamics 365 over other platforms are as follows:

1. Time to Market
2. Cost of Implementation
3. Extensibility of platform
4. Availability of a form library containing templates to allow for external applicant access
5. A portal for peer reviewers
6. Availability of a native visualization and advanced reporting engine in PowerBI
7. Availability of Azure AI Services to assist program officers in grant evaluation and scoring.
8. Works with grant solicitations from the same place users already perform much of their work: an inbox in Microsoft Outlook.
9. Cuts down on manual processes; automatically generates task lists and sends notifications when grant application statuses change
10. Integrates with almost any financial or ERP system (optional).
11. Manages the approval, distribution and tracking of a growing grants workload
12. Provides external facing stakeholders with a portal-based interface for grant applications and management of approved grants
13. Extensibility to manage an unlimited number of types of grants each with their own unique workflow
14. Template libraries for grants and application forms

Our iterative approach to development ensures that the program team from BCAC have the ability to provide their input through the course of the project. Through the use of mockups and prototypes, we ensure that the team at BCAC is able to visualize the applicant experience prior to building the portal. Our approach also has accounted for the pilot release followed by the full launch. The existing form libraries have allowed us to create a conservative implementation plan that ensure a go-live well before BCAC's desired deadline.

**For additional information regarding grantworks for D365 features, please refer to Appendix D: grantworks for D365**

We hope to bring to this initiative our experience implementing grant management software and public facing applicant portals from a variety of Canadian Provincial and Municipal clients to BCAC. We look forward to addressing any questions or clarifications on our response and an opportunity to showcase our solution in a demonstration.

Regards,

Charles Finstad
SVP -Sales, Frequency Foundry

## 5.1 CAPABILITIES

### MAIN CONTACT

The main point of contact for the purposes of this response is Charles Finstad. His information is as follows:

**Charles Finstad**
Senior Vice President - Sales
USA Suite 4602 304 S Jones Blvd Las Vegas NV 89107
Canada Suite 400 1210 8 St SW Calgary AB T2R 1L3
Email: resonate@frequencyfoundry.com
Web frequencyfoundry.com

Canada 403.984.5655
Cell: 403.807.8743
Fax 1.866.686.6655

### 5.1.1 RELEVANT EXPERIENCE

As a public sector focused CRM and Business Applications firm, the Foundry has focused on creating business value for our Provincial and Municipal clients through rapid application development and minimal customizations on our business solutions that target niche needs such as grants management, economic development and citizen engagement.

As a Western Canadian organization that has been in business for over 9 years and with our roots as a public sector focused IT services firm, to our niche in the Dynamics 365 marketspace for public sector, Frequency Foundry has been delivering grants management solutions since 2015.

The Foundry has building solutions on the Microsoft Dynamics platform since 2011, and since 2015 we have been delivering cloud solutions to public sector clients across Canada and the US. We launched the grantworks for Dynamics 365 grants management software in 2015 and have continuously invested in research and development to enhance features and functionality grantworks with an emphasis on reducing the time to launch grant programs.

Our client references stand testament to our ability to turn around a $100 Million grant fund to be available for applicants to apply on in a span of 3 weeks from start to finish. We have also launched a provincial tax credit in a span of less than 5 weeks, and any delays encountered within the 5 weeks were related to the fact that the tax credit was still undergoing legislative changes and approvals.

grantworks today houses over 150 unique grant program types and manages the lifecycle of over $1.5 Billion in grant and tax credit funding. Our experience with Tourism Yukon and the Government of Yukon, and in enabling their management of grant applications and disbursement for local Tourism related businesses in Yukon, further provides us the unique combination of technology, vertical and business need specific expertise in the context of Tourism BC's requirements.

### 5.1.2 REFERENCES

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## 5.2 APPROACH

### 1. DESCRIBE THE PROPONENT'S PROPOSED PROCESS, INCLUDING THE TIMELINES FOR EACH ACTIVITY AND SPECIFIC DELIVERABLES (AS DESCRIBED IN SECTION 3.3 SCOPE), TO:

### A) INTEGRATE AND CONFIGURE THE PROPONENT'S SYSTEM WITH THE BCAC'S BUSINESS AREA

The following project timeline outlines the sequence of events, dependencies, responsibilities for both parties along with specific deliverables. A finalized project plan shall be developed with input from the Tourism BC Project Manager on constraints and priorities. The project plan includes the pilot launch of a small subset of the programs.

| Task Name | Duration | Start | Finish | Pre | Resource Names |
|---|---|---|---|---|---|
| **Tourism BC Grants** | **97.5 days** | **Mon 1/21/19** | **Wed 6/5/19** | | |
| **Phase 1 - Planning, Analysis & Design** | **97.5 days** | **Mon 1/21/19** | **Wed 6/5/19** | | |
| **Planning** | **7.5 days** | **Mon 1/21/19** | **Wed 1/30/19** | | |
| **Artefact Compilation** | **4 days** | **Mon 1/21/19** | **Thu 1/24/19** | | |
| Program Charter Development | 2 days | Mon 1/21/19 | Tue 1/22/19 | | Tourism BC PM, Foundry PM |
| Communication Plan | 1 day | Wed 1/23/19 | Wed 1/23/19 | 5 | Tourism BC PM, Foundry PM |
| Training Approach Plan | 1 day | Wed 1/23/19 | Wed 1/23/19 | 5 | Foundry Trainer |
| Change Management Plan | 1 day | Thu 1/24/19 | Thu 1/24/19 | 6 | Tourism BC PM, Foundry PM |
| Test Strategy and Plan | 1 day | Wed 1/23/19 | Wed 1/23/19 | 5 | Foundry QA |
| Project Artefacts Review | 2 days | Fri 1/25/19 | Mon 1/28/19 | 8 | Tourism BC Steering Committee, Tourism BC PM |
| Project Artefacts Revision | 1 day | Tue 1/29/19 | Tue 1/29/19 | 10 | Tourism BC PM |
| Program Kickoff | 0.5 days | Wed 1/30/19 | Wed 1/30/19 | 11 | Tourism BC Grants Program Team, Tourism BC Steering Committee, Tourism BC PM, Foundry Tech Lead, Foundry Engagement Lead, Foundry PM |
| Project Initiation Phase Complete | 0 days | Wed 1/30/19 | Wed 1/30/19 | 12 | Tourism BC PM |
| Ongoing Project Management | 90 days | Wed 1/30/19 | Wed 6/5/19 | 13 | Tourism BC PM[20%],Foundry PM[20%] |
| **Analysis & Design** | **20.5 days** | **Wed 1/30/19** | **Wed 2/27/19** | | |
| **Technical Initiation** | **41.5 days** | **Wed 1/30/19** | **Thu 3/28/19** | | |
| Procurement of Licenses and Tenant | 3 days | Wed 1/30/19 | Mon 2/4/19 | 12 | Tourism BC IT[25%],Foundry Tech Lead[25%],Foundry Engagement Lead[75%] |

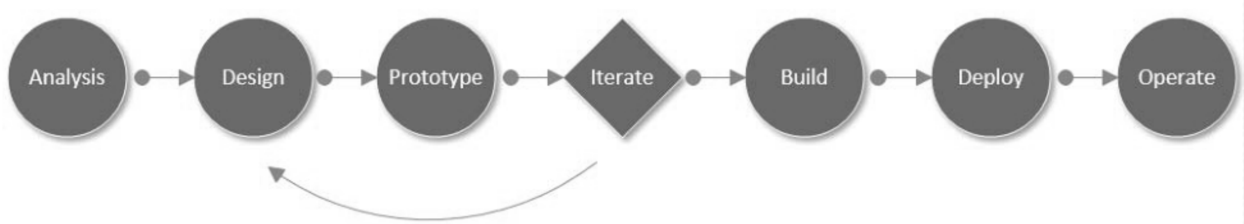
| | | | | | |
|---|---|---|---|---|---|
| Provisioning of Environments within the BCAC Tenant | 1 day | Mon 2/4/19 | Tue 2/5/19 | 30 | Foundry Developer |
| AD Authentication and connectivity setup | 1 day | Tue 2/5/19 | Wed 2/6/19 | 31 | Foundry Developer, Tourism BC IT |
| Portal Authentication setup, Branding of Look and feel and foundational setup | 3 days | Thu 2/7/19 | Tue 2/12/19 | 31 | Foundry Developer |
| Integration to Tourism BC Email Server | 1 day | Wed 2/6/19 | Thu 2/7/19 | 32 | Foundry Developer, Tourism BC IT |
| Validation and Testing of Environments | 1 day | Thu 2/7/19 | Fri 2/8/19 | 34 | Foundry QA |
| **Pilot Release Phase** | **37 days** | **Wed 2/6/19** | **Thu 3/28/19** | | |
| **Planning** | **4 days** | **Wed 2/6/19** | **Mon 2/11/19** | | |
| Mockups and Validation for programs and program applicant screens | 2 days | Wed 2/6/19 | Thu 2/7/19 | 28 | Foundry BA[50%] |
| Mockups and Requirements review | 1 day | Fri 2/8/19 | Fri 2/8/19 | 38 | Tourism BC Grants Program Team[50%] |
| Iterations | 1 day | Mon 2/11/19 | Mon 2/11/19 | 39 | Foundry BA[50%] |
| Signoff on Requirements | 0 days | Mon 2/11/19 | Mon 2/11/19 | 40 | |
| **Dev** | **6 days** | **Tue 2/12/19** | **Tue 2/19/19** | | |
| grantworks Solution Development to address Tourism BC specific needs | 2 days | Tue 2/12/19 | Wed 2/13/19 | 41 | Foundry Developer |
| Forms, Views and Dashboards Creation | 2 days | Thu 2/14/19 | Fri 2/15/19 | 43 | Foundry Developer |
| Grantee Portal Configuration and Development | 4 days | Thu 2/14/19 | Tue 2/19/19 | 43 | Foundry Developer |
| Reports Development | 3 days | Thu 2/14/19 | Mon 2/18/19 | 43 | Foundry Developer |
| Access control and security roles definition | 2 days | Mon 2/18/19 | Tue 2/19/19 | 44 | Foundry BA |
| **Test** | **9 days** | **Wed 2/20/19** | **Mon 3/4/19** | | |
| Functional Testing | 1 day | Wed 2/20/19 | Wed 2/20/19 | 47 | Foundry QA |
| Functional Testing Bug Fixes | 2 days | Thu 2/21/19 | Fri 2/22/19 | 49 | Foundry Developer |
| Functional Testing Signoff | 0 days | Fri 2/22/19 | Fri 2/22/19 | 50 | Foundry QA |
| Training Manual Creation | 1 day | Wed 2/20/19 | Wed 2/20/19 | 47 | Foundry Trainer |
| End User Training | 2 days | Thu 2/21/19 | Fri 2/22/19 | 52 | Foundry Trainer, Tourism BC Grants Program Team, Tourism BC IT |

| | | | | | |
|---|---|---|---|---|---|
| User Acceptance Testing | 3 days | Mon 2/25/19 | Wed 2/27/19 | 53 | Tourism BC Grants Program Team[50%] |
| UAT Bug Fixes | 3 days | Thu 2/28/19 | Mon 3/4/19 | 54 | Foundry Developer[50%] |
| UAT Signoff | 0 days | Mon 3/4/19 | Mon 3/4/19 | 55 | Tourism BC PM |
| **Deployment** | **18 days** | **Tue 3/5/19** | **Thu 3/28/19** | | |
| Deploy code to Prod Environment | 1 day | Tue 3/5/19 | Tue 3/5/19 | 56 | Foundry Developer |
| Production Cutover | 1 day | Wed 3/6/19 | Wed 3/6/19 | 58 | Foundry Tech Lead |
| Smoke testing production | 1 day | Thu 3/7/19 | Thu 3/7/19 | 59 | Tourism BC Grants Program Team |
| Deployment Complete | 0 days | Thu 3/7/19 | Thu 3/7/19 | 60 | Tourism BC PM |
| Post Release Validation Cycle of Pilot | 15 days | Fri 3/8/19 | Thu 3/28/19 | 61 | Tourism BC PM |
| **Release 1 - Full Release** | **46 days** | **Fri 3/29/19** | **Fri 5/31/19** | | |
| **Planning** | **5 days** | **Fri 3/29/19** | **Thu 4/4/19** | | |
| Mockups and Validation for programs and program applicant screens | 2 days | Fri 3/29/19 | Mon 4/1/19 | 62 | Foundry BA[50%] |
| Mockups and Requirements review | 2 days | Tue 4/2/19 | Wed 4/3/19 | 65 | Tourism BC Grants Program Team[50%] |
| Iterations | 1 day | Thu 4/4/19 | Thu 4/4/19 | 66 | Foundry BA[50%] |
| Signoff on Requirements | 0 days | Thu 4/4/19 | Thu 4/4/19 | 67 | |
| **Dev** | **41 days** | **Fri 4/5/19** | **Fri 5/31/19** | | |
| grantworks Solution Development to address Tourism BC specific needs | 7 days | Fri 4/5/19 | Mon 4/15/19 | 68 | Foundry Developer |
| Forms, Views and Dashboards Creation | 5 days | Tue 4/16/19 | Mon 4/22/19 | 70 | Foundry Developer |
| Grantee Portal Configuration and Development | 10 days | Tue 4/23/19 | Mon 5/6/19 | 70 | Foundry Developer |
| Reports Development | 7 days | Mon 5/13/19 | Fri 5/31/19 | 70 | Foundry Developer |
| Access control and security roles definition | 5 days | Tue 4/23/19 | Mon 4/29/19 | 71 | Foundry BA |
| **Test** | **23.5 days** | **Tue 4/30/19** | **Fri 5/31/19** | | |
| Functional Testing | 2 days | Tue 4/30/19 | Wed 5/1/19 | 74 | Foundry QA |
| Functional Testing Bug Fixes | 2 days | Mon 5/20/19 | Fri 5/31/19 | 76 | Foundry Developer |
| Functional Testing Signoff | 0 days | Fri 5/31/19 | Fri 5/31/19 | 77 | Foundry QA |
| Training Manual Creation | 1 day | Tue 4/30/19 | Tue 4/30/19 | 74 | Foundry Trainer |
| End User and System Administrator Training | 2 days | Wed 5/1/19 | Thu 5/2/19 | 79 | Foundry Trainer, Tourism BC Grants Program Team, Tourism BC IT |

| | | | | | |
|---|---|---|---|---|---|
| User Acceptance Testing | 4 days | Fri 5/3/19 | Wed 5/8/19 | 80 | Tourism BC Grants Program Team[50%] |
| UAT Bug Fixes | 3 days | Thu 5/9/19 | Mon 5/13/19 | 81 | Foundry Developer[50%] |
| UAT Signoff | 0 days | Mon 5/13/19 | Mon 5/13/19 | 82 | Tourism BC PM |
| **Deployment** | **5 days** | **Tue 5/14/19** | **Mon 5/20/19** | | |
| Deploy code to Prod Environment | 2 days | Tue 5/14/19 | Wed 5/15/19 | 83 | Foundry Developer |
| Production Cutover | 2 days | Thu 5/16/19 | Fri 5/17/19 | 85 | Foundry Tech Lead |
| Smoke testing production | 1 day | Mon 5/20/19 | Mon 5/20/19 | 86 | Tourism BC Grants Program Team |
| Deployment Complete | 0 days | Mon 5/20/19 | Mon 5/20/19 | 87 | Tourism BC PM |
| Closedown Risk and Issues Registers | 2 days | Tue 5/21/19 | Wed 5/22/19 | 88 | Foundry PM[25%],Tourism BC PM[25%] |
| Project Completion Signoff | 0 days | Wed 5/22/19 | Wed 5/22/19 | 89 | Foundry PM, Tourism BC PM |

## B) SUPPORT THE PILOTING AND FULL IMPLEMENTATION OF THE SYSTEM, AND

## PROJECT APPROACH AND METHODOLOGY




Frequency Foundry's approach to project management follows industry accepted best practices and is augmented with our expertise in delivering both CRM and grant manager projects. At the foundation of our methodology we take advantage of Microsoft Dynamic's Sure Step Methodology. Sure Step is a proven methodology that has been used by implementation teams across the globe to successfully deliver over 1000 Dynamics CRM projects. Sure Step provides a variety of tools and templates as well as project control and governance guidance which can be used to ensure project success. As there is no such thing as a *typical project,* a methodology needs to adapt to the size, scope, and complexity of the implementation challenge. It must be able to operate smoothly with traditional large-scale organization-wide enterprise projects all the way through to iterative, agile, and rapid implementations. Sure Step offers exactly this kind of flexibility and Frequency Foundry understands which controls, artifacts and governance structures to use to provide optimal results for our customers. This scalability and flexibility also allow Foundry to fit within a customer's already established Project Management or PMO processes. Alternatively, it can be used in a more prescriptive fashion in cases where those processes or personnel are not already established.

## Analysis

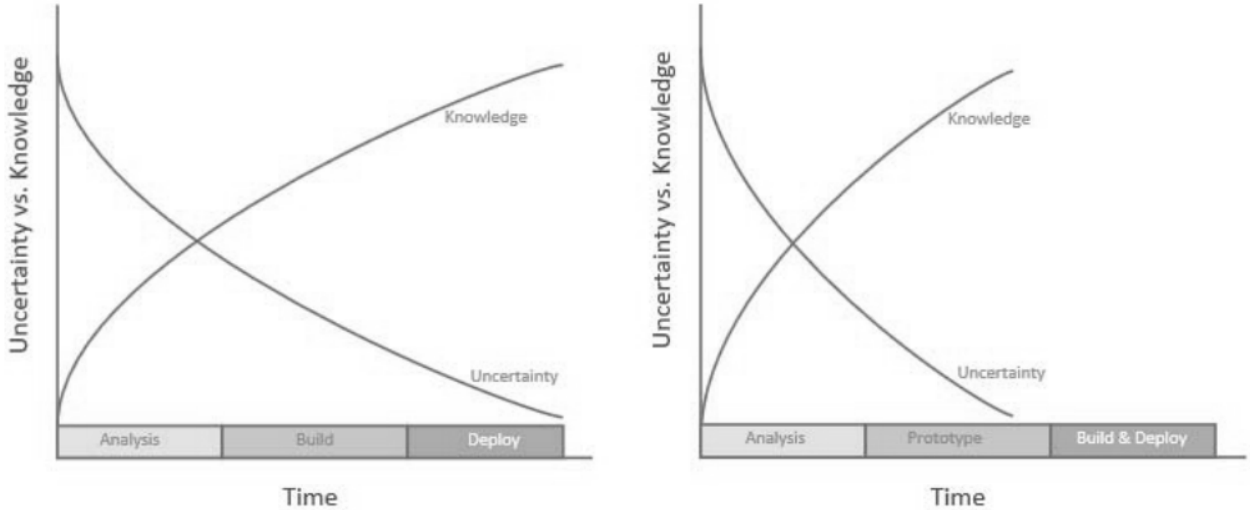

In our experience, we find it is more cost effective to make changes or corrections early in projects, specifically speaking: measuring twice, cutting once. As a result, we place a high level of importance on the analysis or discovery phase of a project as the outputs of this phase are the foundation upon which successful delivery is built within the context of project management triple constraint.

At the beginning of any project there is an imperfect level of certainty in terms of specific requirements, outcomes, etc. In our experience, the transition from imperfect to a more perfect state is best facilitated through the analysis phase ensuring any gaps in understanding are identified early and eliminated. A key benefit of this reduction in ambiguity is a corresponding reduction in project risk. As the level of understanding grows it allows for changes in approach to be made earlier in the project. Ultimately, this ensures a better-defined and successful implementation delivered at a lower cost.

Throughout the analysis phase we work as a team with our customers to uncover and understand requirements. This collaboration ensures that our quality assurance and technical teams have an opportunity to identify new or potential risks early and adapt the planning for upcoming work accordingly. An added benefit of this approach is that Foundry can identify the need for particular resources early in the project cycle to ensure that the right technical resources are assigned with the most lead time to fulfill project deliverables. Sure Step provides Foundry with the right support through its process and template library to enable success in the Analysis phase and establish a solid foundation for project execution.

## Prototype

In keeping with the theme of *developing a solid understanding early*, Foundry makes extensive use of prototypes in our projects. In our experience, the faster a customer can see what the end product *will* look like, the more successful the implementation will be. Prototyping allows for the early identification of gaps or misinterpretations and acts as a mechanism to confirm requirements while providing the collective project team with an opportunity to make any necessary course corrections well before build and testing activities where the costs of making a change are higher. Prototyping ensures cost-effective issue identification and minimizes bugs prior to official user testing cycles and Foundry believes that it ultimately results in a better final product.




Uncertainty decreases more rapidly, and knowledge levels increase faster through the use of prototyping compared to traditional projects.

In addition to prototyping, Foundry also prefers to create mock-ups for any portals that will be part of the final deliverables for a project. Mock-ups are generally presented in the form of a wireframe which focuses on the location and layout of content on the page. By working through successive wireframes, a stakeholder can understand the intended process and flow of information in a portal without requiring the construction of the actual portal.


With a strong foundation established through Sure Step backed analysis and prototyping, the remaining phases of a project can be executed both efficiently and effectively. As the project moves from the prototype phase into the build phase the team has acquired certainty in terms of process and requirements for the Build phase based on feedback received during Prototyping. Once built, the solution moves into testing with minimum surprises and the testing itself becomes more of a confirmation than an exploration exercise. The goal of these phases is to graduate from testing with system components that are verified to fully reflect the design specifications that were created, vetted, documented and approved though the use of the mock-ups and prototypes developed earlier in the project. Having engaged the quality assurance team in the initial analysis activities ensures that the team understands the context of the solution that is being testing. Further engaging them in prototyping activities ensures that they have already identified and eliminated issues before they were built - thus ensuring the efficiency of the testing effort.

The Sure Step Deploy stage focuses on the completion of training, end user testing, and the transition to production. Through the utilization of the prototype phase, at minimum, a subset of end users will have had exposure to the product which makes training simpler.

Transition through to the Operate phase is the end of either the project itself or a phase within a larger program. The team focuses on transitioning to the support team, including completion of any additional activities necessary to enable a customer's support team. A key final activity of the project team is completion of a close-out review to identify key learnings which will be included in any future phases of projects with the customer.

## REQUIREMENTS GATHERING

Gathering and documenting the customer's business requirements is a critical path activity that is executed in the Analysis phase of a grantworks for D365 implementation. The process involves a series of Business Requirements workshops conducted with the Ministry's Subject Matter Experts (SME's), resulting in the customer requirements being documented in the Functional Requirements Document (FRD). The FRD provides a complete description of the requirements for the Dynamics 365 solution.

The task in this activity is to work through a review of all the business processes and integrations that will be part of the new solution. The Application Consultant will work with the Ministry's SME's to review existing processes and document the corresponding requirements for the new environment. The FRD in turn becomes an input to the Fit Gap Analysis Workshop. The detailed Fit Gap Workshop serves to identify gaps in the business solution compared to the Ministry's requirements. The gaps shall be documented and serve as the basis for the consulting team to find resolutions, propose alternative workarounds, or suggest recommended Business Process updates. The Fit Gap Workshop in this step may be used to:

- Validate the results from the Diagnostic Phase with the entire team.
- Evaluate or re-evaluate items that may not have been considered in the Diagnostic phase.
- Conduct the initial and comprehensive Fit Gap Analysis activities.

For the latter two points above, the process consists of the following steps:

- Review the customer requirements in the business solution.
- Document Gaps between the customer requirements and the business solution.
- Analyse Gaps and identify solutions or workarounds, or recommended process changes.
- Document gaps, resolutions, workarounds, or recommended process changes.

The actual business processes and requirements are reviewed in the business solution. The Fit Gap analysis therefore can disclose the exact details of the missing functionality. Business processes that can run using the business solution can thereby be confirmed as a Fit. The configuration settings and setup option values shall also be documented. For the business processes which cannot run completely using the business solution, the corresponding Gap must be documented. The nature and the details of the Gaps must be recorded for business processes and supported with examples if needed. This is important since the resolution must consider all aspects of the Gap.

The Fit Gap Spreadsheet will be used to document the analysis done in this activity. Each business requirement will be confirmed either as a Fit or defined as a Gap in the spreadsheet. For each Gap, an initial recommendation is made on whether the Gap should be resolved by customization of the solution, implementation of a (manual) workaround, or alteration of the Business process. The final decision on which approach to adopt is based on comparing the cost versus the benefit of altering a process or solution as well as the priority that the customer has identified for each business requirement. Requirements that are determined as future or out-of-scope for a project release should also be captured and maintained in the Fit Gap Spreadsheet and can be designated as a future release or something similar.

## TESTING STAGES AND METHODS

Solution Testing encompasses the following tests:

- Process Test
- Integration Test
- Data Acceptance Test
- User Acceptance Testing

### PROCESS TEST

Process testing is conducted to validate that, for the corresponding business process, both the configuration of the grantworks for Microsoft Dynamics 365 solution and the custom code development meet the Ministry's business process requirements. An example of a Process Testing would be one that covers the Prospect Communication Journey workflow. Process Testing takes place in the Test Environment using sample data. During this testing, the Foundry team members and Key Users will use the Process test scripts to test all data validation aspects of the feature, as well as any functionality contained wholly within the feature.

Prior to executing the Process Testing, it may be necessary to reconfirm, update and finalize the Process Testing scenarios and scripts compiled in the design phase to ensure they reflect the final development framework.

Each Key User selected to perform Process Testing may have their own ideas on how a feature, data migration, or integration program should work. As such, it is important that they be familiar with the design and the functionality approved during the Design phase and specified in the Functional Design Document. This will help differentiate between functional requirements disparities and actual issues that need to be addressed.

Keep in mind that there may be some testers that are resistant to the implementation of the solution, so dissenting attitudes may be encountered. It's important to avoid confrontation with the testers, but it is also important to solicit and record their feedback and comments. Also note that, while it's imperative that Process Testing verify the functionality of all aspects of the developed feature, it is not meant to be a load testing session so extended UAT sessions should be avoided. Any recommended changes or enhancements to the program being tested should be recorded and brought up to the Foundry Project Manager for review and consideration.

The Foundry BA, with the assistance of the Foundry Developers and/or Solution Architect if necessary, oversees the Process Testing regimen and records the testing results for comparison to the criteria established during the Design phase.

The result of this testing is to ensure that the configured feature and the custom code have been fully tested from a business process standpoint, with a degree of confidence that any subsequent issues are the result of the feature and function component's interaction with other components of the environment, and not with the feature and function component itself. Any Process testing that cannot be accomplished during Process testing will be completed during Integration testing when all Interfaces and developed modifications will be available.

## INTEGRATION TEST

The Ministry designate, and Foundry BA will execute Interfaces and Integration Test Scripts for end-to-end business processes testing. This testing is conducted with the application security turned on and is conducted in the Test Environment. Each aspect of feature security needs to be tested to ensure there are no issues, and to validate that the approved security design was implemented correctly. In addition to the stringent testing requirements needed for custom features, standard features or enhancements fully contained within the application need to be tested, as well, to ensure that user access rights have been properly defined. These elements will be verified and validated in this activity.

The effort required to validate security will vary based on the nature of the feature. If the feature will be fully contained in the application, validation of application security may be all that is necessary. For externally available applications, such as web portals or stand-alone processes, security validation can be much more complex and require the establishment of separate encrypted log-on credentials or a totally separate security infrastructure.

The goal of this testing is to validate that all aspects of grantworks for Microsoft Dynamics 365 solution, including all interacting/interfacing systems and subsystems support the Ministry's business processes and produce the expected results. Integration testing will also ensure that the introduction of additional interfaces or security won't have a negative effect on the previously validated system.

## DATA ACCEPTANCE TEST

The Foundry Development team and Technology Consultant will execute the DAT scripts which will result in the creation of all the Ministry's migrated data in the Test environment. The test data migration is important for two main reasons:

- to determine any errors or issues resulting from the data migration processes,
- to test the flow of the process in a controlled environment, and
- to provide statistical data for estimating the time needed for a complete data migration.

Following this, the Ministry "Data Owners" and "Key Users" will perform data analysis of the solution, in accordance with the previously established Data Migration Requirements. During DAT, the customer not only verifies the data migrated but also validates that the data may be inquired upon, reported upon, and transacted upon.

Also, the Foundry QA performs functional testing using the data imported using the Data Migration scripts. Anomalies or issues discovered during the testing process should be noted and testing should continue unless precluded by the issue. This will allow the development consultant to address issues more efficiently than addressing each issue as it arises. Once all data anomalies and issues have been addressed and resolved, the data migration programs are ready for user process testing.

The method used for data migration will often dictate the amount of testing and analysis needed after the first test data import. Our recommended approach is through the Foundry Data Bridge and as CSV files.

### USER ACCEPTANCE TEST

User Acceptance Test (UAT) Scripts should document the steps that need to be followed in order to replicate normal user usage scenarios in a defined time frame in the new system using transactions from the customer's legacy system. UAT is the culmination of all the previous testing activities. Although previous test scripts can be leveraged from the Conduct Solution Testing activity, it is important that the UAT scripts focus on the main functions that system users perform. The UAT scripts should include the necessary customer data that will allow the corresponding transaction to be completed without error. An example of the data for UAT is applications submitted in Banner on a given day being visible within grantworks

Testing and implementation are led by Foundry's PMO and tasks related to these activities are typically shared with our customers. Foundry's Business Analyst (BA) resources lead super-user training sessions and end-users are then trained by a customer's super-users. Foundry's BA resources report to our PMO.

Technical implementation is normally performed by Foundry resources in non-production environments and by customer technical resources in production environments. The customer's technical resources work beside Foundry's resources to ensure readiness to correctly create and manage production environments for Foundry's solutions. Foundry maintains a single full-time technical implementation System Administrator however most of Foundry's development resources also have the skills in this area.

## C) APPROPRIATELY TRANSITION BCAC OPERATIONS TO NEW APPROACH.

### COMPLETION AND MAINTENANCE

After go-live, several activities need to be completed to ensure the project delivered what was agreed upon at the beginning and to confirm the Ministry is satisfied with the result. It is important to officially close the project and obtain formal sign-off on all deliverables. Project closing includes the following activities:

- Finalize and determine a resolution or acceptable response to all outstanding items. Prior to formal closing of the project and requesting final sign-off from the customer, all new issues resulting from normal daily operations should be transitioned to and reviewed collaboratively with the pre-defined customer support team to ensure satisfactory resolution.
- Provide any additional training to users and gather, review and finalize any outstanding knowledge that must be given to the customer before the consulting team leaves.

- Finalize all documentation that will be turned over to the customer, including support contact information, and confirm the location where all the documentation resides.
- Gather and document lessons learned from the consulting team. The output of this discussion may be shared with the customer, if it is appropriate, or could be used only for internal purposes.
- Conducting a final Operation Phase Tollgate Review and a final review of the Conditions of Satisfaction.
- Gain final formal acceptance of the project from the Customer.

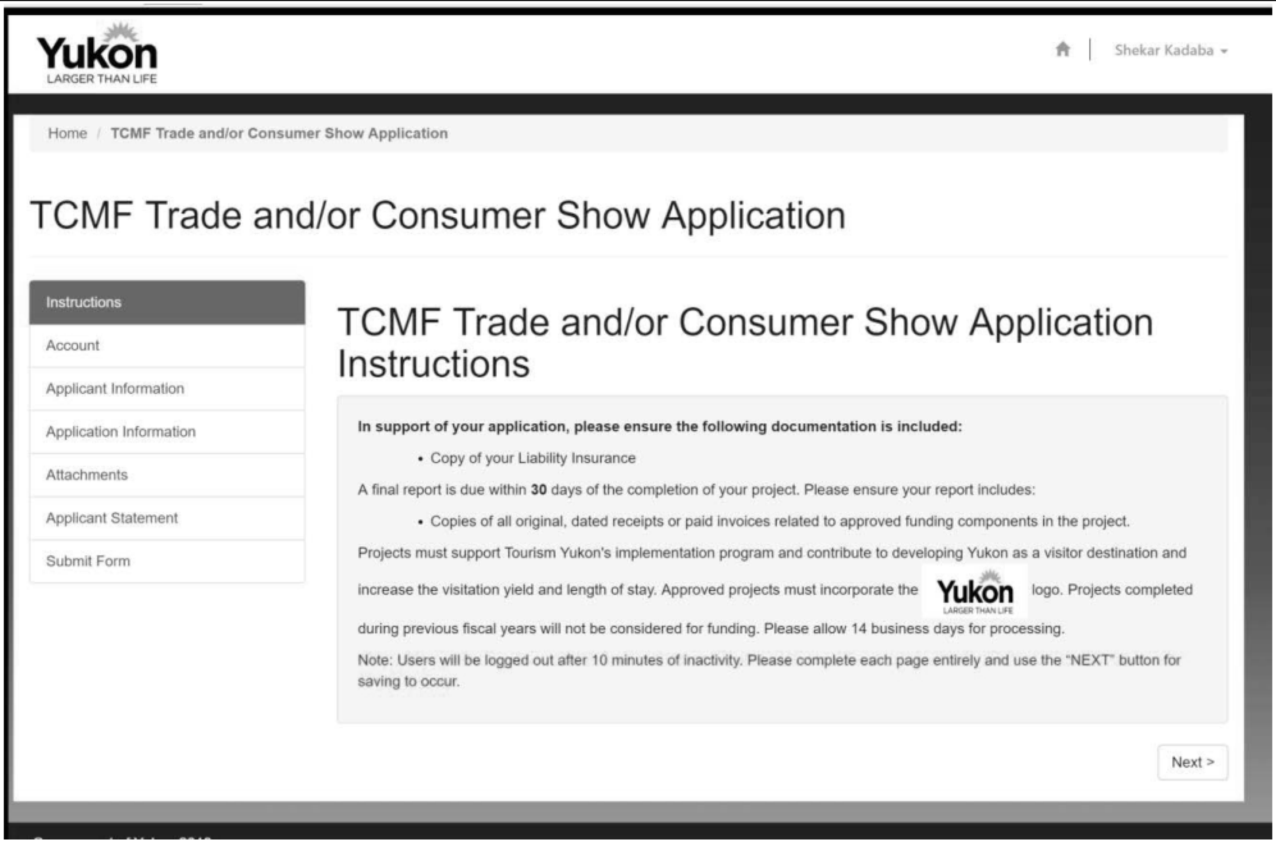
The Foundry BA works with the Key User and IT Manager to complete the closing activities defined in this phase. The Project Manager works closely with the Client Project Manager to complete the closing activities with support and assistance from the consultants. It is important that the Client Project Manager manages the availability of the customer resources needed during this time. The Operation phase involves the final activities required to close out the project and transition the solution and knowledge to the customer.

The Program Management team prepares the final invoices, lessons learned, the project closure report, and prepares for the formal Project Closure meeting. The team also prepares a folder with all the project deliverable documents with their acceptance forms. These documents are reviewed with the Ministry to obtain final approval and acceptance.

## 2. DESCRIBE THE PROPONENT'S PROPOSED APPROACH TO ENSURING THE SYSTEM IS ACCESSIBLE AND EASY TO NAVIGATE FOR NEW AND RETURNING APPLICANTS REGARDLESS OF THEIR ROLE (INDIVIDUAL, ORGANIZATION, ASSESSOR OR STAFF)

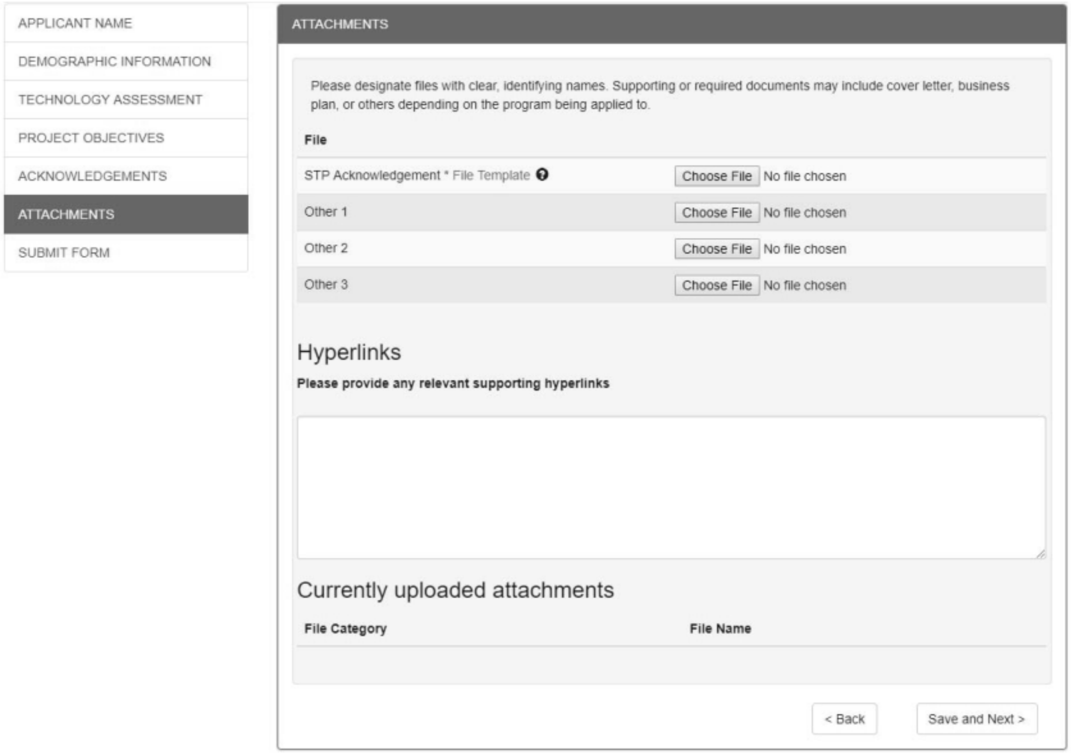
The design principles for the applicant portal is based on open web standards for accessibility and usability guidelines with an emphasis on guiding the applicant through the process without the need for any formal training. Our portals are in use across multiple municipal and provincial governments grant programs for citizens in Alberta, Calgary and Yukon.

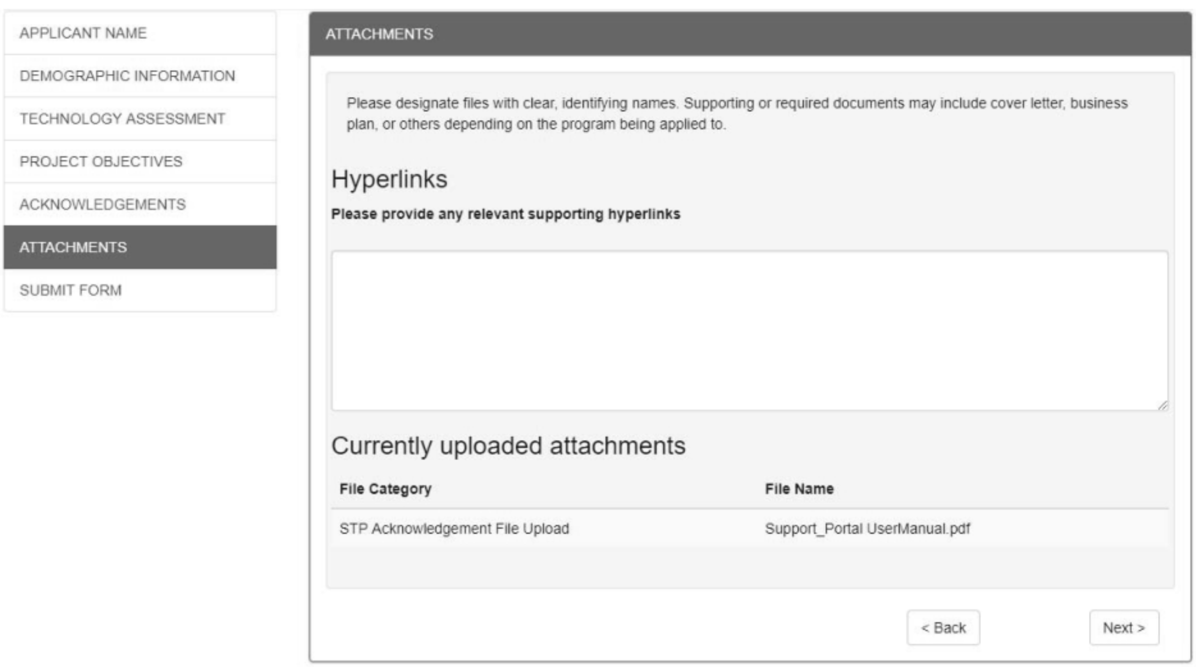
Through its "Wizard" like interface, the portal guides applicants from one step to another and allowing for returning to an incomplete application at a later point in time to be submitted.



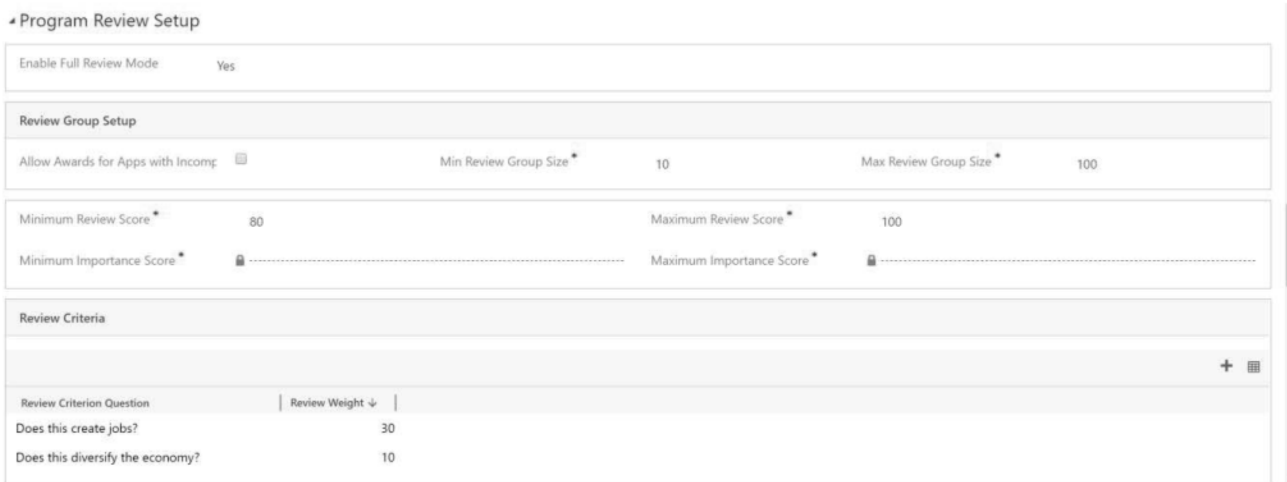

## 3. DESCRIBE THE PROPONENT'S PROPOSED PROCESS TO ENSURE THAT SUBMISSION CAN BE INCLUSIVE OF MANY DIFFERENT FILE TYPES, SIZES AND MEDIA MODES.

Using the grantworks for D365 portal, end-users have the option to upload images, audio and video recordings in the solution and attach them to their applications. This allows for the Ministry to capture additional information that may require attachments to an application. Within the solution itself, Files (assets) are stored in Azure blobs storage, as are pictures and media in email messages. If granted access to a user, when the user opens the media record, an iFrame can be used to display the scanned document or audio video contents. grantworks for D365 also allows program staff to attach files to grant records, organizational records and personal profiles including documents, spreadsheets, pdfs or media.


APPLICANT NAME
DEMOGRAPHIC INFORMATION
TECHNOLOGY ASSESSMENT
PROJECT OBJECTIVES
ACKNOWLEDGEMENTS
ATTACHMENTS
SUBMIT FORM
ATTACHMENTS
Please designate files with clear, identifying names. Supporting or required documents may include cover letter, business plan, or others depending on the program being applied to.
File
STP Acknowledgement * File Template
Choose File No file chosen
Other 1
Choose File No file chosen
Other 2
Choose File No file chosen
Other 3
Choose File No file chosen
Hyperlinks
Please provide any relevant supporting hyperlinks
Currently uploaded attachments
File Category
File Name
< Back
Save and Next >

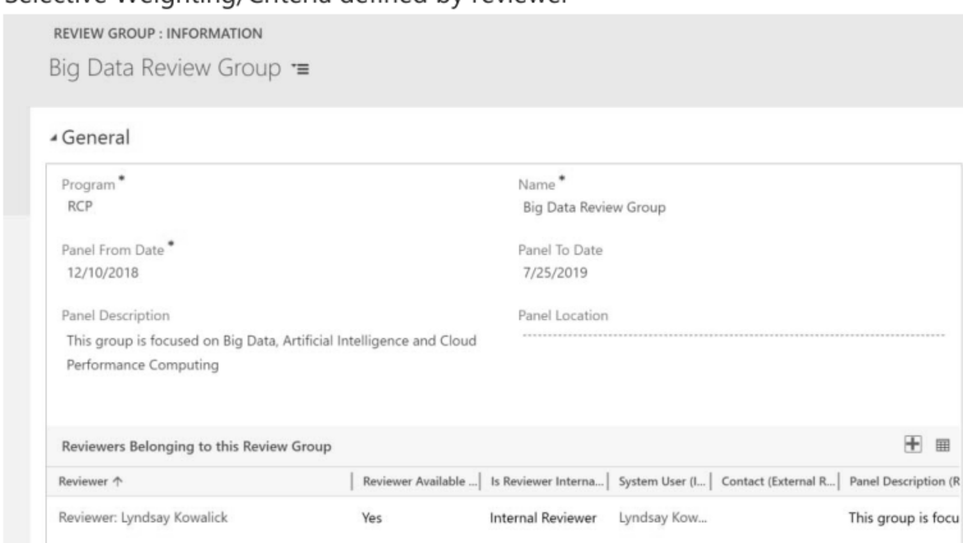

APPLICANT NAME
DEMOGRAPHIC INFORMATION
TECHNOLOGY ASSESSMENT
PROJECT OBJECTIVES
ACKNOWLEDGEMENTS
ATTACHMENTS
SUBMIT FORM
ATTACHMENTS
Please designate files with clear, identifying names. Supporting or required documents may include cover letter, business plan, or others depending on the program being applied to.
Hyperlinks
Please provide any relevant supporting hyperlinks
Currently uploaded attachments
File Category
File Name
STP Acknowledgement File Upload
Support_Portal UserManual.pdf
< Back
Next >

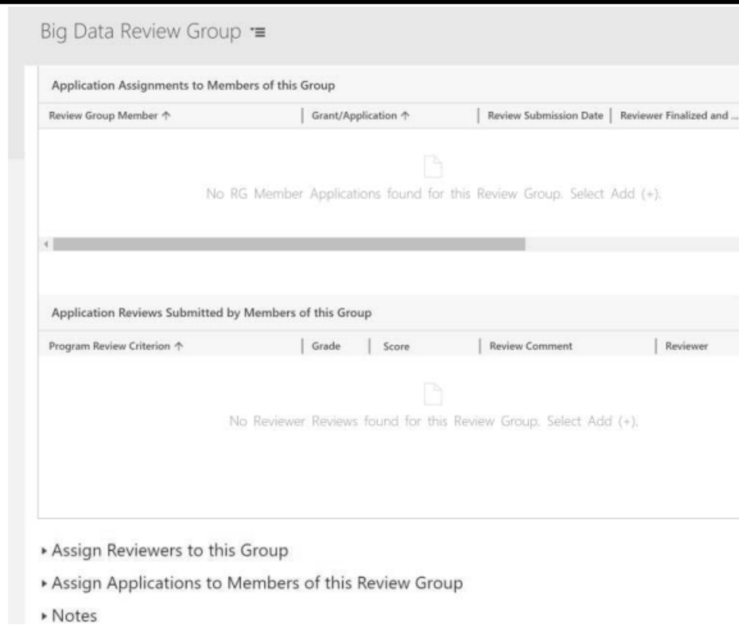
4. EXPLAIN HOW THE PROPONENT WILL ENSURE QUALITY AND EASE OF ACCESS TO KEY FILES IN SUPPORT OF A PEER ASSESSOR PROCESS. THIS MUST INCLUDE THE CAPABILITY OF BCAC STAFF TO CONTROL INDIVIDUAL ACCESS LEVEL FOR THOSE IN A PEER ASSESSOR ROLE AND THE ABILITY OF PEER ASSESSORS TO LOG IN AND EASILY IDENTIFY FILES FOR ADJUDICATION AND THE ABILITY TO RECORD COMMENTS AND SCORES ON INDIVIDUAL FILES.



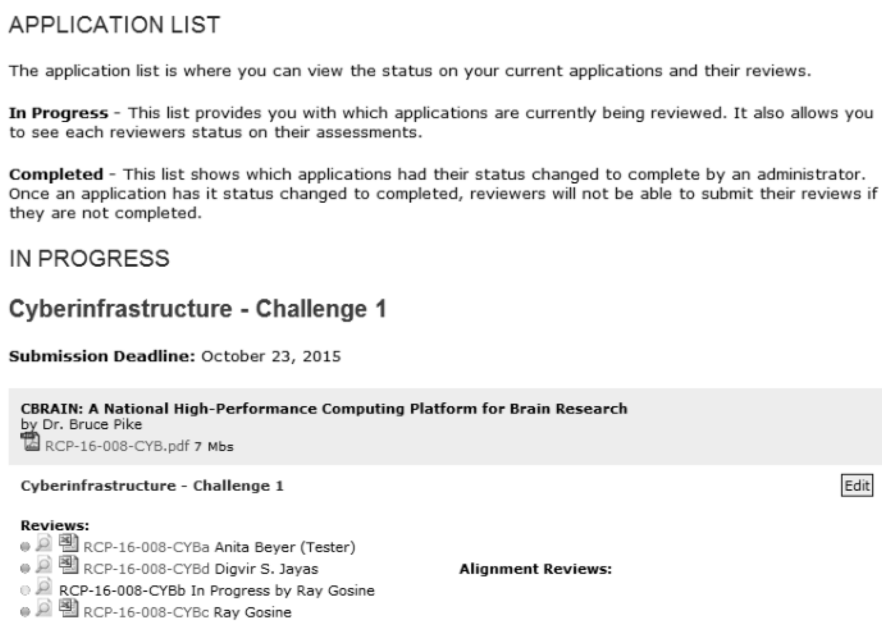

grantworks for Dynamics 365' Peer review module allows for BCAC staff to easily manage the peer review process with the following features:

1. Peer Review Skill Management
2. Peer Review Grouping
3. Reviewer selection
4. Selective Weighting/Criteria defined by reviewer






Peer Reviewers are then able to log in to the portal to review and assess their assigned applications



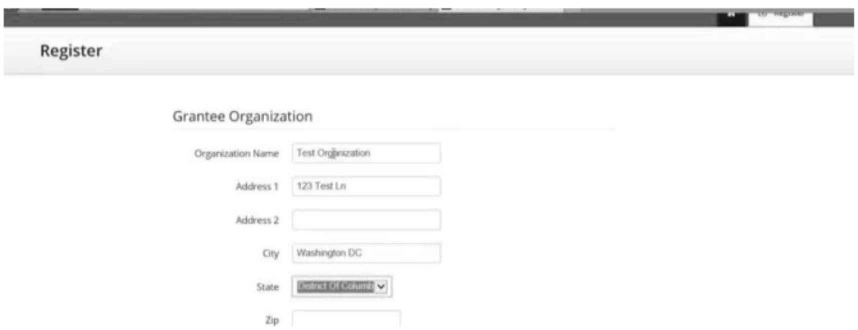

Granting access to files within the solution is determined by the extensive role-based security functionality. grantworks for D365 allows field level security controls so that only staff with permission are authorized to view/create/edit files. Role-based user access and authorization is managed through the System Administration area. With regards to restricting access to end-users, a user within the solution can only display and grant access through the portal that they ultimately want the end-user to access. For example, if document X is for internal use only, a user will decide that this document will not be displayed to the end-user's portal and there is no way that the end-user will be able to gain access to it. Assigning applications to reviewers could be manual or automated as desired by BCAC.

## END USER NAVIGATION & ACCESSIBILITY

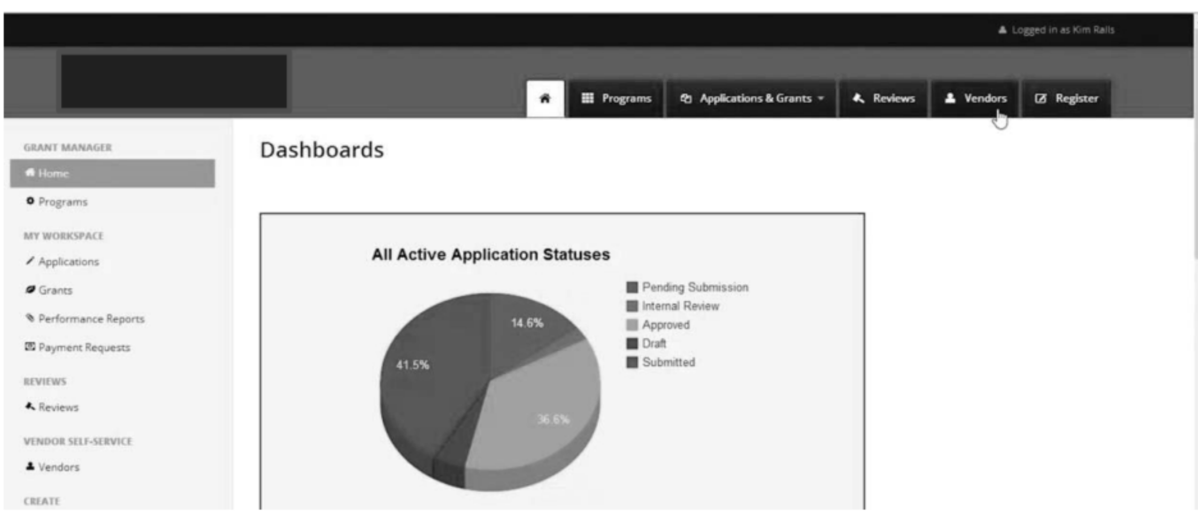
grantworks for D365 is built on the Industry leading Dynamics 365 platform and leverages its accessibility and compatibility with major web browsers such as Google Chrome, Mozilla Firefox, Apple Safari and Microsoft Internet Explorer. This allows end-users to access the solution on many different web browsers or platforms. Additionally, the solution includes a fully equipped end-user portal for individuals to keep track of active or submitted applications, update profile information, gain access to new and existing postings, as well as monitor their successfully rewarded grants. The following screenshots display the user-friendly portal that individuals will have access to after the creation of their profile. Please note that the portal can be branded to fit the needs of the Ministry:

### GRANTEE PORTAL – LOG IN

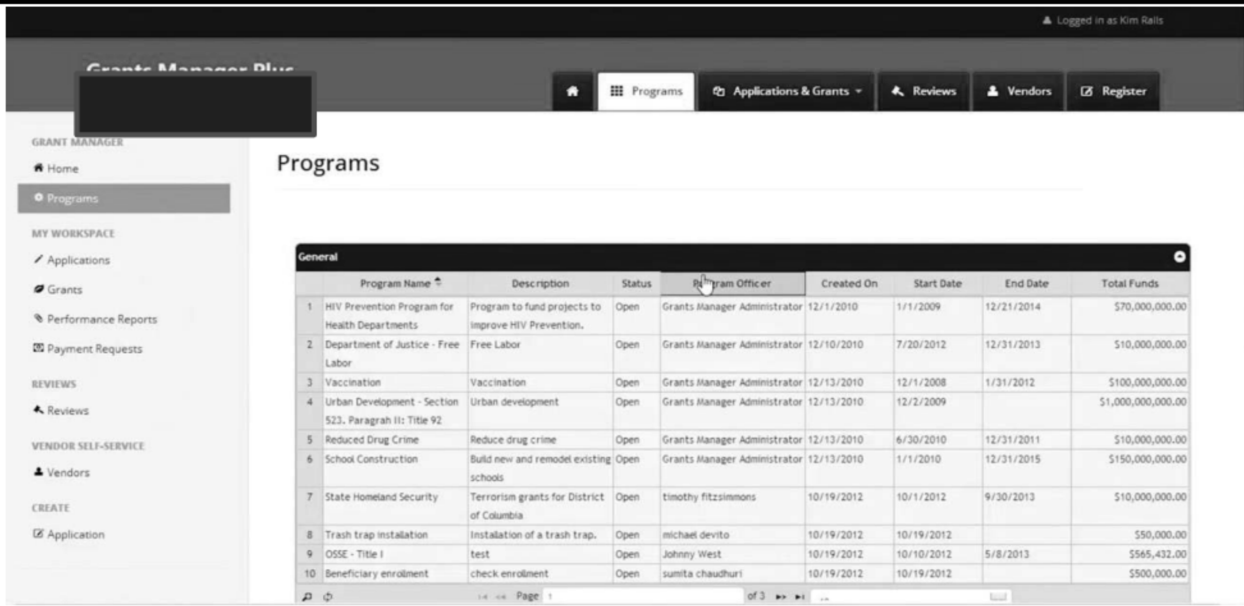
The Grantee Portal is based on the Microsoft Dynamics 365 Portals and acts as an external facing interface for grants to be submitted. Note that the user interface, fields, and overall look and feel are completely configurable and can be branded to meet the Ministry's standards.




### GRANTEE PORTAL - DASHBOARDS

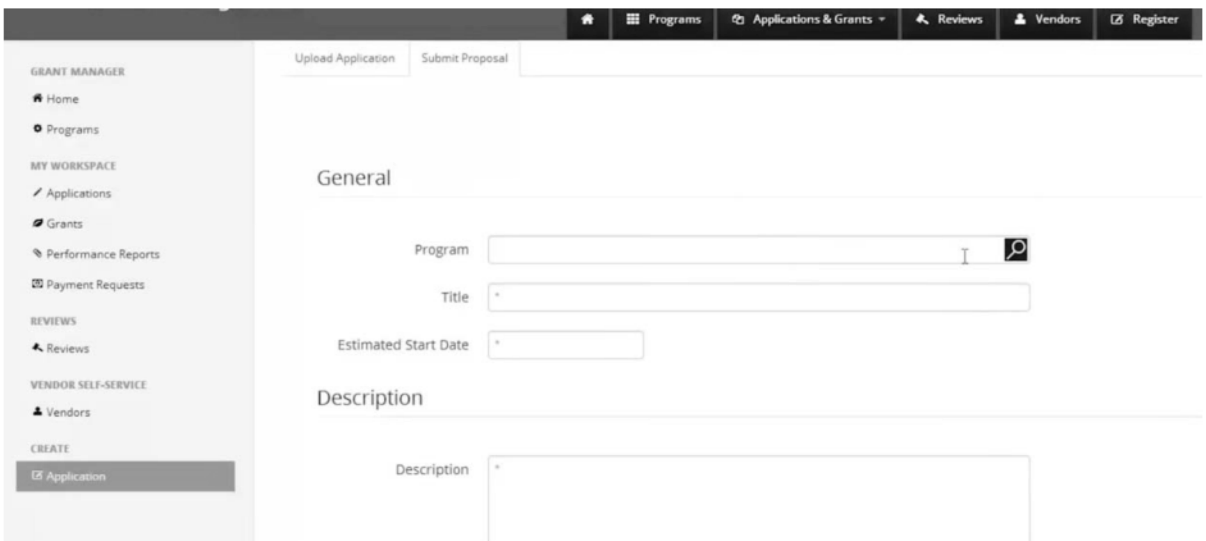



### GRANTEE PORTAL - PROGRAMS VIEW

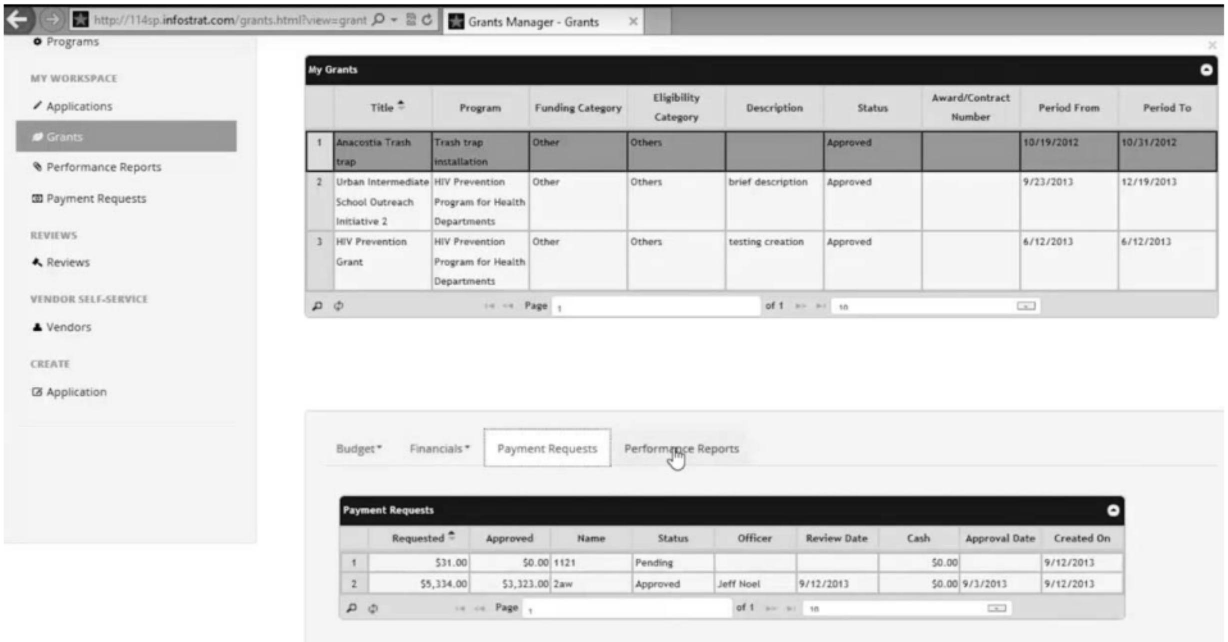



| | Program Name | Description | Status | Program Officer | Created On | Start Date | End Date | Total Funds |
|---|---|---|---|---|---|---|---|---|
| 1 | HIV Prevention Program for Health Departments | Program to fund projects to improve HIV Prevention. | Open | Grants Manager Administrator | 12/1/2010 | 1/1/2009 | 12/21/2014 | $70,000,000.00 |
| 2 | Department of Justice - Free Labor | Free Labor | Open | Grants Manager Administrator | 12/10/2010 | 7/20/2012 | 12/31/2013 | $10,000,000.00 |
| 3 | Vaccination | Vaccination | Open | Grants Manager Administrator | 12/13/2010 | 12/1/2008 | 1/31/2012 | $100,000,000.00 |
| 4 | Urban Development - Section 523. Paragrah II: Title 92 | Urban development | Open | Grants Manager Administrator | 12/13/2010 | 12/2/2009 | | $1,000,000,000.00 |
| 5 | Reduced Drug Crime | Reduce drug crime | Open | Grants Manager Administrator | 12/13/2010 | 6/30/2010 | 12/31/2011 | $10,000,000.00 |
| 6 | School Construction | Build new and remodel existing schools | Open | Grants Manager Administrator | 12/13/2010 | 1/1/2010 | 12/31/2015 | $150,000,000.00 |
| 7 | State Homeland Security | Terrorism grants for District of Columbia | Open | timothy fitzsimmons | 10/19/2012 | 10/1/2012 | 9/30/2013 | $10,000,000.00 |
| 8 | Trash trap installation | Installation of a trash trap. | Open | michael devito | 10/19/2012 | 10/19/2012 | | $50,000.00 |
| 9 | OSSE - Title I | test | Open | Johnny West | 10/19/2012 | 10/10/2012 | 5/8/2013 | $565,432.00 |
| 10 | Beneficiary enrollment | check enrollment | Open | sumita chaudhuri | 10/19/2012 | 10/19/2012 | | $500,000.00 |

## GRANTEE PORTAL – GRANT APPLICATION AND PROPOSAL SELF-SERVICE PROCESS



GRANTEE PORTAL – BUDGETS, FINANCIALS, PAYMENT REQUESTS & PERFORMANCE REPORTING



## 5.3 PRICE

The pricing for the grantworks solution has components that include licensing and also the configuration as needed.

### LICENSING AND SUPPORT – RECURRING COSTS

grantworks for Dynamics 365 requires all users to have appropriate Microsoft Dynamics 365 licenses. The cost for Dynamics 365 licenses is already included within the pricing shown below. grantworks thus follows the named user licensing model for all users, based on the tiers. Applicants do not require any licensing, however there is a need for the portal license. Peer Reviewers require a lighter form of licensing. Licenses may be reallocated between reviewers. We have thus estimated 100 licensed users for the 200 occasional peer assessors. Licensing is based on a monthly per user license fee and an annual subscription. We have also assumed 3 system administrator users that may be responsible for program setup, modification of any forms and fields as needed. A test

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## CONFIGURATION AND IMPLEMENTATION COSTS – ONE TIME COST

The Foundry operates on a blended hourly rate model for our certified resources. Our blended hourly rate for the engagement is $160. Based on the requirements within the RFP, and the associated project plan attached, the following implementation effort and associated costs have been estimated. The Foundry team would be able to provide a fixed bid on implementation upon completion of the Analysis and Design Phase.

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## ASSUMPTIONS

1. Costs provided do not include living, travel expenses or applicable taxes
2. Frequency Foundry's consultants are based in Calgary, Alberta and at times may require travel to BCAC locations. Travel shall be billed at cost and with the prior approval of BCAC designate project manager.
3. Estimated effort has been provided based on our prior experience implementing multiple grant programs for a wide range of clients.
4. Estimated effort is based on the configuration of 15 low complexity and 7 medium-high complexity grant programs
5. Portal complexity, screens, validations and desired user interface can impact the complexity of the implementation.
6. Post approval reporting, nature of the reports and any advanced calculations may impact the complexity of implementation.

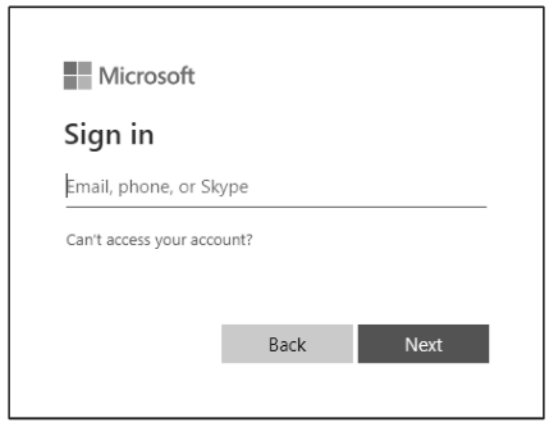
## 5.4 DEMONSTRATION CRITERIA

### 5.4.1 ACCESS

DEMONSTRATE THE ABILITY TO ACCESS THE SYSTEM, LOG ON TO THE SYSTEM AND MANAGE PERMISSIONS AND ACCESS CONTROL LISTS (ACLS).

To log-in to solution's CRM environment, a user must enter the web URL in the address bar of the web browser (Windows Explorer, Google Chrome etc.). From there, a user will be able to log in with a valid email address and password. User's accounts must be setup in the CRM prior to attempting to login. The setup is conducted by the Administrator.

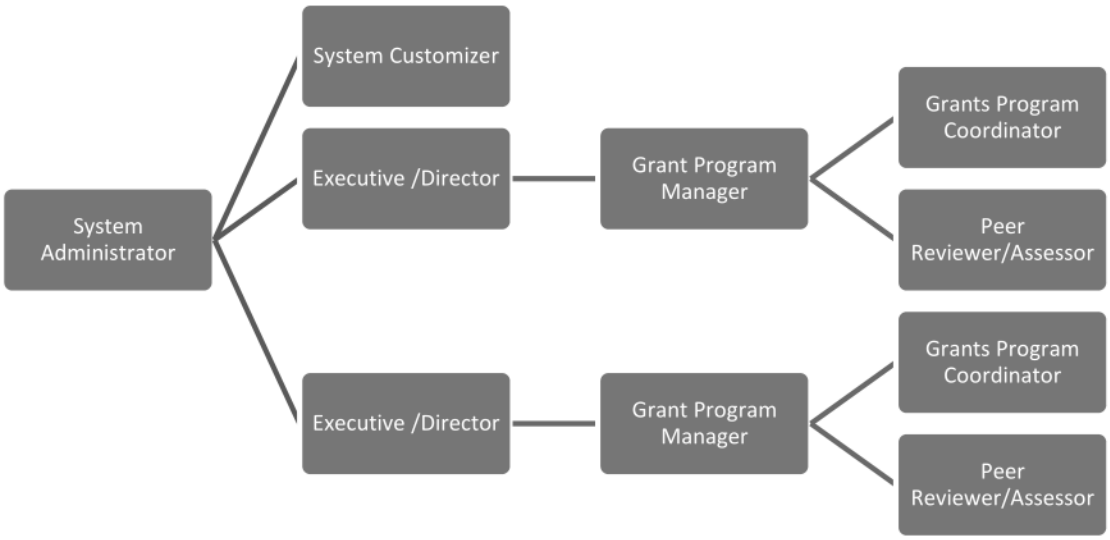
1. Enter a valid email address
2. Enter a valid password
3. Click "Sign in" button




Managing permissions and access control lists is completed by the role-based security functionality located in the System Administrator area of the solution. For an example from an existing user training module regarding grantworks for D365's role-based security functionality, please refer to **Appendix C: Security Roles and User Management.**

DEMONSTRATE THE VARIOUS CLASSES OF USERS FOR THE SYSTEM (I.E., USER, SYSTEM MANAGER, ETC.).

The following represents the hierarchy of roles available within the system.



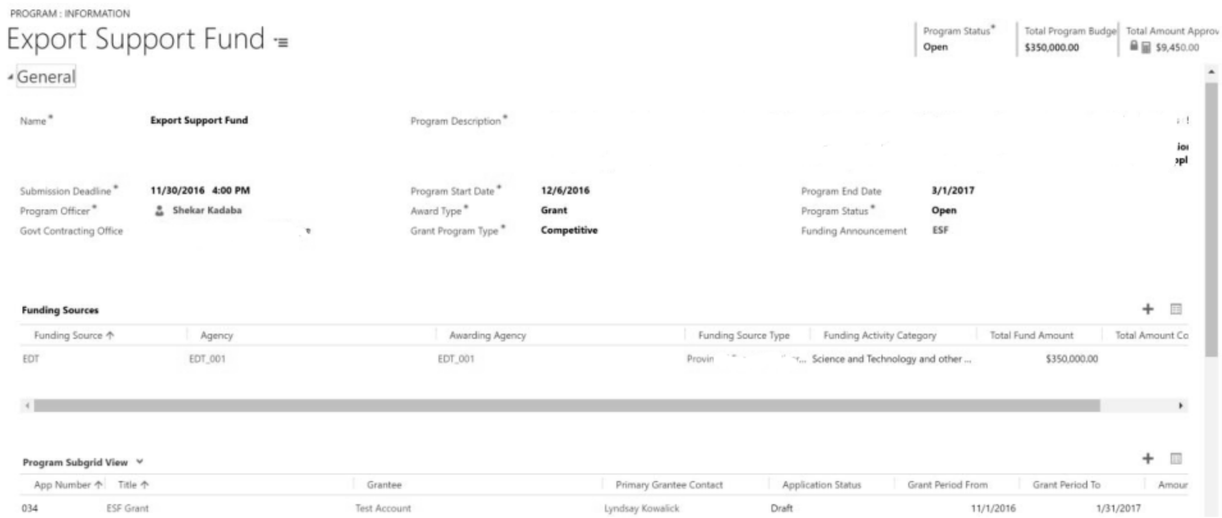

### 5.4.2 USER INTERFACE

DEMONSTRATE THE SYSTEM'S USER INTERFACE.

The following section demonstrates the **internal user interface** for grantworks for D365 solution. Please note that the demonstrated screenshots are only a subset of the available out-of-the-box features and possible configurations.

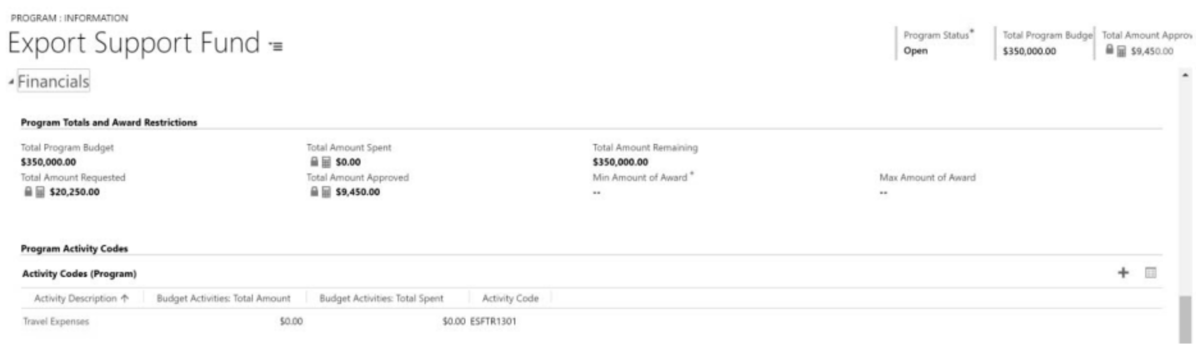
## GRANT PROGRAMS

The Grant Programs entity allows you to define specific grant programs and funding sources.

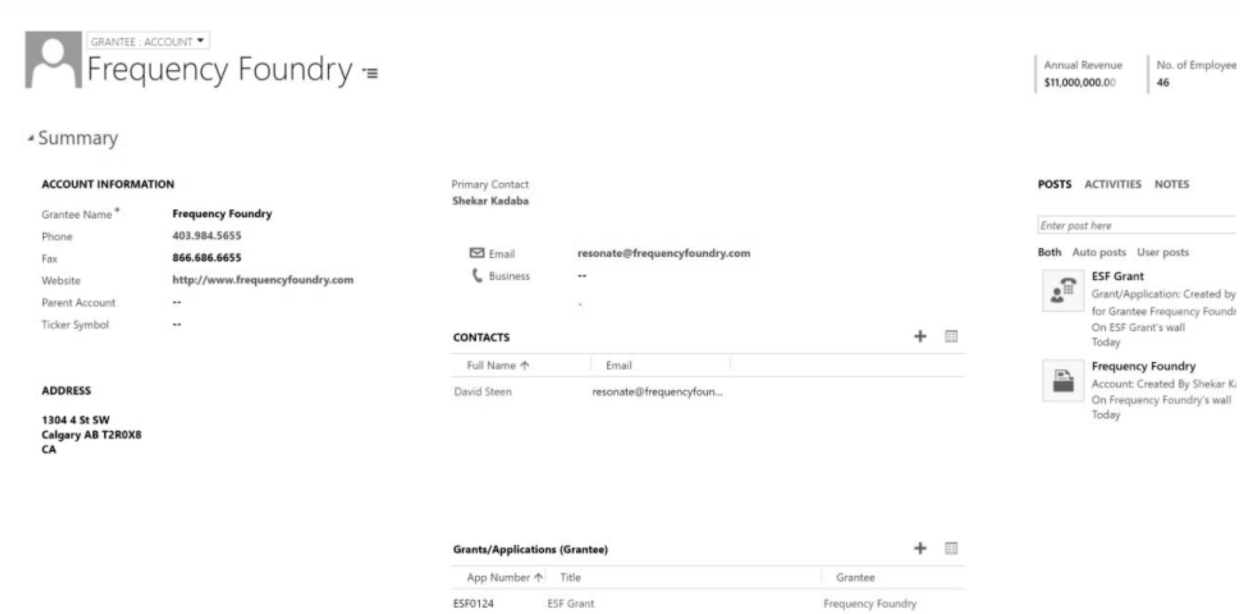



## GRANT FINANCIALS MANAGEMENT

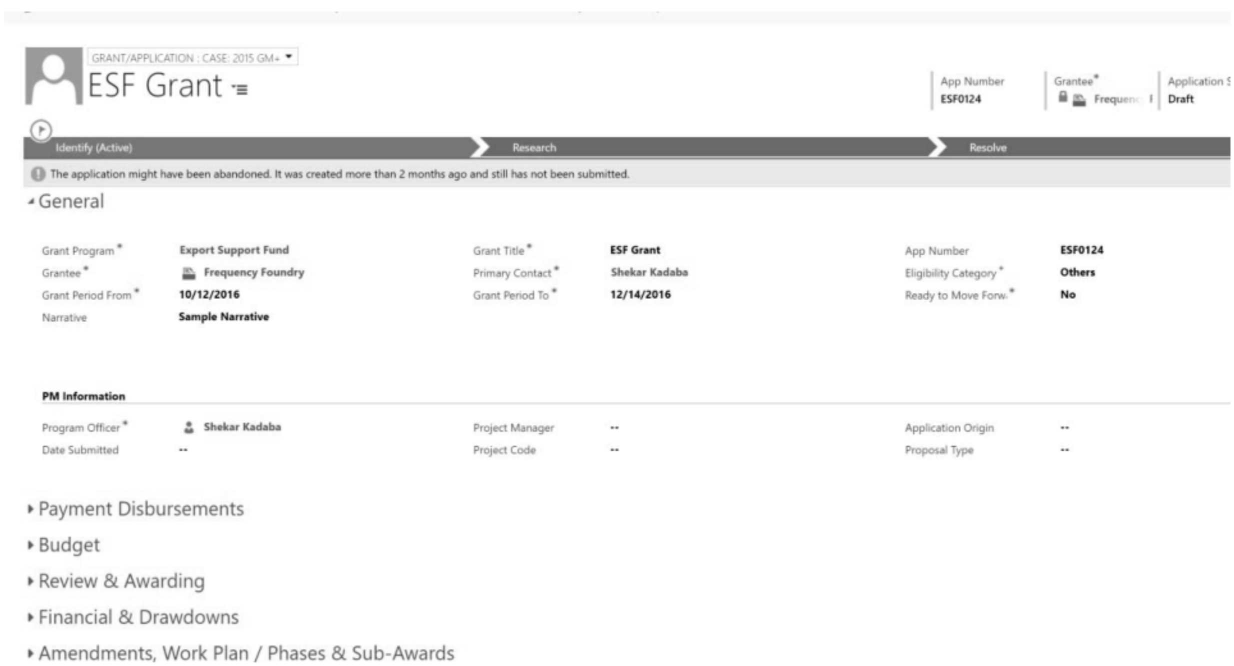
Additionally, detailed financial information on the programs may also be managed within the entity



## GRANTEE MANAGEMENT



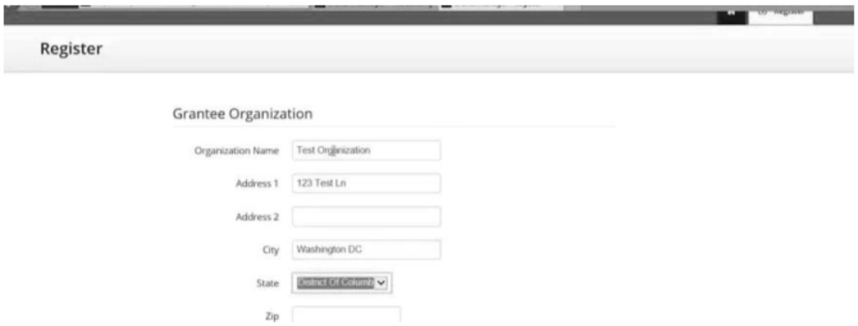

## GRANT APPLICATION



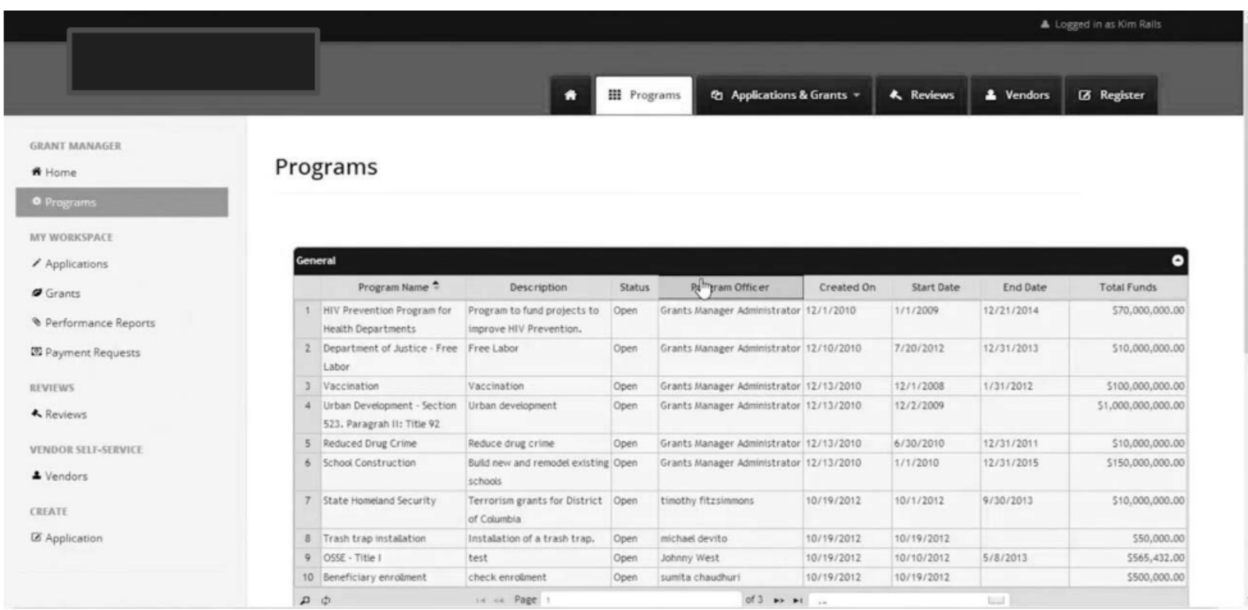
The following section demonstrates the **external user interface** for grantworks for D365 solution. Please note that the demonstrated screenshots are only a subset of the available out-of-the-box features and possible configurations.

## GRANTEE PORTAL – LOG IN

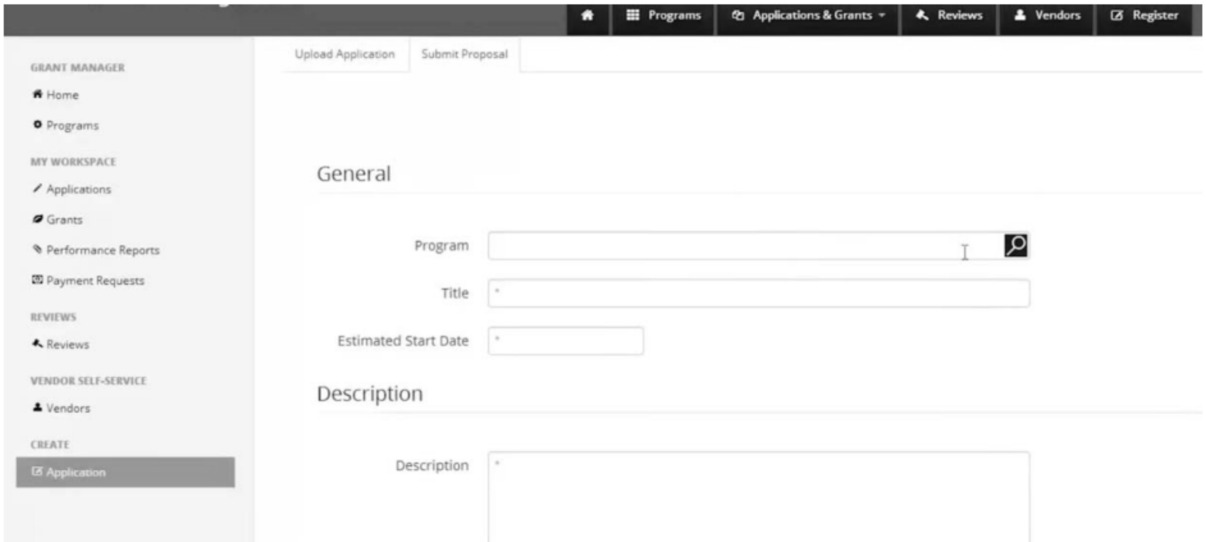
The Grantee Portal is based on the Microsoft Dynamics 365 Portals and acts as an external facing interface for grants to be submitted. Note that the user interface, fields, and overall look and feel are completely configurable and can be branded to meet the Ministry's standards.



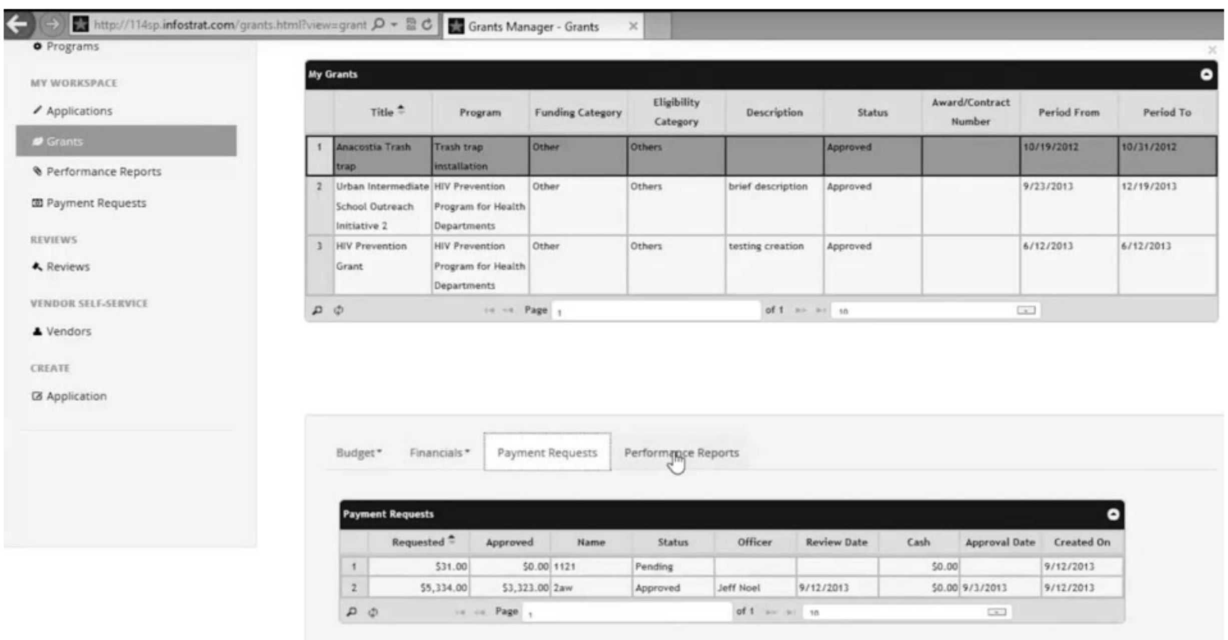

## GRANTEE PORTAL - PROGRAMS VIEW



## GRANTEE PORTAL – GRANT APPLICATION AND PROPOSAL SELF-SERVICE PROCESS




## GRANTEE PORTAL – BUDGETS, FINANCIALS, PAYMENT REQUESTS & PERFORMANCE REPORTING

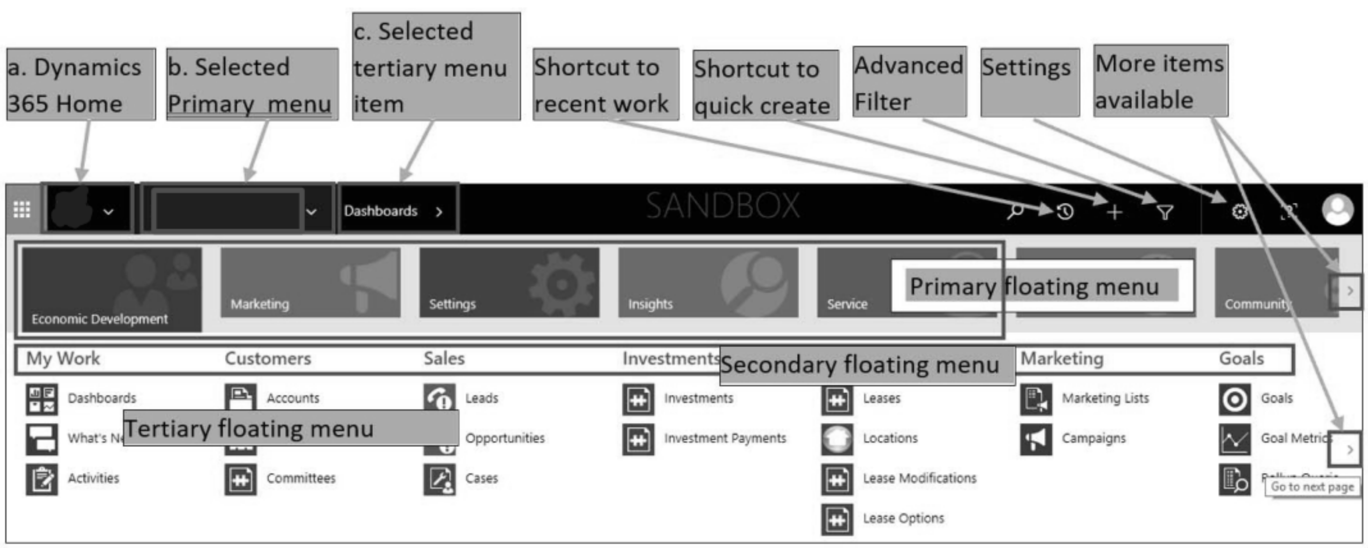


## DEMONSTRATE HOW TO NAVIGATE THROUGH THE SYSTEM.

From the Dashboard page, you can navigate to any section of the system. Let us use the following conventions for the same of simplicity and consistency:

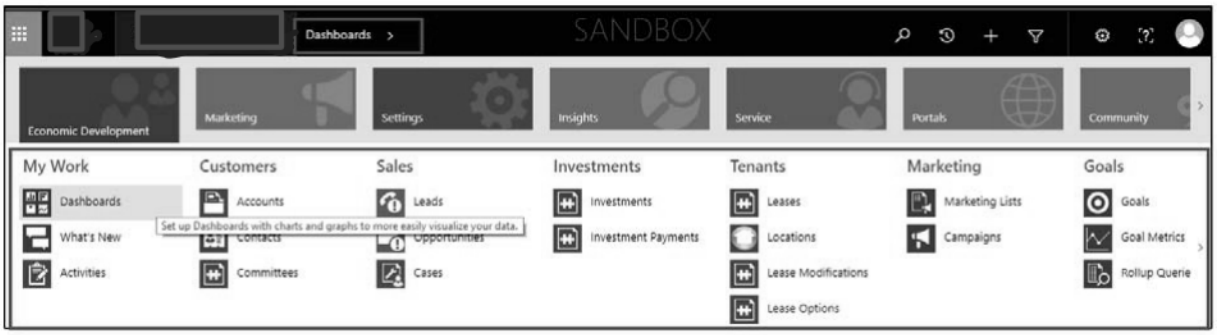
a. The down arrow (**v**) Home to Dynamics 365 system where you can access other elements or applications built on Microsoft Dynamics 365 platform.
b. The down arrow (**v**) is considered the Primary navigation. By clicking this, you can access other primary and secondary navigation areas from the floating menu. You can see that the currently selected Primary navigation is slightly extended downwards compared to others
c. The item that is displayed next to Primary menu is the selected tertiary menu. In the screenshot below, it is Dashboard. Clicking the Primary navigation displays an array of secondary level menu (also known as Ribbon) available to a user.
d. Notice that if more secondary level menu items are available, an arrow (**>**) will be available. Clicking the arrow acts as a slider to display more secondary level items.
e. To access third level menu items related to a specific secondary level item, mouse-over the secondary level menu and click a specific item which provides third level menu related to that item as shown below:

To simplify the navigation process and for the sake of consistency, the document has been written to start each navigation to individual processes from Primary navigation.



Notice that Microsoft Dynamics CRM menus are designed as floating menu. If you move the mouse outside the boundary of the ribbon, the items will be displayed for access. If you move the mouse outside that area, the menu will be collapsed or disappears.

Also, notice that once you have clicked and accessed a tertiary level item, the top-level ribbon will display the second level item related to the menu.

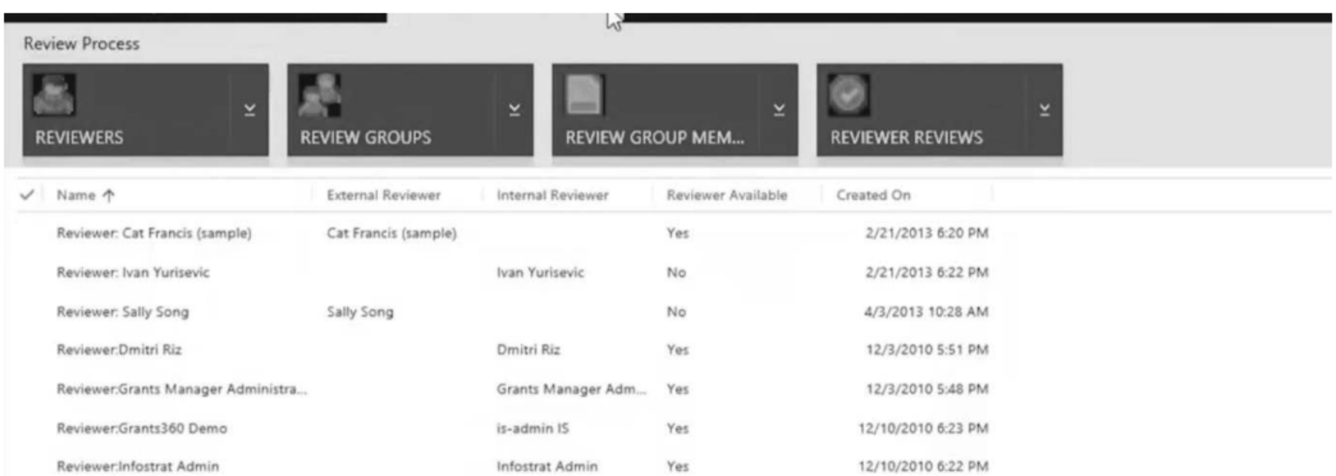



## DEMONSTRATE HOW TO MOVE BETWEEN SCREENS WITHIN THE SYSTEM.

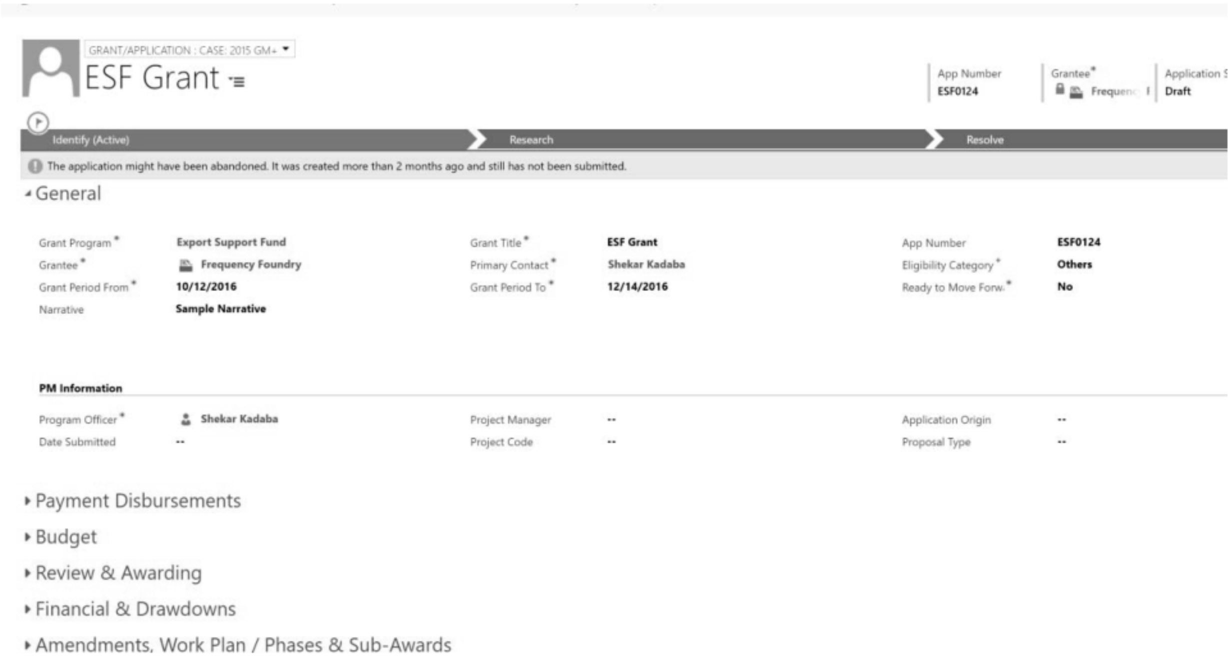
Please refer to the previous question. The main navigation bar provides a drop-down menu which displays several different "screens" of the solution. From this menu, a user will be able to change and access all screens.

## DEMONSTRATE HOW AN EXTERNAL PEER ASSESSOR WOULD ACCESS AND REVIEW FILES IN THE SYSTEM

An external peer assessor is able to access and review files in the system using grantworks' peer review portal. Access to the portal for the peer assessors, and assignment of specific application to assessors is managed from the CRM interface by program staff.



## GRANT APPLICATION

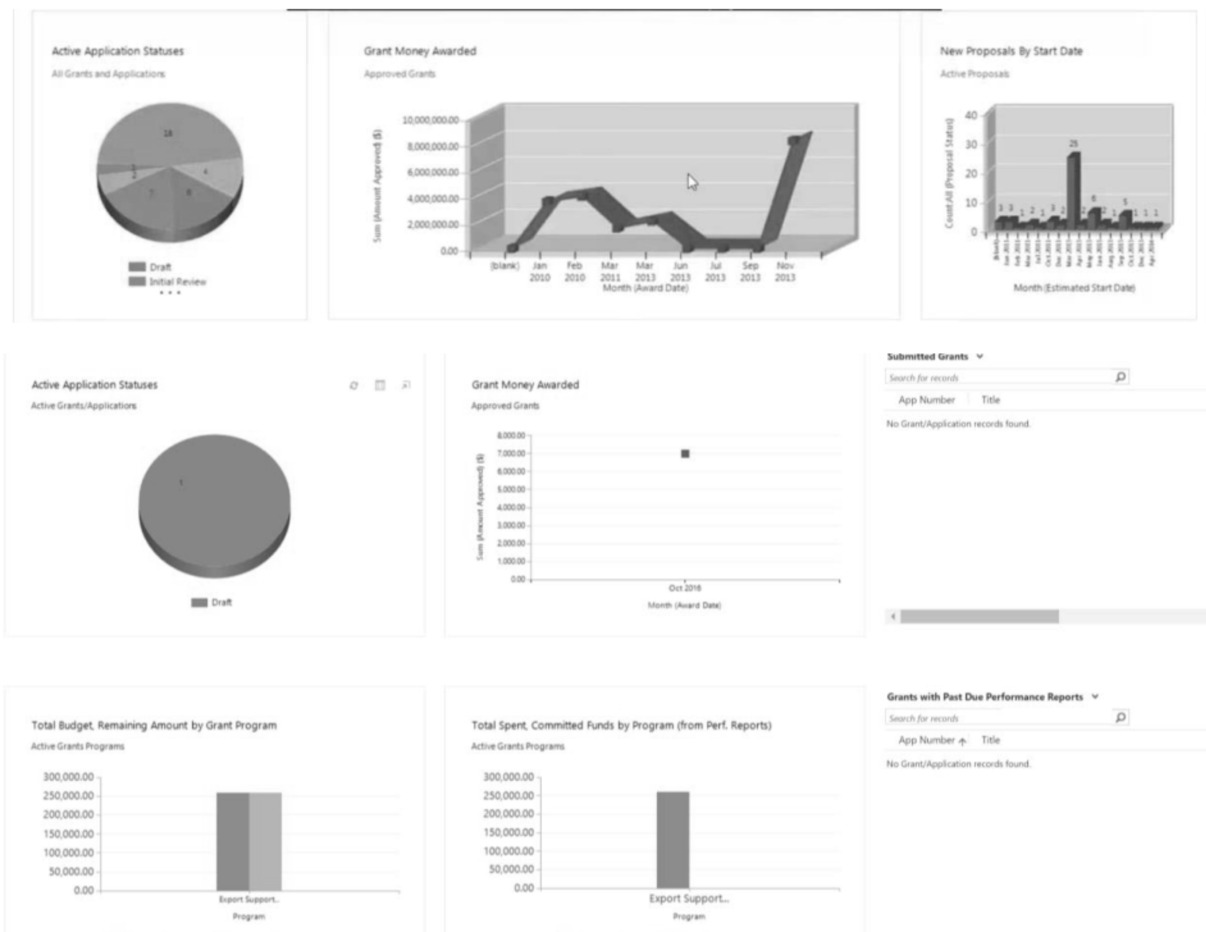


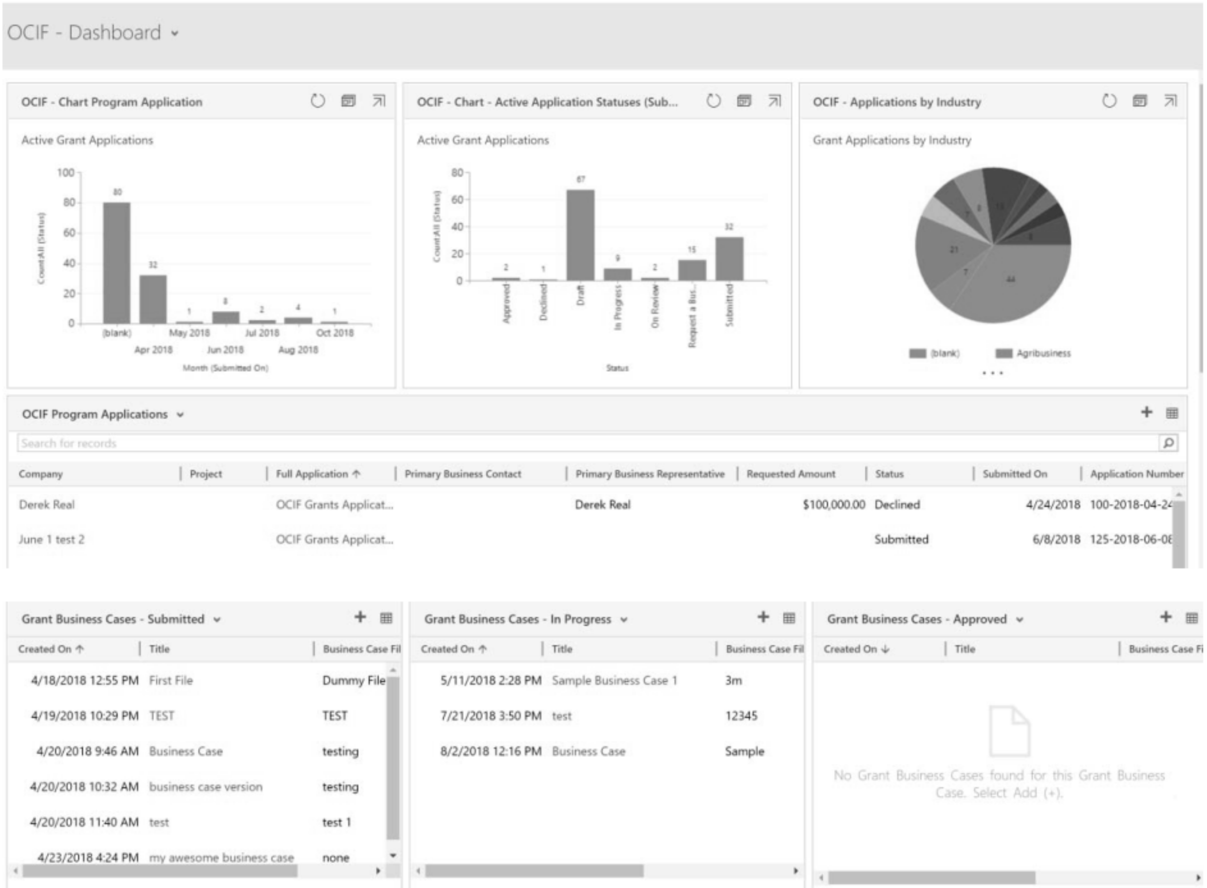
## 5.4.3 REPORTING CAPABILITIES

### DEMONSTRATE DASHBOARDING AND BUILT-IN REPORTING FEATURES.

grantworks for Microsoft Dynamics 365 provides role and user-specific dashboard functionality out of the box along with the ability to create additional user-definable dashboards. These dashboards provide real-time composite views of key performance indicators (KPIs) and can also be tailored to the specific needs of the user. Users can utilize a dashboard to see, at a glance, all the essential information needed to make key business decisions every day. grantworks dashboards are easy to create and are easy to revise as changing business needs require. Dashboards can be easily integrated directly into views or data entry forms and update in real time through the display of charts, views, iframes and web resources. The following graphic displays a typical users dashboard:

### GRANT DASHBOARDS

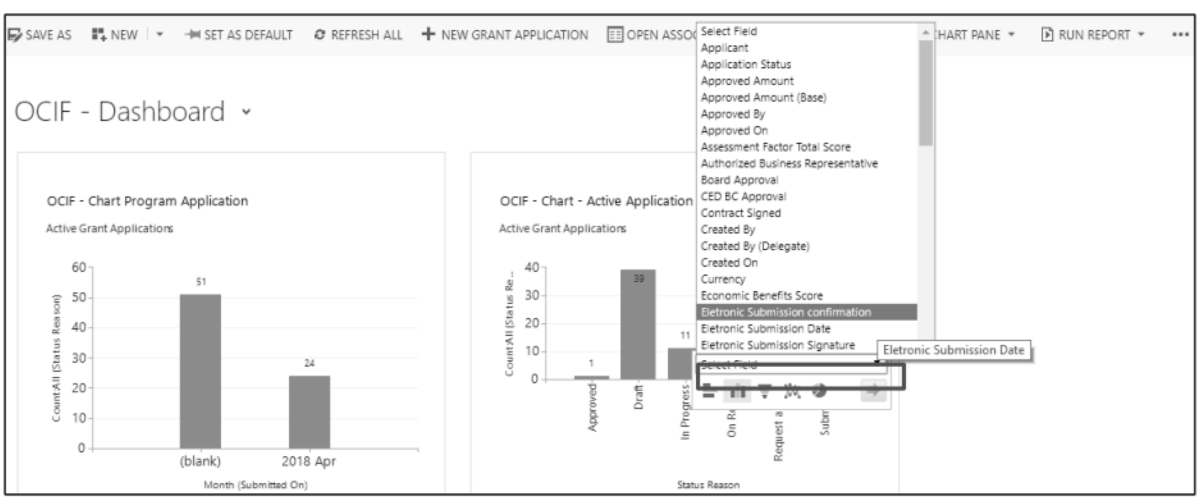





## VISUALIZE DATA IN DIFFERENT DASHBOARD CHARTS AND FOR OTHER FIELDS

Ministry users can try out different types of charts and see how your data looks when you use different fields for the calculations, right from within the dashboard layout. (No customization required.)

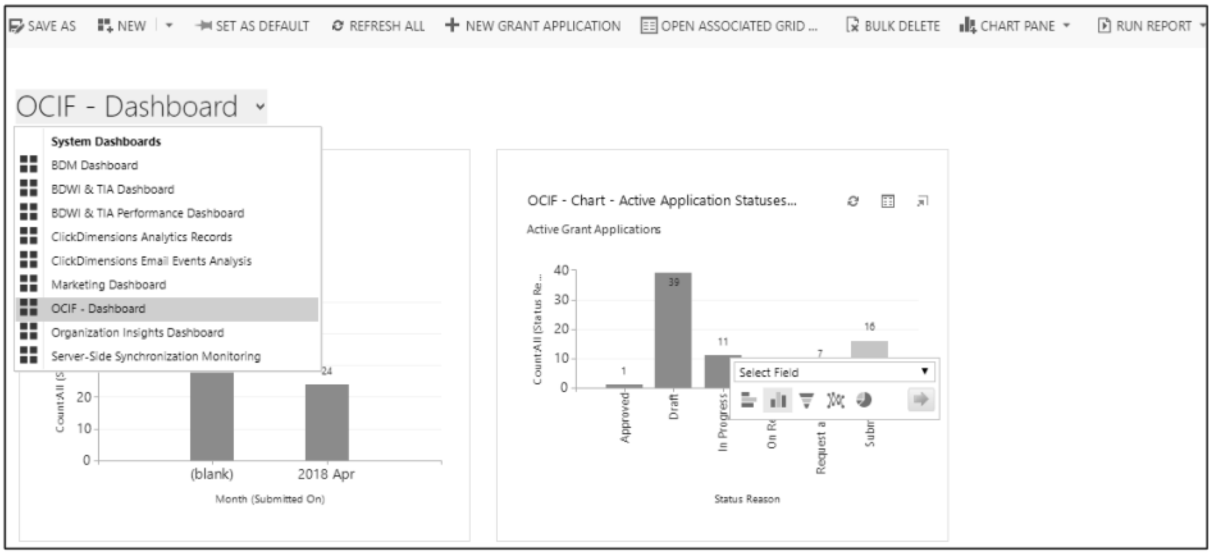
- On a dashboard, choose a segment to view the data in a different type of chart, such as a pie chart or bar graph. From the drop-down list, you can select a different field to use for the calculations, if you want.



## EXPLORE DASHBOARD LAYOUTS

The system comes with several different dashboard layouts to help you highlight the data and performance metrics you're most interested in. The best way to find one you like is to look at a few.

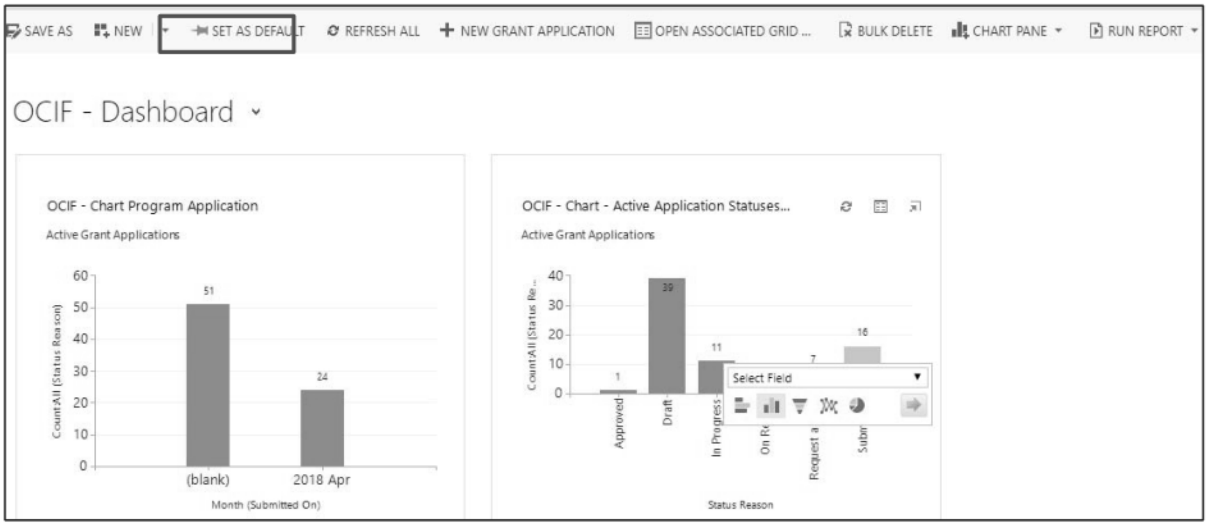
- To see a different dashboard layout, choose the down arrow next to the name of the dashboard, and then select the layout you want.



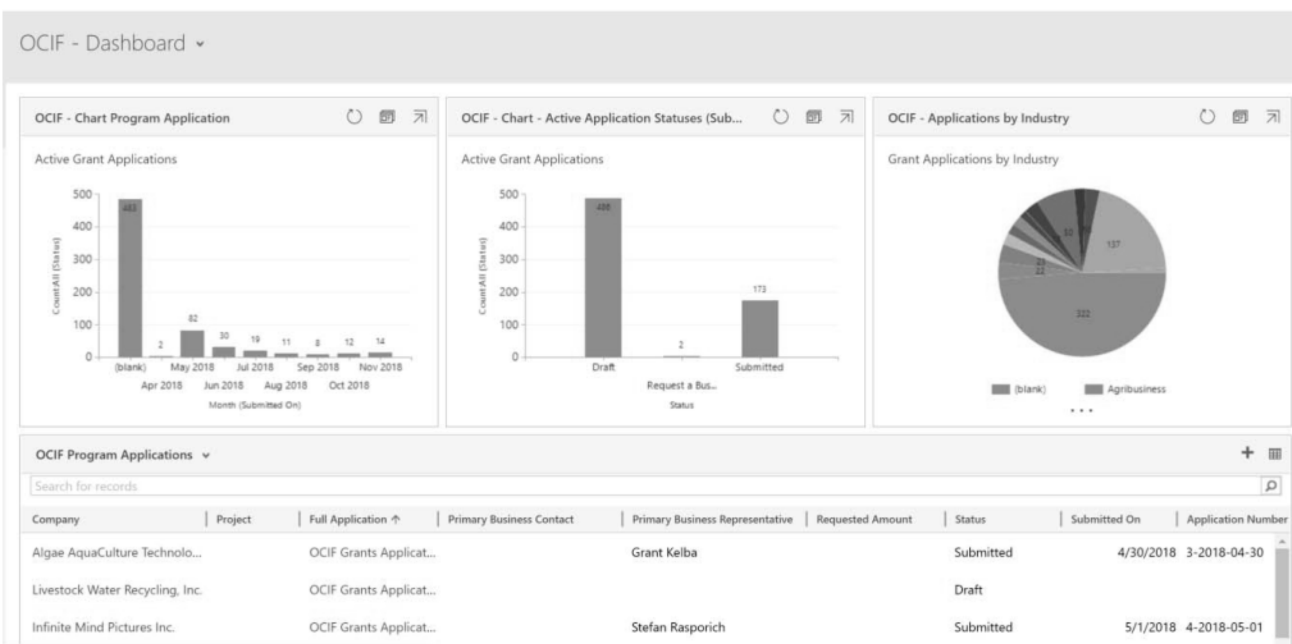
## SET YOUR DEFAULT DASHBOARD LAYOUT

When your system is set up, the system administrator picks a default dashboard layout that everyone sees when they first sign in. If you want to see a different dashboard, you can override the system-wide default.

- Display the dashboard you want, and then choose **Set as Default** at the top of the screen.




## VISUAL REPORTING




Dashboard capabilities in Microsoft Dynamics 365 allow organizations to instantly track top opportunities, key accounts, revenue by territory/owner, and other key metrics in real time with pre-built dashboards. Or they can easily create custom dashboards based on internal or external data. Inline visualizations allow users to turn data into insightful charts, graphs, and other visualizations. Users can use pre-built visualizations or use the drill-down capability to view the original data source for additional details and context.

Microsoft Dynamics 365 also introduces flexible goal management, which allows organizations to establish and display KPIs across any measurable quantity or event and present them graphically within the rich analytics framework provided as part of the system.

Microsoft SQL Server Reporting Services is the out of the box report writer for Microsoft Dynamics 365. Many different types of reports are provided out of the box. The Report Wizard allows users to instantly create an ad hoc report against any field in the database without IT assistance, and SQL reports can be written to include data from other data sets as well as from Microsoft Dynamics 365.

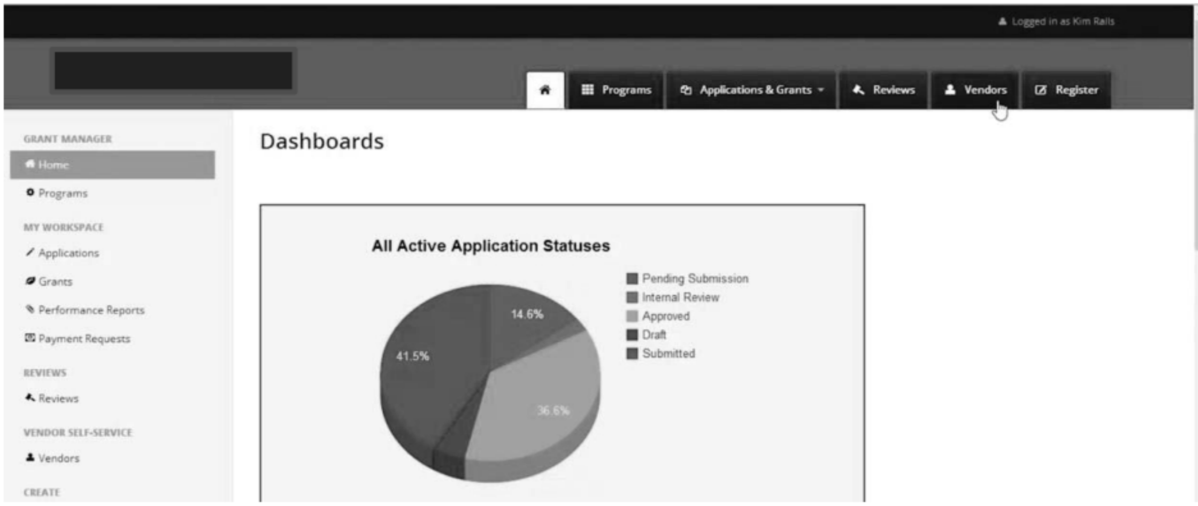
Participant and organization records are stored within Microsoft Dynamics 365's contact management system with the ability to provide a 360-degree view of both participant history and organization history as they relate to projects and grants.

grantworks for dynamics 365 includes several out of the box reports aimed at analyzing grant participant reporting, statistics and trends. Further, grantworks for Microsoft Dynamics 365 provides a broad suite of tools for end users to conduct their own analysis, modeling, and reporting of data within the system. These tools use a combination of in-application data controls as well as embedded Microsoft SQL Server Reporting Services and Microsoft SQL Server Analysis Services capabilities. Users can create rich, interactive, structured reports with integrated charting and drill-through analytics. Reports may be viewed and manipulated in a web browser, or published in a variety of formats including PDF, Excel, TIFF, or CSV for dissemination in the most appropriate medium. Additionally, interactive analytics and modeling are enabled through native integration with Microsoft Excel. Users can export data directly from the CRM platform into an Excel workbook, PivotTable report, or PivotChart dynamic view for rich analysis and manipulation that is familiar to a wide audience of users. Further, this feature allows dynamic data connections that keep the Excel data current with live CRM data, ensuring that users always have the latest information in their model.

Finally, live interactive dashboards and analytics can be built directly into the Microsoft Dynamics CRM user experience. This capability presents always up-to-date graphical representations of information which can be customized by the individual user or can be managed organizationally. Further, this capability allows users to click through to source data or to see data and charting side by side. User analysis is enabled through the ability to pivot and filter the represented data interactively to find new ways to model information and derive actionable insights from the information.

Analytics, available natively within Dynamics 365 Customer Engagement reporting and visualizations and through PowerBI, is designed to support a range of business intelligence maturity levels for grant program teams.

## GRANTEE PORTAL - DASHBOARDS

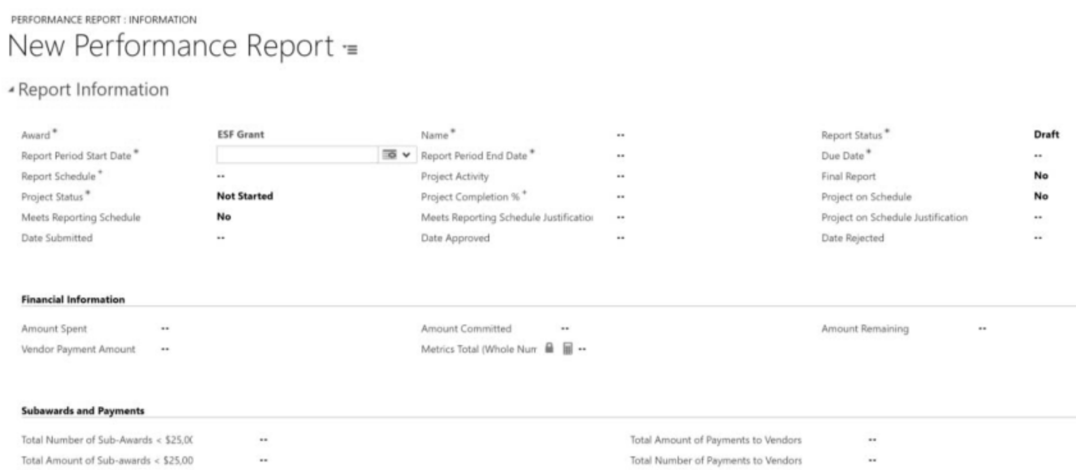



## DEMONSTRATE SOME OF THE AD HOC REPORTING CAPABILITIES OF THE SYSTEM.

Ad-hoc reports may be created by Program Staff and then saved, shared and assigned to other users as well for creation or modification.

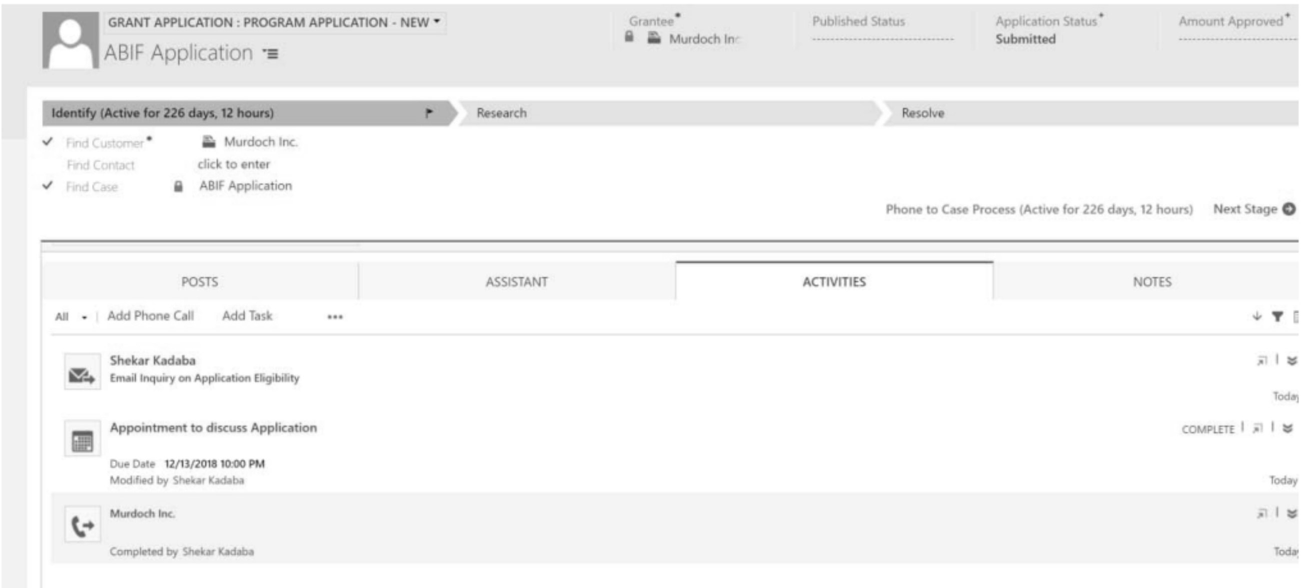
**For additional information demonstrating how to ease in report creation, please refer to Appendix B: Reports.**

## GRANT PERFORMANCE REPORTING



## DEMONSTRATE/DISCUSS INQUIRY FEATURES AND CAPABILITIES ACROSS ALL APPLICATIONS.

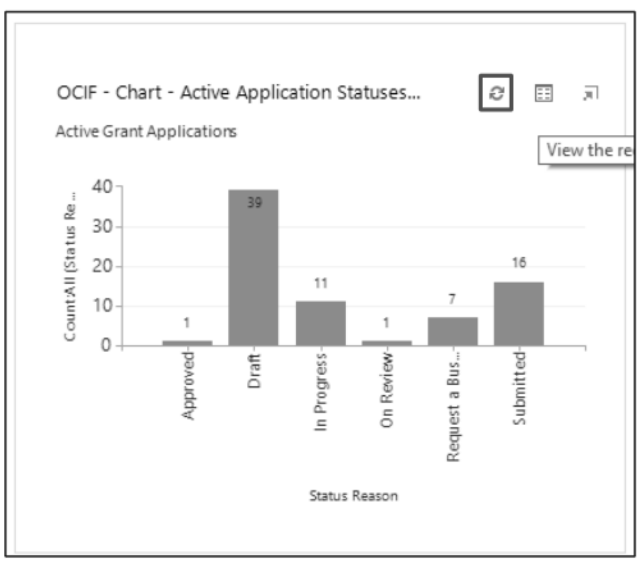
grantworks for Dynamics 365 includes a comprehensive knowledge base/FAQ system and a case management system to assist with any inquiries and cases. Additionally, all applications allow for tracking of inquiries and activities within the context of the application as shown below.




## DEMONSTRATE THE "DRILL-DOWN" CAPABILITIES OF THE SYSTEM.

### DRILL IN TO SEE THE DATA THAT MAKES UP A CHART ON A DASHBOARD

On the dashboard, to see a list of the records used to calculate the metrics shown in chart, point to the chart, and then choose the **Drill in** button.



### 5.4.4 IMPORT CAPABILITIES

#### DEMONSTRATE THE ABILITY TO IMPORT LARGE MULTI-MEDIA FILES AND SHARE WITH SPECIFIC USERS.

grantworks for Microsoft Dynamics 365 includes a web application tool called the Data Import Wizard. A user can utilize this tool to import data records from one or more comma-separated values (.csv), XML (.xml), or text files. Additionally, a fillable PDF file can be imported back into the grantworks for Dynamics 365 solution as an XML file. The Data Import Wizard allows administrators to easily map data from the file source columns to CRM attributes.

To ensure that duplicate records are not created while utilizing the Data Import Wizard, Microsoft Dynamics 365 offers a configurable rules-based duplicate detection engine. Duplicate detection can be triggered on data entry and update as well as during bulk data imports. Additionally, duplicate detection is operational when a user synchronizes from offline to online with the Microsoft Outlook client. This platform provides a robust defense against duplicate records (against any data entity) from entering the system.

With regards to sharing imported data with specific users, this is accomplished through the solutions robust role-based security functionality. grantworks for D365 allows field level security controls so that only staff with permission are allowed to share imported data - among other actions such as view, create or even edit information. Role-based user access and authorization is managed through the System Administration area.

#### IS THIS FACILITY PART OF THE SYSTEM OR A THIRD-PARTY SYSTEM?

This facility is part of the system.

### 5.4.5 EXPORT CAPABILITIES

#### THE BUSINESS USERS MUST BE ABLE TO EXPORT ALL DATA CAPTURED BY THE SOLUTION IN A USEABLE NONPROPRIETARY FORMAT ON DEMAND

grantworks for D365 provides a number of ways to export data. Microsoft Dynamics 365 is built on Microsoft SQL Server technology, which means Data can be exported to Microsoft Excel (XLS), PDF, Microsoft Word (DOC), TIFF, MHTML, CSV, or XML 5.4.6 Support Services. This can be done at any time, on demand, by a business user of the solution.

### 5.4.6 SUPPORT SERVICES

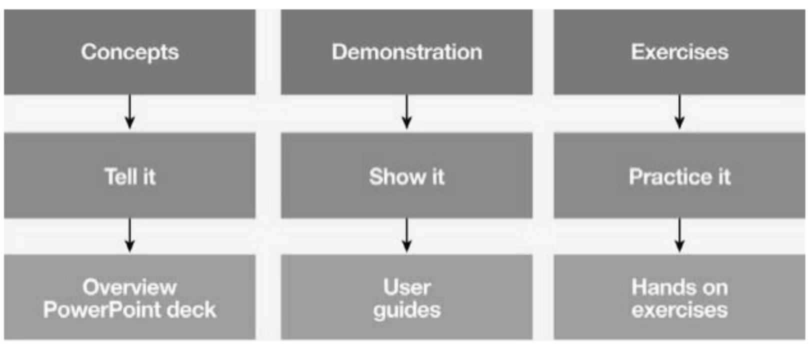
#### DEMONSTRATE OR DISCUSS THE METHODS BY WHICH USERS ARE TRAINED (MANUALS, ONLINE TUTORIALS ETC.)

## TRAINING STRATEGY

The following section displays Frequency Foundry's training strategy. This specific strategy will ensure that all users within the Ministry will the required knowledge and tools to accurately navigate the solution.

**Please Note: Project Documentation is considered property of our clients and thereby not available for sharing prior to implementation. User manuals are always tailored to the specific implementation and shall be made available to The Ministry upon project commencement. Please refer to our Training Strategy below:**

A robust training program is central to the success of any business transformation program. Our proposal includes a dedicated training lead and a defined work stream of training activities, deliverables and outcomes that will result in an effective and scalable training program for the targeted The Ministry's system users. To help users adopt the new system and business processes our approach will use a blend of techniques to address individual learning needs that will address user roles, location, availability, level of existing business and systems knowledge, and learning style preferences.




Key aspects of the delivery will consist of a train-the-trainer approach for end users, specialized training for department trainers, and technical training for support staff. A combination of instructor led classroom sessions and e-learning materials will be used to facilitate training delivery and ensure that processes, policies, and tools are successfully adopted. Training will not be relegated only to the structured delivery of courses but will also occur through organic knowledge transfer and ongoing skills building as The Ministry and Frequency Foundry team resources work collaboratively during the solution design, development and implementation. The training activities will be led and supported by a team of The Ministry and Frequency Foundry representatives, who will work together to define, deliver and evaluate the training outcomes. The key aspects of our training approach are defined below:

A blended training approach which includes:

- ✓ Train the trainer sessions
- ✓ Additional training for identified power users (to support The Ministry trainers)

- ✓ Specialized technical training for operations and application services support staff and Managers

The creation of custom developed materials to support the unique program business processes and functionality of the Microsoft Dynamics CRM solution. The use of instructor led classroom sessions and e-learning materials which can be leveraged for future use.

We propose identifying The Ministry's trainer early in the lifecycle of the project with the intent of involving them to assist with the development of the training strategy, participation in the solution functional design sessions and participation in User Acceptance testing. This will enhance their exposure and knowledge of the new processes and systems in preparation for the formal training delivery to end users.

Overall, our philosophy around knowledge transition incorporates the concept of getting individuals involved "early and often" throughout the project lifecycle. We believe that partnering with The Ministry's training team early in the project lifecycle is the best way to prepare for a successful deployment. We will engage trainers by involving them in workshops, testing events and documentation review cycles to increase their knowledge and familiarity with the system, processes, materials and tools they will use in the classroom. Often, business subject matter experts leveraged during the project become the best candidates for the trainer team. We would suggest that a Frequency Foundry trainer and The Ministry's trainer co-lead the first end user training session together to ensure there is appropriate support for the initial session.

The Foundry team will work with The Ministry's stakeholders to plan the training sessions. Training and support manuals will be provided prior to training and help with how to train other users will be detailed. One of our biggest benefits of being an Alberta based team is the ability to offer all of these training options in person at no significant additional cost. A high-level training plan is as follows:

### TRAINING FOR TECHNICAL ADMIN:

We provide training to The Ministry's Technical Admin staff also. There are no certification requirements for being an administrator. The Ministry can determine an existing IT department staff to administer the CRM servers. The Ministry can follow the standard qualification determination practices for choosing an administrator. Training will be provided to the chosen administrators and expected to last three days.

### TRAINING FOR BUSINESS USERS:

We can provide a wide array of training options for Dynamics 365 both for technical and business users+, the majority of customers take a "train the trainer" approach in which an appointed internal trainer will undergo official Dynamics 365 training and then will train the rest of the employees internally. This training is expected to last 3 days.

The Foundry with its expertise in CRM user adoption will provide The Ministry with a framework to assess the outcome of the knowledge transfer. Through our measurement framework, additional training or support will be offered to those individuals within The Ministry in relevant topics that empower stronger adoption among the user base. Critical success factor metrics and risks are identified up front as follows.

## METRICS

| Metric | Definition |
|---|---|
| Training Attendance | Number of participants scheduled to attend the training versus the number actually attending |
| Number of Classes Completed by End Users | Number of participants actually completing all assigned training courses, including pre-work and follow-up |
| Training Surveys/Questionnaires | User responses on surveys gauging their opinions on usefulness, quality, and ability to apply the training they experienced |
| Help Desk Calls | Number of Help desk calls related to training immediately after production release |
| User Adoption Rate | How many users are accessing the application Day X after production? |
| Training Test | Gauge skill level of end users after training by giving a short test to measure their comprehension of the material just presented to them |

## RISKS

Training content development will be sacrificed if the project timeline does not provide enough of a buffer between application lockdown time and deployment. Improper establishment of user expectations going into the training sessions is a potential risk. (That is, instead of spending time on learning, users may be asking business process and "why" questions). End users will need a collective understanding of new CRM-related terminology. This will be mitigated by introducing the terminology gradually through communications and training pre-work. Logistics and costs of classroom training could be adversely affected based on the project rollout plan.

Overlap of training in each business unit may increase the workload of the training team. Keeping knowledgeable extended team members on the project. Sufficient backfill for trainers through train-the-trainer and end-user training. Training too far in advance of deployment will result in users forgetting much of what they learn. Training after deployment may result in having to maintain old systems for a period of time plus additional data conversions. Deploying too many users at one time may compromise Customer's ability to conduct adequate training. Training efforts need to be centrally coordinated. Otherwise, there may be conflicts as well as increased cost and inefficiency.

## TRAINING PRINCIPLES

The Training Strategy is based on leading practices within the training industry as well as Foundry's experiences and learning. These are outlined below to provide the philosophy and intent as well as the defined strategy:

- ✓ Train the right people at the right time in the right way to support a successful implementation
- ✓ Provide end users with a clear understanding of:
    - The purpose, importance, and benefits of adopting the new system and new business processes relevant to their job role
    - Role-based business processes (CRM application and manual)
    - Role requirements ("who will do what") at go-live and beyond
    - How to use the system (hands-on practice)

  - How to get help
- ✓ Ensure the training experience simulates on-the-job activities via relevant exercises and practice work
- ✓ Classroom training is a preferred solution when logistics allow
- ✓ Plan for system upgrades and New Hire training
- ✓ Develop training materials by using a mix of delivery methods that correspond to content priority, content type, and the organization's training delivery infrastructure

- ✓ Use standardized templates and consistent elements throughout all training materials
- ✓ Use instructor-led training for new business processes to provide individualized attention
- ✓ Evaluate learning—not just perceptions—of the training class
- ✓ Enhance knowledge retention through just-in-time deliveries, providing a practice system to end users prior to Go-Live
- ✓ Training should be customer-specific (including true-to-life scenarios) and be reflective of the working environment
- ✓ Training should be designed to reach the lowest 25% of learners
- ✓ Training should utilize a "tell me," "show me," "let me" (and sometimes "test me") format
- ✓ Training should utilize a building-block approach to learning—introducing basic skills, then building on those, then introducing exception scenarios
- ✓ The training format should be one-third Presentation, two-thirds Application and Feedback
- ✓ Build support structures and develop expert users
- ✓ Address the need for ongoing and advanced-topic training

## OVERALL METHODOLOGY USED TO ASSESS AND DEPLOY LEARNING

- ✓ Assess/analyze the audience
  - Identify end users
  - End-user landscape (name, organization, location, job title, etc.)
  - Map to roles
- ✓ Determine any learning gaps, which may impact success of end-user learning curriculum
  - Needs assessment
  - Level of CRM experience (new versus existing users)
  - Level of understanding of new business processes
- ✓ Identify environment
  - Infrastructure assessment and ability to support training requirements
  - Training facilities
  - Establish training environment. This environment will be used to create the specific training support materials to be used during the instructor-led training sessions. It is imperative that the training environment reflects what the end-user would encounter once on the production environment
- ✓ Identify delivery media
  - Classroom
  - E-learning

- Online reference
- ✓ Design the curriculum
  - Create learning objectives
  - Develop content design & documentation
  - Business processes flow diagrams
  - Participant materials
  - Guides
  - Job aids
  - Exercises
  - Data
- ✓ Develop role-based end-user curriculum
  - The Training Lead will be responsible for developing the basic material and reference guides. Course material will be validated with the Business Change Leads and the Business Training Team to ensure relevancy, gain support, and meet business requirements.
  - The Business Change Leads and the Business Training Team will develop business specific role-based scenarios that will be integrated into the training materials to develop role-based modules.
  - The Ministry may leverage this material to develop Computer-Based Training where appropriate.
- ✓ Validate/refine the content
  - Validate curriculum and schedules with Business Change Leads and the Business Training Team to ensure relevancy, gain support, and meet business needs. The Project Team, User Acceptance Testers, and other representatives will test materials and exercises prior to delivery
- ✓ Deliver the training
  - Emphasis will be on face-to-face learning instruction for all users
  - Have hands-on access to system during class to reinforce learning
  - Minimize knowledge or training gaps by making real-time adjustments to the curriculum
  - The identification of training locations, scheduling user training sessions, and monitoring training attendance will be coordinated by The Ministry's Training Team
- ✓ Measure and evaluate the training
  - Measure training effectiveness through:
  - Attendance
  - Participant, instructor course evaluations
  - Completion of practice work, etc.
  - Develop defined metrics to measure success
  - Determine ongoing training requirements/approach
  - Determine approach and timeline for refresher training

## END USER TRAINING APPROACH

There are five key components to the end user training curriculum:

| | Basic Navigation | Business Processes & Rules | Role-Based Training | Reinforcement | Reference Material |
|---|---|---|---|---|---|
| **Definition** | Introduce users to the system and its key components. | Ensure users understand the underlying processes and rules. | Suggest course offerings based on the role and business processes of each user. | Allow time for practice and navigation in the system for all users. | Create additional materials, as needed, as job aids. |
| **Key Learning Objectives** | Ensure a clear understanding of basic system functionality.<br>Show users how to navigate through the system. | Understand role-specific business processes to be performed by the user. | Understand system inter-dependencies as they apply to the role of each user.<br>Provide hands-on instruction of system transactions performed by each role. | Practice transactions in the system prior to go-live. | Ensure users have a quick reference to basic navigation suggestions or typical tasks that will be completed in the *TotalSource* system. |

The following is the recommended approach to end-user training:
Classroom training will be used as the primary means of training due to the change management implications of Total Source training. Classroom training will be a more effective method of educating process changes, skill building, communicating job role changes, and providing a voice for management sponsorship.

The Change Management Business Leads should work with their Business Unit training managers to educate users on the "To Be" business processes prior to CRM training to ensure proper understanding of processes that will be reinforced in the CRM training.

Functional training advisors from the business units will be leveraged to train key processes pre-implementation.

Training sessions will be scheduled by Business Unit, by role, by location, and, in some cases, by department. The overall training schedule will need to be rationalized to minimize conflicts and ensure that adequate resources can be deployed to have an overall successful training program. Each business unit will have, on average, six roles for training purposes. This will likely translate into separate classes, which may result in a higher cost due to additional travel or classes needed.

**WIIFM (What's in it for me?)** process impacts should be reviewed with the trainees to facilitate user adoption. There will be two training resources in each classroom

- ✓ A Training Instructor to lead the training
- ✓ A Business resource experienced in both the To-Be process and CRM to address specific process questions. Additionally, there should be a manager from The Ministry present in each class to address Change Management issues and demonstrate commitment. Full participation is expected. Business resources will develop business process training content. Vendor will develop all other product-related content and will integrate the business process training where appropriate.

Training content will need to be updated following the completion of User Acceptance Testing (UAT), due to the possibility of changes occurring based on UAT feedback. Abbreviated pre-training will be conducted for those users participating in User Acceptance Testing. Training will be based on the roles that individuals will have post-implementation. Training components will consist of course presentation, job aids, business process overview where existing, hands-on exercises, and general user procedures. Specific departmental operating procedures, if any, will need to be developed by the business units. Data definitions should be included, particularly for data originating in other systems, so that users know how they should be using that data.

Training evaluations will be provided for the end users to evaluate each aspect of the training session. This information will be used to enhance the user experience for follow-on training classes. Attendance for training courses should be mandated and proactively supported by Management. The project rollout strategy and timing will affect the training schedule. The following are some of the impacts that must be considered:

- ✓ Availability of production data
- ✓ Client hardware readiness
- ✓ Production support readiness
- ✓ Time to prepare database extracts
- ✓ Client software installation
- ✓ System deactivation schedule and constraints or tradeoffs with running parallel systems for a designated period.

A component of classroom training includes having users perform hands-on exercises within the application, preferably inputting "real" data. However, the preference is that users not work with their own data to avoid the distractions that this might cause. Data entered into the Training environment will not be transferred to the Production environment. It is recommended that training be conducted with a local training database. That approach simplifies the preparation of training exercises and eliminates the possibility of record contention. The feasibility of this approach will need to be validated for the users who will be connected because they may not have laptops that they can bring to training. The training exercises need to be tested prior to the first training class to ensure they are written properly and clearly, reflect last minute configuration changes, and have the required supporting data loaded. User workstations should be validated and properly set up prior to training. This includes any required hardware upgrades; any required software installation, upgrade, and/or patches; the software; and the training database.

The Business Training Team is responsible for ensuring that people are prepared and available for training. They must ensure that the right people attend the right courses. This requires a detailed training schedule and job role mapping. The Foundry project training team will assist in this process. The training team will consider allowing students to retain the local training database for additional practice following training completion. The technical implications must be considered, such as disk space limitations, along with the possibility that users might confuse the training and production databases.

DELIVERABLES

- **Training Strategy.** This deliverable provides a detailed roster of all training classes, the structure of those classes that will be available, and the general user "types" that must attend each class. It serves as the blueprint for the rest of the training development and detailed planning. Templates for training content should be developed and socialized to ensure common agreement among project team (prior to actually spending a lot of time developing content). The strategy will consider a variety of training methods, including distance learning and traditional classroom methods. This training plan should include a Knowledge Transfer Strategy that ensures knowledge-sharing activities are planned into the project timeline between technical team members and customer support staff.
- **End User Training Content Development.** This deliverable includes all classroom training documentation and reference material for end user training sessions. The composition of these materials will be determined by the Training Strategy.
- **Training Execution.** This set of deliverables is the actual execution of each training session, including End User, Project Team, pre-UAT, Train-the-Trainer, and Help Desk Support training. Help desk training items that will be covered are the support schedule, resource contact lists, issue escalation process, and other post-production–related information.
- **Role-Based Training Tracks/Schedules.** This deliverable is the assignment of individual end users to the classes (based on their organizational role).
- **Training Schedule and Logistics.** This deliverable is the specific training schedule and logistics for each business unit (facilities information, times, dates, and so on).
- **Reprographics.** This deliverable is the reproduction of training content and distribution to the end users.
- **Training Environment.** This deliverable is the training environment that will be used to provide hands-on learning and simulations during the classroom training sessions.
- **Client Hardware Readiness Assessment.** This deliverable is an assessment of each user's laptop to determine whether it meets the Siebel requirements.
- **Training PC Setup.** This deliverable is the installation of the necessary components on the user or training PCs.
- **Post-Production Support Procedures.** Outlines the process for engaging the Vendor post-production support staff. Includes rules-based issue escalation definitions.
- **Systems Support Manual.** Describes the configurations, customizations, and architecture of the configured system.

RESOURCE RESPONSIBILITIES

| Resource | Responsibility |
|---|---|
| Foundry Training Lead | Lead development of the Training Strategy<br>Lead development of the end-user classroom training materials<br>Provide support to development of computer-based training (CBT) modules in regard to curriculum planning and knowledge transfer<br>Provide product-specific knowledge where needed for the CBT content development. |

| | |
|---|---|
| The Ministry Training Business Unit Leads | Provide input to the Training Strategy<br>Development of role-based scenarios and data<br>Alignment with transformation training efforts<br>Identify business training resources<br>Support development of the End User training content and provide guidance on presentation methods<br>Ensure that project training is embedded in the New Hire process |
| The Ministry's Change Management Business Unit Leads | Provide input to the Training Strategy<br>Support development of the End User training content and provide guidance on presentation methods<br>Provide business process resources to complete the process-related training content<br>Ensure training exercises are test prior to beginning training<br>Provide data definitions for non-Siebel sourced data |
| The Ministry's Technical Team | Conduct Client Hardware Readiness Assessment<br>Establish and maintain the training environment<br>Prepare database extracts<br>Setup student PCs for training<br>Participate in development effort<br>Attend technical knowledge transfer sessions<br>Provide knowledge transfer to offshore resources<br>Resolve issues that may arise during training |
| Foundry Technical Team | Document the configurations, customizations, and architecture of the configured system<br>Conduct knowledge transfer sessions |

The Foundry technical team will provide knowledge transfer training to The Ministry's resources. The goal is to ensure that The Ministry's resources have the necessary knowledge and skills to support the production environment going forward. The Foundry team will document all modifications to the system in the Systems Support Manual document to be published after completion of UAT. The Foundry team will provide a series of half-day Knowledge Transfer workshops over several days to review the documentation and answer any questions The Ministry's technical team might have. The Ministry's technical team will participate in the development effort in order to facilitate ongoing knowledge transfer. The Ministry's technical team will participate in the end user training sessions in order to obtain business process understanding of how the users will be using the system. The Ministry's resources will obtain the prerequisite product technical training. The following artefacts may be expected to be created as part of the training.

USER GUIDE

A user guide shall be provided for both basic and super users that includes but not limited to:

1. How-To's
2. Troubleshooting guide

3. Screen captures and relevant descriptions

## SYSTEM ADMINISTRATOR GUIDE

A system administrator guide shall be provided that includes but not limited to:
1. User Administration
2. Content Administration
3. Troubleshooting Guide
4. Advanced System Administration

Each of these guides and manuals will cover all aspects of system administration, user experience, configurations, security definitions, report generation and knowledge base creation.

## DEMONSTRATE THE APPLICATIONS TECHNICAL SUPPORT MECHANISMS (TELEPHONE ASSISTANCE, WEB CHAT, FAQS ETC.)

Application support is delivered via several channels including web portal, telephone, live web chat. The web portal includes several self-service options such as the knowledge base, how-to guides, videos and user manuals. Frequency Foundry operates a 7x24x365 support desk that provides services to our customers according to agreed services level agreements (SLAs).

Frequency Foundry offers several levels of support for post-implementation success, from ad-hoc, based on time and materials, to 9/5 or 24/7 fixed fee support. We are committed to working with the Ministry's to ensure the appropriate level of support is tailored to suit the needs of the organization. Frequency Foundry would recommend setting up a support discussion, after User Acceptance testing has commenced to assess the Ministry's support requirements.

## SUPPORT OPTIONS

| Support Level | Coverage | Exceptions | SLA Key Terms |
|---|---|---|---|
| **Gold** | 24/7/365 Coverage | None | 1-hour response time |
| **Silver (Recommended)** | 7 AM – 5 PM PST<br>Monday - Friday | Public Holidays | 1-hour response time |
| **Bronze** | 7 AM – 5 PM PST<br>Monday – Friday | Public Holidays | 2-hour response time |
| **Ad-Hoc or on-demand** | | | Best Effort Basis |

## 5.4.7 SECURITY

### DEMONSTRATE THE KEY SECURITY ASPECTS OF THE APPLICATION.

As a Microsoft premier partner, The Foundry has a clearly defined information security management (ISM) program. Our Information Security program is an annually reviewed program, that ensures adherence to Microsoft's standards for premier partners. Every employee, sub-contractor, and supplier of the Foundry is required to adhere to our ISM policy and periodic randomized audits are performed to ensure adherence. Failure to adhere can lead to termination of employment or a business relationship with the Foundry. Our VP of Engineering is the Chief Information Security Officer for the organization and is accountable for ensuring that the updating, monitoring and enforcing of ISM policy.

As part of our annual strategic planning, key risks to service offerings are identified, documented and updated on a quarterly basis. Risks, classified as controlled and uncontrolled, are documented within our risk management system for periodic assessment on a project, product, personnel and business operation basis. Our Director of Delivery Management is the owner of the process and is accountable for identification, assessment, monitoring and associated mitigation, and leverages our product and project delivery teams as part of the risk assessment team for the Foundry.

Additionally, granted that we are a premier partner, the Foundry is responsible for ensuring that we remain compliant with the rigid Information Security Management requirements that Microsoft has prescribed for its partners. Our ISM Policy is aligned with NIST and Microsoft is ISO 27001 certified.

Within the solution itself, grantworks for D365 includes a role-based security feature. All information that is inputted and ultimately captured within the solution is typically reflected within a constituent profile, or an account profile. A constituent's profile refers to such end-users as prospects, active students, or even alumni. The latter, which is directly relatable to the Ministry's desires for a CRM system, captures information related to corporate partnerships, organizations, or even agencies. Whether or not this information is accessible by all users is depicted by the role-based security function. This field level security controls users so that only staff with permission are authorized to view/create/edit information within the solution. Role-based user access and authorization is managed through the System Administration area and only a select number of individuals (at the discretion of the Ministry) will have the authoritative rights to depict what level of security each user has.

With regards to the physical security of client's data, all data included within the grantworks for D365 solution is hosted within Microsoft owned data centers. Microsoft datacenters are in non-descript buildings that are physically constructed, managed, and monitored 24-hours a day to protect data and services from unauthorized access as well as environmental threats. All data centers are surrounded by a fence with access restricted through badge-controlled gates.

Pre-approved deliveries are received in a secure loading bay and are monitored by authorized personnel. Loading bays are physically isolated from information processing facilities.

CCTV is used to monitor physical access to datacenters and the information systems. Cameras are positioned to monitor perimeter doors, facility entrances and exits, interior aisles, caged areas, high-security areas, shipping and receiving, facility external areas such as parking lots and other areas of the facilities. Microsoft data centers all receive SSAE16/ISAE 3402 Attestation and are ISO 27001 Certified

Each facility is designed to run 24x7 and employs various measures to help protect operations from power failure, physical intrusion, and network outages. These data centers comply with industry standards for physical security and reliability.

The data center buildings are nondescript and do not advertise that Microsoft Data Center hosting services are provided at the location. Access to the data center facilities is restricted. The main interior or reception areas have electronic card access control devices on the perimeter door(s), which restrict access to the interior facilities. Rooms within the Microsoft data center that contain critical systems (such as servers, generators, electrical panels, network equipment) are restricted through various security mechanisms such as electronic card access control, keyed lock, anti-tailgating, or biometric devices.

Additional physical barriers, such as "locked cabinets" or locked cages erected internal to facility perimeters, may be in place as required for certain assets according to policy and/or by business requirement.

Physical access authorization uses multiple authentication and security processes: badge and smartcard, biometric scanners, on-premises security officers, continuous video surveillance, and two-factor authentication for physical access to the data center environment.

"Physical security perimeter and environmental security" is covered under the ISO 27001 standards, specifically addressed in Annex A, domain 9. For more information, we suggest a review of the publicly available ISO standards for which we are certified.

**For an example from an existing user training module regarding grantworks for D365's role-based security functionality, please refer to Appendix C: Security Roles and User Management.**

## DISCUSS DATA RESIDENCY AND ALIGNMENT WITH GOVERNMENT STANDARDS.

All data resides in Canada in the Microsoft Canada Azure Data centers in Toronto and Quebec City. As a cloud service provider for several Canadian Provincial and Municipal governments, data residency is always localized to Canada.

## DEMONSTRATE THE ABILITY TO REGULARLY DOWNLOAD OR ARCHIVE CLIENT DATA ON GOVERNMENT SERVERS.

Archiving of data from the Dynamics 365 online to government servers involves the use of SQL Replication and SQL Server Integration services. As a "Software-as-a-Service" offering, there is no direct access allowed to the database to run queries against. But using SQL replication techniques, data may be backed up to an on-premise database.

### 5.4.8 QUERY

DEMONSTRATE THE APPLICATION'S QUERY CAPABILITIES. EXPLAIN THE LIMITATIONS AND SKILL REQUIREMENTS TO DESIGN AND EXECUTE A QUERY.

grantworks for Microsoft Dynamics 365 runs on a Microsoft SQL Server database and as such, the simple lookup search feature allows for indexed, non-case-sensitive, and wildcard searching. This type of searching requires minimal skills.

In addition to the basic search function, the Advanced Find feature allows users to execute ad hoc queries against the database and return the applicable columns in a grid format. This can be completed without the need for any programming and thus, provides a user-friendly experience. Related entities may also be included in query, as well as "AND" and "OR" clauses.

Finally, granted that the solution is built on top of Microsoft Dynamics 365, it is natively integrated with all Production Suite applications. The grid format that is developed within the Advanced Find feature is exportable to Microsoft Excel for additional analysis as needed. Any user who is familiar with the navigation of Microsoft Excel should be able to conduct further querying on information they retrieved from the solution.

In terms of querying and reporting, any standard reports may be modified for filters and queries by program staff. Views may also be created by program staff to select their favorite reports and queries. This is an out of the box feature.

**For additional information and an example taken from user training manuals, please refer to Appendix A: Search & Advanced Find.**

# APPENDICES

## APPENDIX A: SEARCH & ADVANCED FIND

There are four ways to find data in Dynamics 365:

### RELEVANCE SEARCH

Relevance Search delivers fast and comprehensive results across multiple entities in a single list, sorted by relevance. It uses a dedicated search service external to Dynamics 365 (powered by Azure) to boost Dynamics 365 search performance.

Relevance Search is available in addition to other Dynamics 365 searches. You can continue using single-entity Quick Find on the entity grid or Multi-Entity Quick Find (called Categorized Search, if you have Relevance Search enabled) by using Search Dynamics 365 data on the navigation bar. For more comprehensive and faster results, we recommend using Relevance Search.

Relevance Search brings the following enhancements and benefits:

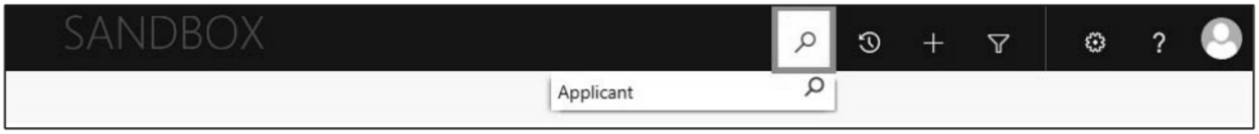
- Improves performance with external indexing and Azure Search technology.
- Finds matches to any word in the search term in any field in the entity. Matches can include inflectional words like stream, streaming, or streamed.
- Returns results from all searchable entities in a single list sorted by relevance, based on factors like number of words matched or their proximity to each other in the text.
- Highlights matches in the result list.

Although Relevance Search finds matches to any word in the search term in any field in an entity, in Quick Find—even with full-text search enabled—all words from the search term must be found in one field.

In Relevance Search, the better the match, the higher it appears in the results. A match has a higher relevancy if more words from the search term are found in close proximity to each other. The smaller the amount of text where the search words are found, the higher the relevancy. For example, if you find the search words in a company name and address, it might be a better match than the same words found in a large article, far apart from each other. Because the results are returned in a single list, you can see a mix of records displayed one after another, such as accounts, opportunities, leads, and so on. The matched words in the list are highlighted.

When Relevance Search is enabled for your organization, it becomes the default search experience. When you enter a search term in Search Dynamics 365 data on the navigation bar, and then select the Enter key or select the search button, the Relevance Search results page appears. Search results are shown in a single list ordered by relevance. To learn how to change your default search experience, see Select a default search experience.

Start a new search by entering a search term in the Relevance Search box or in the Search Dynamics 365 data search box on the navigation bar, as shown here.




## FULL-TEXT QUICK FIND (SINGLE-ENTITY OR MULTI-ENTITY)

To find your records quickly in Dynamics 365, you can search across multiple record types all at the same time. The results of the search are shown in groups, sorted by entity type.

There are two ways to search:

*Normal quick find*

- **Begins with** - results include records that begin with a specific word. For example, if you want to search for "Alpine Ski House", type **alp** in the search box; if you type **ski**, the record won't show up.
- **Wildcard** - for example: *ski or *ski*

*Full text quick find*

- **Search within** - results include records that contain a field with all of the words in the search term. The individual words can appear anywhere in the string and in any order. For example, if you search for "Alpine Ski House", you could find results for "I left the house today to go skiing in the Alpine Meadows." since all of the search words appear somewhere in the string.
- Wildcards are not required in full text quick find.

To start a search

1. From the top navigation bar, type one or more characters in the search box.
2. Click the Search button next to the search box.

To filter search results

- To filter results by one record type, on the search screen, choose a record type from the **Filter with:** drop-down box.
- To search against all record types, choose **None** in the **Filter with:** drop-down box

## QUICK FIND (SINGLE-ENTITY OR MULTI-ENTITY)

To find your records quickly in Dynamics 365, you can search across multiple record types all at the same time. The results of the search are shown in groups, sorted by entity type. Other features are same as that of Full-text Quick Find.

To start a search

1. From the top navigation bar, type one or more characters in the search box.
2. Choose the **Search** button next to the search box.


## ADVANCED FIND

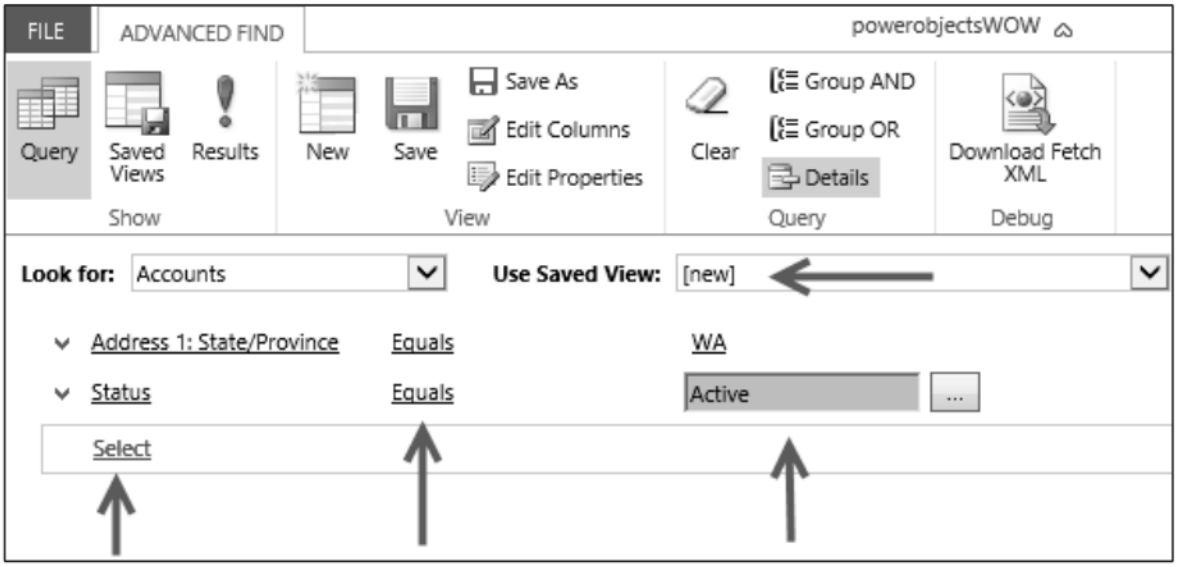
With Advanced Find, you can create, edit, or save Advanced Find settings. Find the records you want in Dynamics 365 by using the Advanced Find command. You can also use Advanced Find to prepare data for export to Office Excel so that you analyze, summarize, or aggregate data, or create PivotTables to view your data from different perspectives.

### CREATING AN ADVANCED FIND

This example demonstrates how to search for active Accounts

1. Select Advanced Find on the Command Bar. 
2. Select New.
3. In the Look For dropdown, select the entity you want to query: Select Accounts.

4. Select search criteria (see end results below). In the select area, choose the field on which you want to search. Then select your query operator (equals, does not equal, contains, etc.). Enter the data you want to filter by. Repeat this for all the fields you want to filter by (see the next section to learn how to group).

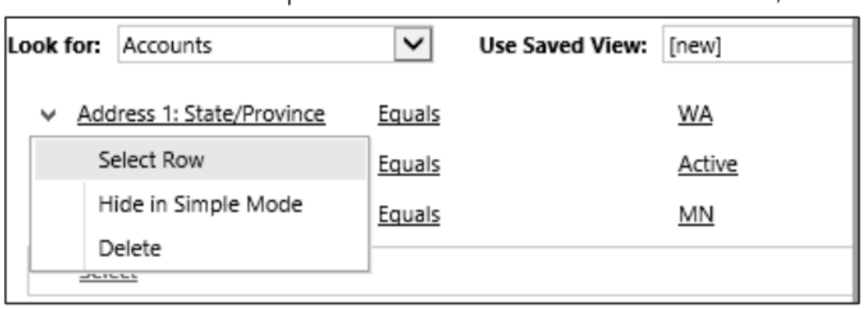



5. Select Results in the ribbon to view the results.

## ADDING SEARCH CRITERIA TO AN ADVANCED FIND

**This query adds the state of Minnesota to the search criteria**

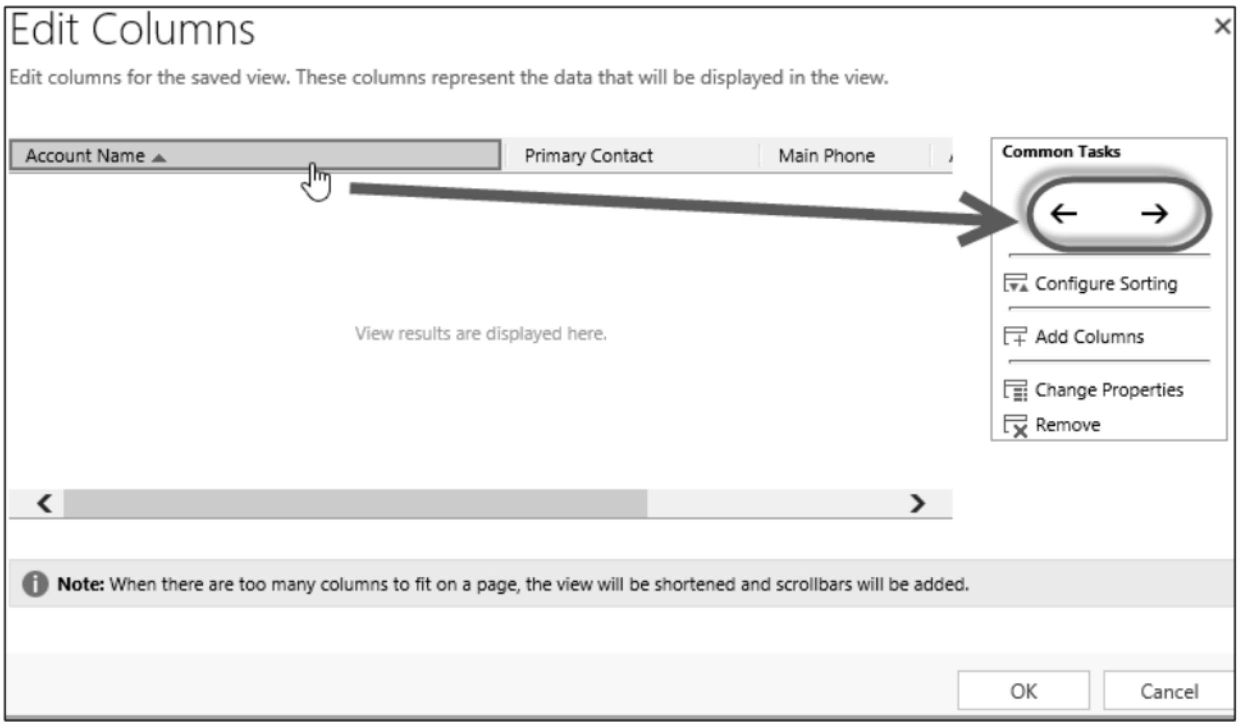
1. In the select area, choose the field on which you want to search (Address 1: State/Province).
2. Select your query operator (equals).
3. Enter the data you want to filter by (MN)
4. Group the field rows. On the dropdown menu next to the address 1 of WA, choose **Select Row**.



5. Repeat the process for the MN row so both rows are selected.
6. Select **Group OR** in the Ribbon.
7. The results will now include accounts from both Washington and Minnesota.

## ADDING OR REMOVING COLUMNS

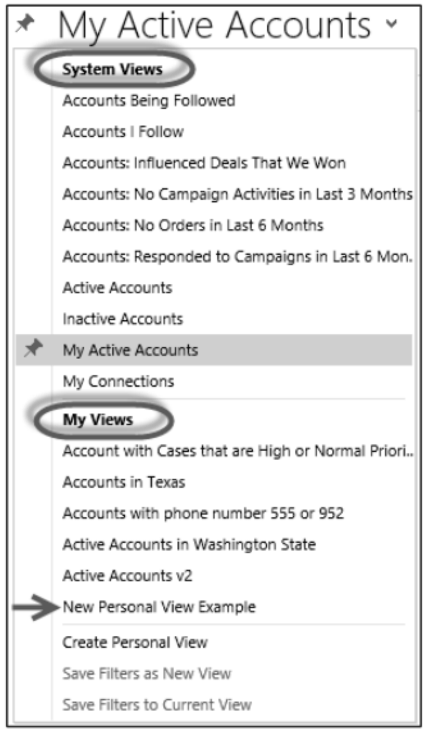
1. From the query screen, choose **Edit Columns** in the ribbon. (Select the **Advanced Find** tab if you're in the results screen).




2. To move the columns from left to right, select the column then use the green arrows to move the column left or right.
3. To configure the sorting, choose ascending or descending.
4. To add columns, select the columns you want to add.
5. Change Properties allows you to make columns wider or narrower.
6. Select a column to remove it.
7. From the query screen, select **Save As** in the ribbon.
8. Enter a Name/Description then select **OK**.

## SAVING ADVANCED FINDS (CREATING A PERSONAL VIEW)

Your new saved personal view will be available on the entity you created. In our example, we created the personal view under the account entity.




## SHARING PERSONAL VIEWS

1. Select **Advanced Find** on the Command Bar.
2. Choose **Saved Views**.
3. Select the view you want to share.
4. Select **Share** in the ribbon.


5. In the sharing dialog box, under **Common Tasks**, Select **Add User/Team**.
6. In the **Look Up Records** dialog box, in the **Look for** list, select the type of record you want to find.

7. In the search box, type the first few letters of the name of the record to narrow your search, and then select the **Find** button.
8. In the list of available records, click a user or team to select it, and then choose the **Add Selected Records** button to add the user or team to the selected records list.
9. In the sharing dialog box, select the type of share access that you want.
10. Select **OK**.

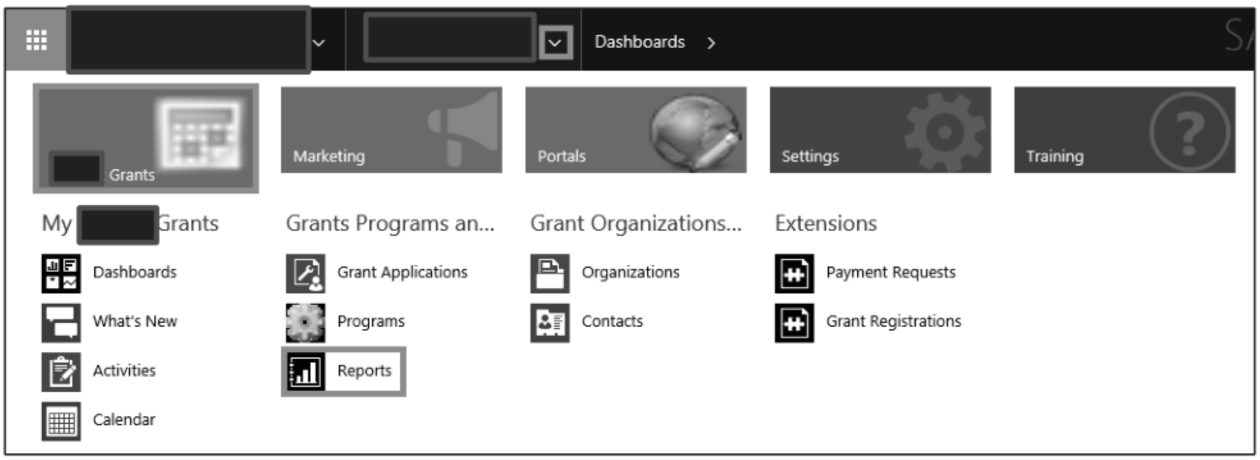
## APPENDIX B: REPORTS

Dynamics 365 includes a Report Wizard that can be used to easily create reports in just a few steps without using XML or SQL-based queries.

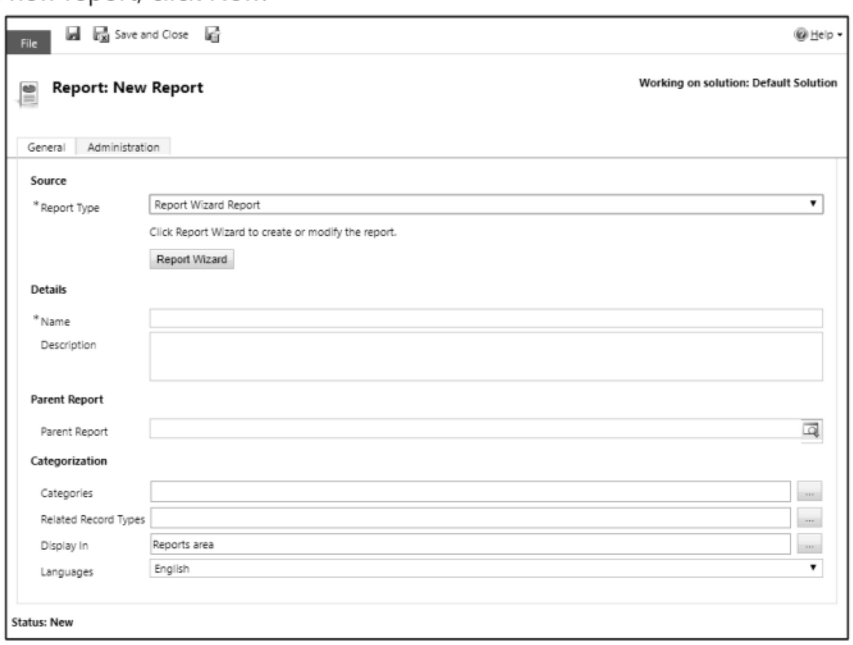
### CREATING A REPORT

All reports that are created using the Report Wizard are Fetch-based reports. Note that all reports generated with the Report Wizard print in landscape mode.

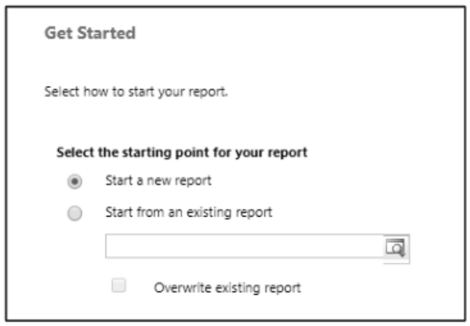
1. Make sure you have the System Administrator security role or equivalent permissions in Microsoft Dynamics 365.
2. Navigate to Phoenix Grants > Reports.




3. To add a new report, click New.



4. In the Report: New Report dialog box, in the Report Type list, select Report Wizard Report, and then click Report Wizard.
   You can only use the Report Wizard to edit reports that were created with the wizard.
5. Select the starting point for your report.
   a. To create a new report, select Start a new report.
   - OR -
   To start from a copy or edit an existing report, click Start from an existing report, and check the Overwrite existing report check box.




   b. Click Next.
6. Enter the name of the report and specify which record types the report will use.
   This step identifies where the data in the report comes from. You can include data from one or two record types, or data from related records.
   a. Enter data in the fields:
   - Report name. This value will be displayed in the reports area.
   - Primary record type. Data from all fields in this record type and related record types will be available when you are defining criteria for which records to include.
   - Related record type. If you need to display data from a related record type, select an additional record type here.

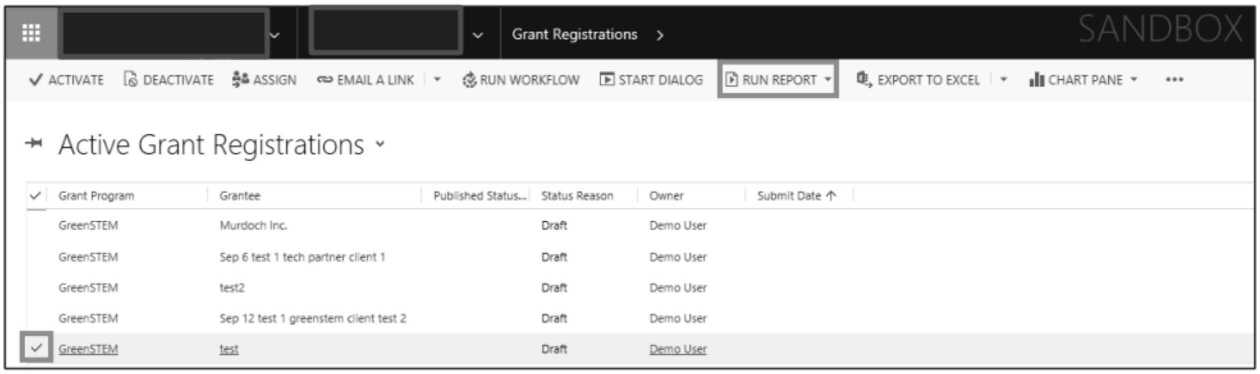

   ***Note:*** *avoid selecting data from a related record type that is not required, as it makes the report take longer to load.*
   b. Click Next
7. Define a filter to determine which records are included in your report.

## SSRS REPORTS

SQL Server Reporting Services reports are a viable way to generate information from your Dynamics 365 system. Creating SSRS Reports does not necessarily require deep development skills.

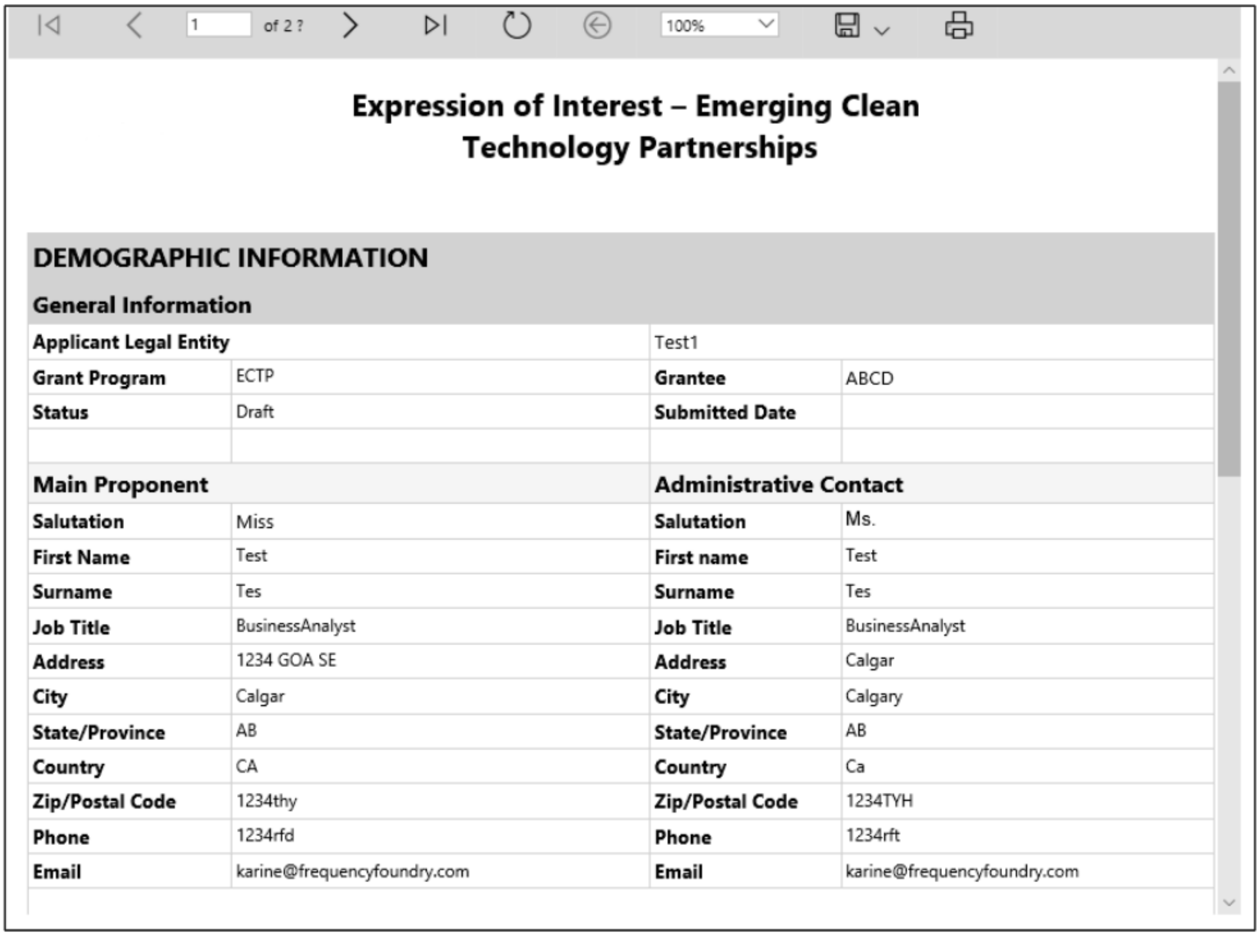
## RUNNING A GRANT REGISTRATION REPORT

1. Open a Grant Registration through Dashboards or Grants > Grant Registration.
2. Select the row(s) of grant registration(s) or open a grant registration. Then click Run Report on the navigation bar.




3. Select the correspondent report: GreenStem, ECTP, or Technology Partnership.

4. A new window will pop up with the information automatically populated.



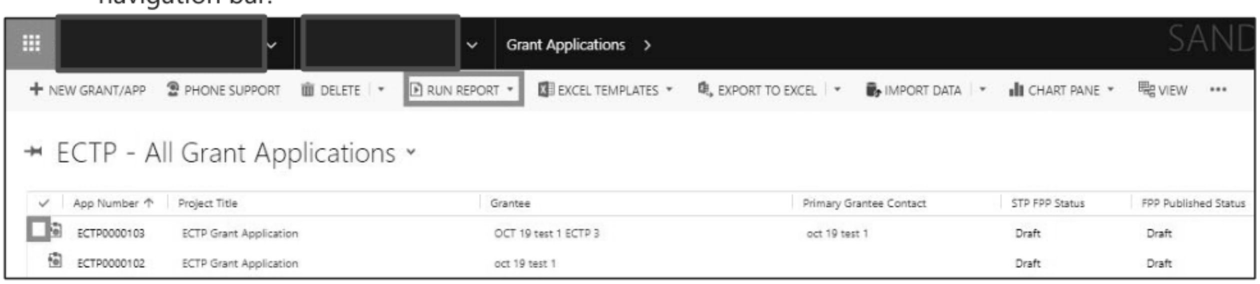
1 of 2 ? 100%

**Expression of Interest – Emerging Clean Technology Partnerships**

| | | | |
|---|---|---|---|
| **DEMOGRAPHIC INFORMATION** | | | |
| **General Information** | | | |
| **Applicant Legal Entity** | | Test1 | |
| **Grant Program** | ECTP | **Grantee** | ABCD |
| **Status** | Draft | **Submitted Date** | |
| | | | |
| **Main Proponent** | | **Administrative Contact** | |
| **Salutation** | Miss | **Salutation** | Ms. |
| **First Name** | Test | **First name** | Test |
| **Surname** | Tes | **Surname** | Tes |
| **Job Title** | BusinessAnalyst | **Job Title** | BusinessAnalyst |
| **Address** | 1234 GOA SE | **Address** | Calgar |
| **City** | Calgar | **City** | Calgary |
| **State/Province** | AB | **State/Province** | AB |
| **Country** | CA | **Country** | Ca |
| **Zip/Postal Code** | 1234thy | **Zip/Postal Code** | 1234TYH |
| **Phone** | 1234rfd | **Phone** | 1234rft |
| **Email** | karine@frequencyfoundry.com | **Email** | karine@frequencyfoundry.com |

## RUNNING A GRANT APPLICATION REPORT

1. Open a Grant Application through Dashboards or Grants > Grant Application.
2. Select the row(s) of grant application(s) or open a grant application. Then click Run Report on the navigation bar.




3. Select the correspondent report: ECTP – IA – FPP Report, ECTP – IS – FPP Report, TP – IA -FPP Report, or TP – IS – FPP Report (example below).
4. A new window will pop up with the information automatically populated.

1 of 2 ? 100% Find | Next

# TP FPP REPORT

## GENERAL

| | | | |
|---|---|---|---|
| Grantee | Oct 22 test | Program | Technology Partnerships |
| Grant period From | | Grant period To | |
| Grants # | TP0000102 | | |

### Project Proposal

| | |
|---|---|
| Project Name | TECHNOLOGY PARTNERSHIPS Grant Application |

## Demographic Information

| | | | |
|---|---|---|---|
| Application Type | Industry Sponsored | Application Legal Entity | m |
| Operating Name | m | Project Title | m |

| Main Proponent | | Administrative Contact | |
|---|---|---|---|
| Salutation | Ms. | Salutation | Mrs. |
| First Name | m | First Name | m |
| Surname | mp | Surname | mp |
| Job Title | m | Job Title | m |
| Mailing Address | m | Mailing Address | m@m.ca |
| City | m | City | m |
| State/Province | m | State/Province | m |
| Country | m | Country | m |

## APPENDIX C: SECURITY ROLES AND USER MANAGEMENT

Security roles in Microsoft Dynamics 365 are a matrix of privileges and access levels for the various entities. There is a comprehensive set of Security Roles that come 'out of the box'. The administrative functions menus are 'hidden' from most users' view but are easily accessed with the appropriate permissions.

To control data access, you must set up an organizational structure that both protects sensitive data and enables collaboration. You do this by setting up business units, security roles, and field security profiles.

A security role defines how different users, such as salespeople, access different types of records. To control access to data, you can modify existing security roles, create new security roles, or change which security roles are assigned to each user. Each user can have multiple security roles.

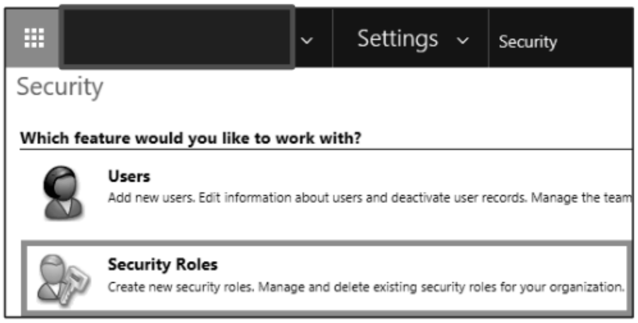
### VIEW, CHANGE OR ADD A SECURITY ROLE

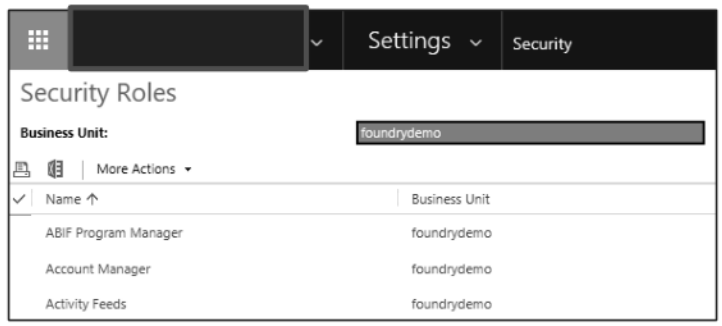
If the default security roles are not meeting the organizations' security needs, new roles can be created in one of three ways:

- Modifying a default role
- Creating a new custom role from scratch
- Copying an existing role as a new role

1. Navigate to Grants > Settings > Security.

2. Select Security Roles. You will see the full list of available Security Roles. These may be split by Business Unit, if desired.




3. Click on a Security Role name to open the role. This will open in a new window. The role opens by default to the details tab – the name and the Business Unit the Role belongs to are visible.

4. Access levels can be set for each privilege on each record type, granting from essentially no permissions to even see records, through to full, Organization-wide access to records, type by type.

5. Access levels are grouped under different tabs based on their functionality. These groups include: Core Records, Marketing, Sales, Service, Business Management, Service Management, Customization and Custom Entities.


1. Security role privileges are cumulative: having more than one security role gives a user every privilege available in every role. Each security role consists of record-level privileges and task-based privileges.

*RECORD-LEVEL PRIVILEGES* define which tasks a user with access to the record can do, such as:

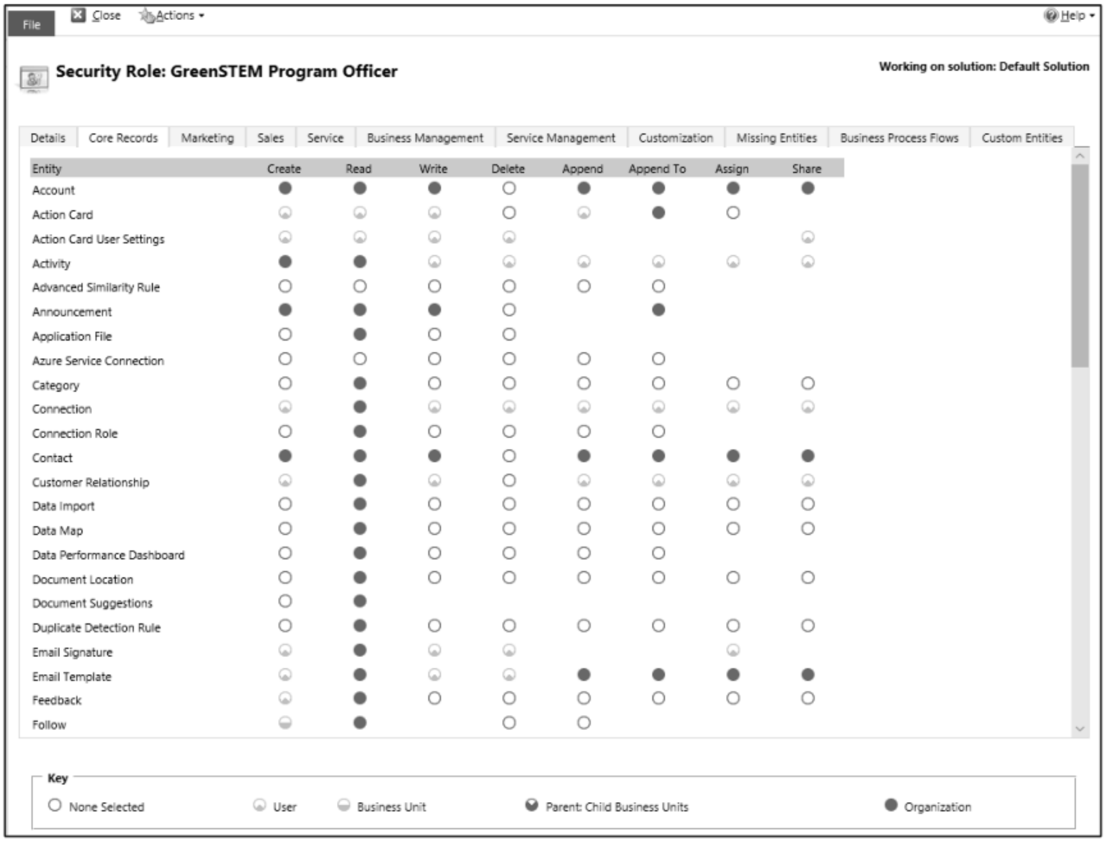
| Privilege | Description |
|---|---|
| **Create** | Required to make a new record. The records that can be created depends on the access level of the permission defined in your security role. |
| **Read** | Required to open a record to view the contents. The records that can be read depends on the access level of the permission defined in your security role. |
| **Write** | Required to make changes to a record. The records that can be changed depends on the access level of the permission defined in your security role. |

| | |
|---|---|
| **Delete** | Required to permanently remove a record. The records that can be deleted depends on the access level of the permission defined in your security role. |
| **Append** | Required to associate a record with the current record. For example, if a user has Append rights on an opportunity, the user can add a note to an opportunity. The records that can be appended depends on the access level of the permission defined in your security role. |
| **Append To** | Required to associate the current record with another record. For example, a note can be attached to an opportunity if the user has Append To rights on the note. The records that can be appended to depends on the access level of the permission defined in your security role. |
| **Assign** | Required to give ownership of a record to another user. The records that can be assigned depends on the access level of the permission defined in your security role. |
| **Share** | Required to give access to a record to another user while keeping your own access. The records that can be shared depends on the access level of the permission defined in your security role. |

***Note:*** The owner of a record or a person who has the Share privilege on a record can share a record with other users or teams. Sharing can add Read, Write, Delete, Append, Assign, and Share privileges for specific records. Teams are used primarily for sharing records that team members ordinarily couldn't access. It's not possible to remove access for a particular record. Any change to a security role privilege applies to all records of that record type.

*TASK-BASED PRIVILEGES*, at the bottom of the form, give a user privileges to perform specific tasks, such as publish articles or perform a mail merge.

Click on Core Records and we can see many entities, such as "Contact" on the left and a row of Access Levels associated with each privilege, for that record type.




On the example pictured here, users with the GreenSTEM Program Officer role can **create** Email Template whose records will be owned by themselves (User level), can **read** Email Template records from every Business Unit in the Organization ●, and so on. This level of security can be added for most entities and features in the system, for all privileges.

The colored circles on the security role settings page define the access level for that privilege. Access levels determine how deep or high in the organizational business unit hierarchy the user can perform the specified privilege. The following table lists the levels of access in Microsoft Dynamics 365, starting with the level that gives users the most access.

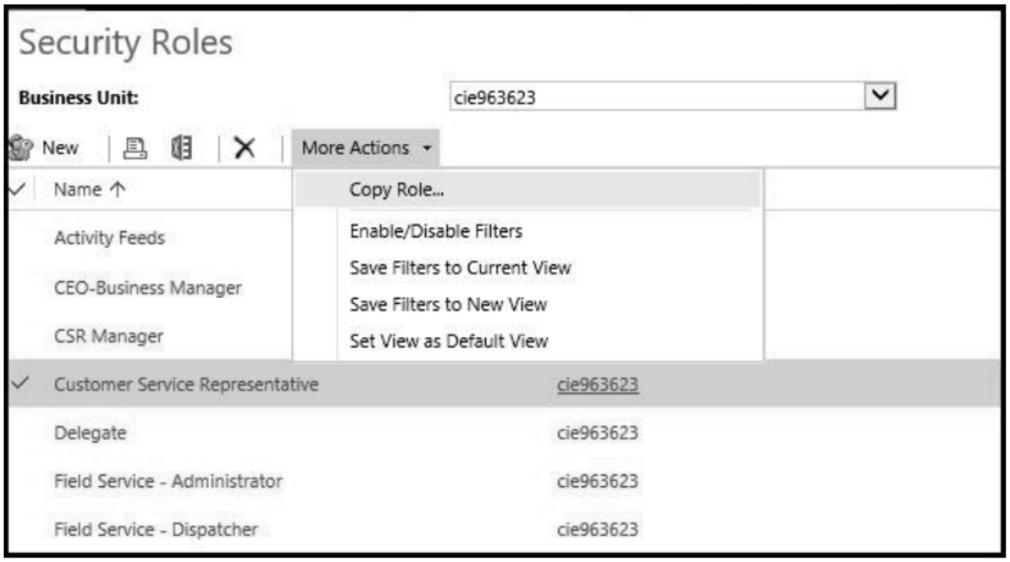
| | |
|---|---|
| ● | **Global**. This access level gives a user access to all records in the organization, regardless of the business unit hierarchical level that the instance or the user belongs to. Users who have Global access automatically have Deep, Local, and Basic access, also.<br><br>Because this access level gives access to information throughout the organization, it should be restricted to match the organization's data security plan. This level of access is usually reserved for managers with authority over the organization.<br><br>The application refers to this access level as **Organization**. |

| | |
|---|---|
| | **Deep**. This access level gives a user access to records in the user's business unit and all business units subordinate to the user's business unit.<br><br>Users who have Deep access automatically have Local and Basic access, also. Because this access level gives access to information throughout the business unit and subordinate business units, it should be restricted to match the organization's data security plan. This level of access is usually reserved for managers with authority over the business units.<br><br>The application refers to this access level as **Parent: Child Business Units**. |
| | **Local**. This access level gives a user access to records in the user's business unit.<br><br>Users who have Local access automatically have Basic access, also. Because this access level gives access to information throughout the business unit, it should be restricted to match the organization's data security plan. This level of access is usually reserved for managers with authority over the business unit.<br><br>The application refers to this access level as **Business Unit**. |
| | **Basic**.<br>This access level gives a user access to records that the user owns, objects that are shared with the user, and objects that are shared with a team that the user is a member of.<br><br>This is the typical level of access for sales and service representatives.<br><br>The application refers to this access level as **User**. |
| | **None**. No access is allowed. |

## HOW TO COPY AN EXISTING SECURITY ROLE

1. Select the Security Role that you want to copy.

2. On the Actions toolbar click on More Actions. In the box that opens click Copy Role.




3. A dialog box opens. In the New Role Name field type the name of the new role.

4. If you want to change the privileges for the new Security Role, choose the 'Open a new Security Role when copying is complete' check box. Click OK.

## STP SECURITY ROLES

The security roles described below are the configurations done to meet STP requirements. A user can be related to more than one security role and Microsoft CRM is designed to append privileges for overlapping functions.

**1) System Administrator / System Customizer**

System Administrators have the most extensive set of privileges among all users in the Organization. The main privilege for Administrator not available to any other user role is to allow them to:

- Maintain Security Roles
- Manipulate team and user settings related to security

In the Core or Microsoft CRM Online entities, it allows the user to:

- Create Accounts
- Create Contacts
- Create Cases, assign cases to contacts, etc.
- Creating Activities and Posts
- Manage Document location
- Maintain Queues used for converting incoming emails
- Configure Duplicate Detection rules
- Send and receive emails
- Create Connections within Contacts
- Perform data import and data mapping
- Can maintain profile using mobile devices
- Create Opportunities and define Opportunity Relationships
- Create and Publish Reports and Email templates
- Create and share Dashboards and Views for themselves and others in the organization

For the entities related to Marketing functions, it allows the user to:

- Create and track all types of Campaigns
- Create Marketing lists
- They can also use the internet marketing module for Quick campaigns

For the entities related to Sales functions, it allows the user to:

- Maintain Competitors
- Manage Products and Sales Literatures that can be used during Events or by Recruitment agents

In the Custom entities, it allows the user to:

- Perform CRM configuration and system jobs
- Read/Create/Edit permissions for the registrations and applications

In the Service and Service Management entities, it allows the user to:

- Create Calendars and browse availability of staff apart from maintaining Holiday calendar
- Create and browse availability of Facility/Equipment which is used for Exam Room booking
- They can also view Service calendars to view schedule of jobs that are waiting to be executed, and
- Create Knowledge Base Articles & Templates and manage Approving/Publishing of articles apart from defining viewing of articles

- Create and track Cases

Some of the Customization possibilities available for these users are:

- Customize the entities (adding of fields, manipulate forms, etc.)
- Define/Configure/Execute Processes (workflows/jobs)
- Publishing of customizations/solutions
- View status of system

They also have complete control over Business Process flow entities to manage Expired Processes, create new process, etc.

**2) GreenSTEM Program Officer / GreenSTEM Program Reviewer / Cleantech Program Officer / Technology Partnerships Officer**

General User privilege gives the user the basic ability for the CRM users to manipulate certain records as described below. The basic plan with the General User role in CRM is to copy this user role to the new user added to the system and adjust it according to the requirements of STP. So, most of the STP users will be assigned General User privilege.

In the Core or Microsoft CRM Online entities, it allows the user to:

- Create Accounts
- Create Contacts and establish relationships
- Create Cases, assign cases to contacts, etc.
- Creating Activities and Posts
- Send and receive emails
- Create Connections within Contacts
- Do data import and data mapping
- Can maintain profile using mobile devices
- Create Opportunities and define Opportunity Relationships, and
- Create and Publish Reports and Email templates

These are apart from viewing their own data in Dashboards and Views. In the Custom entities, it allows the user to:

- Read/Create/Edit permissions for the registrations and applications. But, they not have deleted access

In the Marketing entities, it allows the user to:

- Create and run Campaigns
- Set up Marketing Lists

In the Sales entities, it allows the user to:

- Create and track Competitors
- Maintain Products and Sales Literature

In the Service entities, it allows the user to:

- Create Knowledge Articles
- Maintain Knowledge Article templates
- Create Cases

In the Service Management entities, it allows the user to:

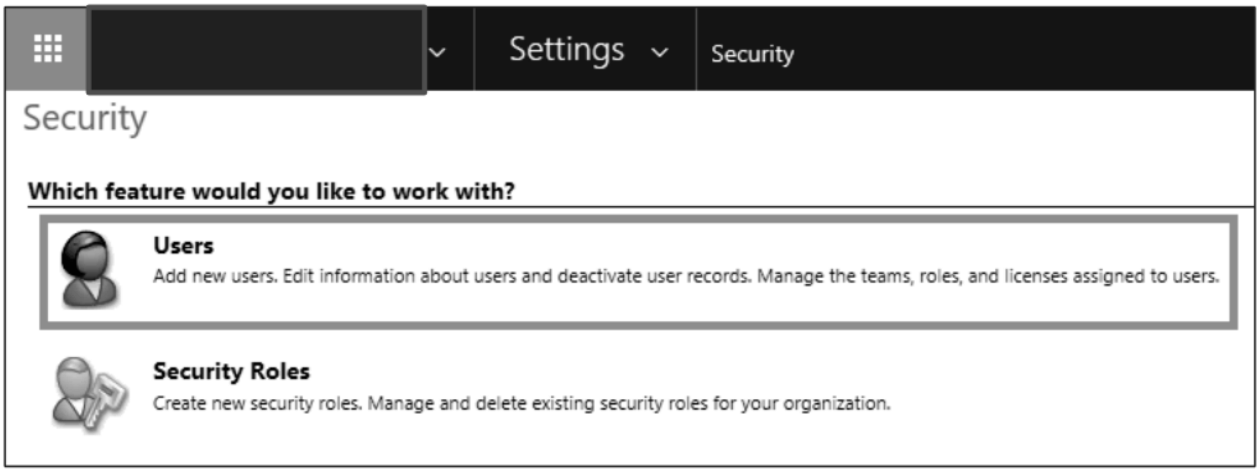
- Create Calendars and browse availability of staff apart from maintaining Holiday calendar

- They can also view Service calendars to view schedule of jobs that are waiting to be executed apart from viewing Facility/Equipment status and Sites, and
- Maintain Knowledge Base Articles

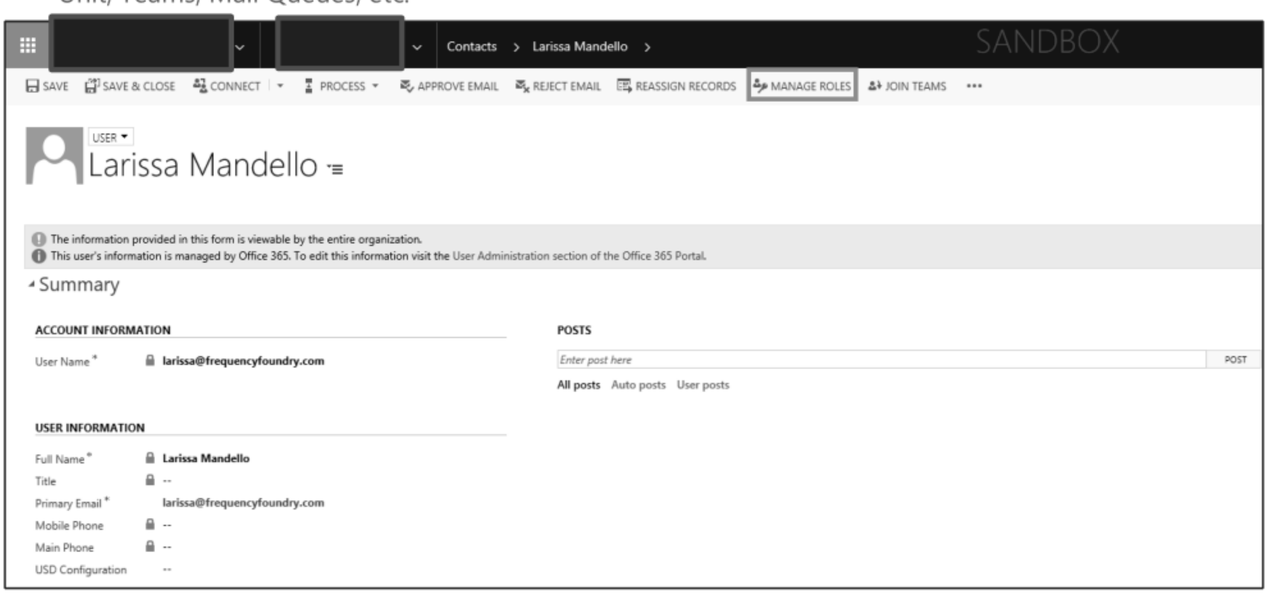
## APPLY A SECURITY ROLE TO A USER

Usually a base security role is assigned to each user. Additional privileges can be assigned by adding a role with more privileges since the higher authority prevails.

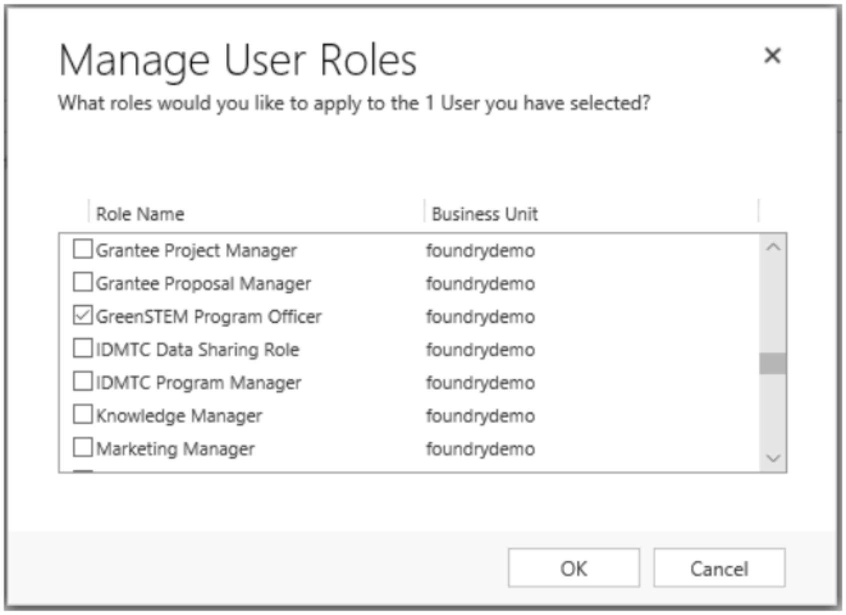
1. Navigate to Phoenix Grants > Settings > Users.




2. Click the link to the desired User record. On the User's record you can also manage their Business Unit, Teams, Mail Queues, etc.

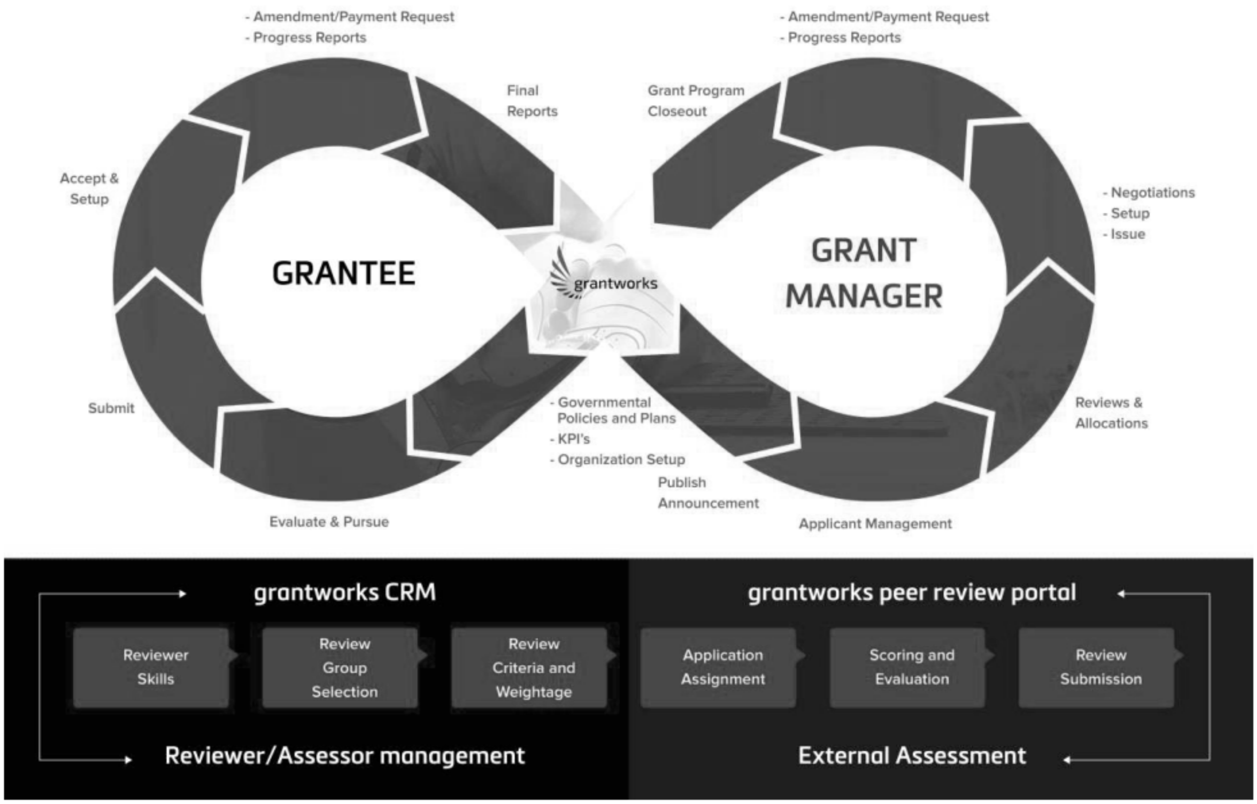


3. On the top menu, select Manage Roles.




4. In the dialogue box, select and/or deselect the desired Roles and click OK.

## APPENDIX D: GRANTWORKS FOR D365




All of Foundry's grantworks for D365 projects are executed with the following guiding principles in mind:

- Provide comprehensive functionality around the management and tracking of grants.
- Minimize customizations to ensure the solution can support additional grant programs, new features and functionality while protecting the future "upgradability" of a solution.
- Leverage the Foundry team's extensive knowledge of the people, processes, and technology needed to deliver effectively within the Canadian public sector.
- Decrease time to project completion by using accelerator templates available through the grantworks for D365 solution for government. Decrease time of project completion by using accelerator templates available through the grantworks for D365 solution for government.

Foundry's grantworks for D365 solution is an all-in-one, integrated solution that simplifies the grants process from initial solicitation through review, scoring, award, payment processing, and post-award reporting. Foundry's grantworks for D365 solution is an all-in-one integrated solution that simplifies the grants process from initial solicitation through to review, scoring, award, payment processing, and post-award reporting. It is based on Microsoft's open and configurable D365 platform which offers the following benefits:

- Works with grant solicitations from the same place users already perform much of their work: an inbox in Microsoft Outlook.
- Cuts down on manual processes; automatically generates task lists and sends notifications when grant application statuses change

- Integrates with almost any financial or ERP system (optional).
- Manages the approval, distribution and tracking of a growing grants workload
- Provides external facing stakeholders with a portal-based interface for grant applications and management of approved grants

## KEY FEATURES

### REPORTING & STATISTICS

**grantworks for Microsoft Dynamics 365 provides real-time end-to-end grant reporting, outcomes measurement and a user-friendly reporting wizard interface for self-servicing on reports.**

### CUSTOMIZED SURVEYS

Custom surveys may be created in Microsoft Dynamics 365 through its powerful Voice of the Customer functionality. Segment your contacts, survey your participants and external service providers.

### REVIEW & SCORING

grantworks for Microsoft Dynamics offers the ability for peer review of applications, complemented by a scoring matrix with configurable weightings and criteria.

### GRANT APPLICATION

Manage grant applications and view budgets, awards, payment disbursements, amendments and your work plan.

### GRANTEE MANAGEMENT

grantworks includes a grant applicant self-service portal which offers extensive two-way communication features between the program officers and grantees.

### INTEGRATIONS

**grantworks offers full integration to financial systems for transfer of financial and any other regulatory information to and from your financial system of record.**

## PAYMENT GATEWAY INTEGRATION

Microsoft Dynamics 365 offers logic flows that allow for integration with external systems to be triggered based on events within CRM entities like accounts, customers or leads. An example is when a grant is approved and moved to *process payment* status, an automated trigger may be sent to a Financial system to process the disbursement of payment. Alternatively, if direct integration to the payment system is not preferred, a case or a task may be automatically created upon grant approval for a finance team member to manually process a payment and update the status of the task/case upon completion.

## AUTHENTICATION AND ACCESS TO EMAIL, OUTLOOK PLUGIN AND MOBILE DEVICES

Authentication shall continue to be enabled through Azure Active Directory (AD) either leveraging Azure AD natively or through an Active Directory sync process. Access to email, the Outlook plugin, and mobile devices remain unaffected with the addition of new programs or solutions since users are authenticating using their own active directory account and thereby have access to the same set of permissions that they are entitled to on the web browser. Further, select mobile offline profiles may be configured to allow some entities to be available offline with certain data sets and for others to only be available in online mode.

## AUTHENTICATION AND ACCESS TO EMAIL, OUTLOOK PLUGIN AND MOBILE DEVICES

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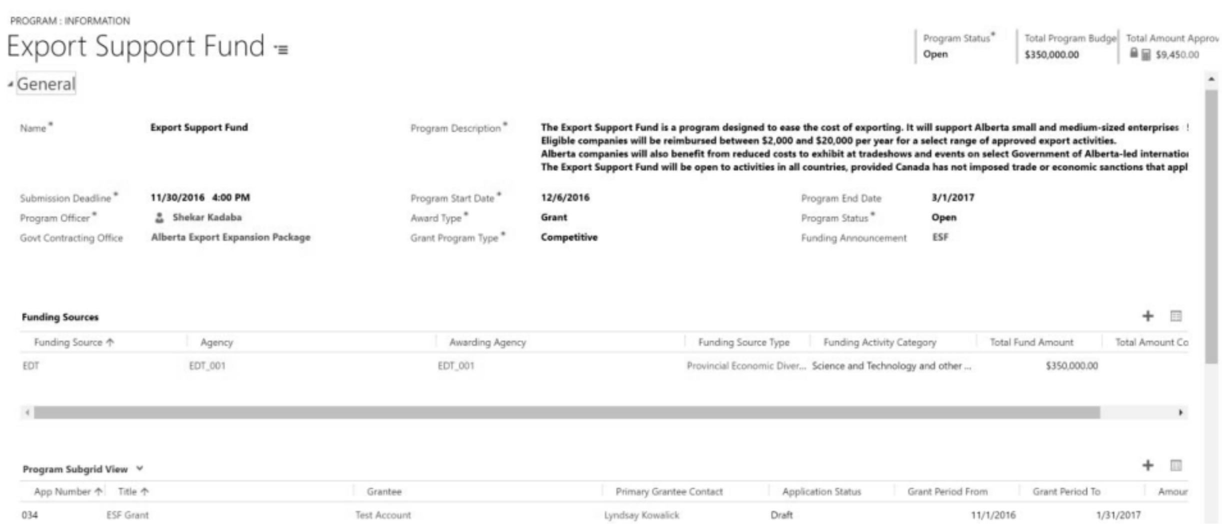
## AVAILABLE OUT OF THE BOX FEATURES

The following section identifies some key entities and features that are available out of the box through the grantworks for D365 solution. Please note that the demonstrated screenshots are only a subset of the available out-of-the-box features and possible configurations.

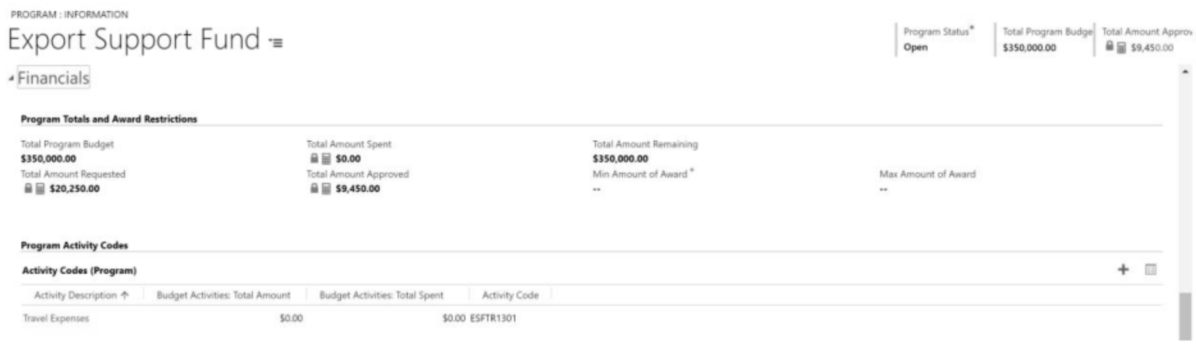
## GRANT PROGRAMS

The Grant Programs entity allows you to define specific grant programs and funding sources.

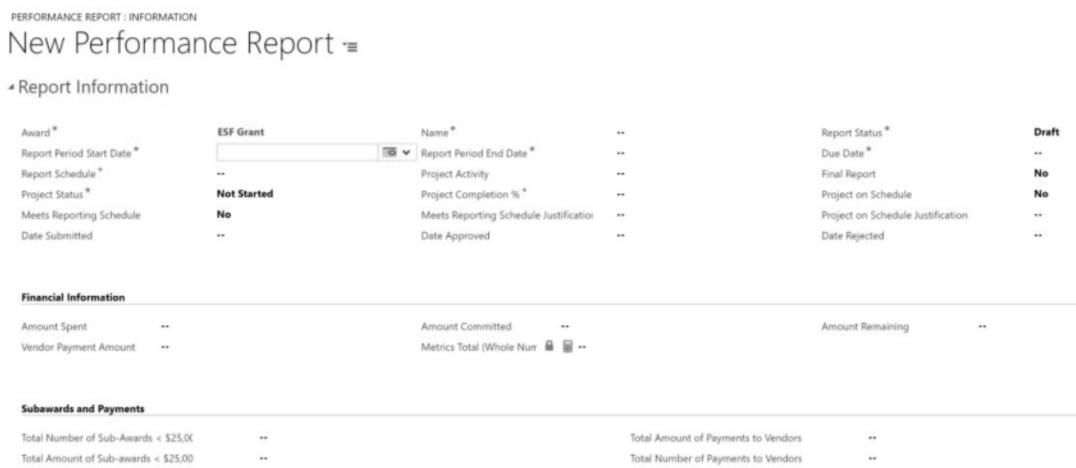


## GRANT FINANCIALS MANAGEMENT

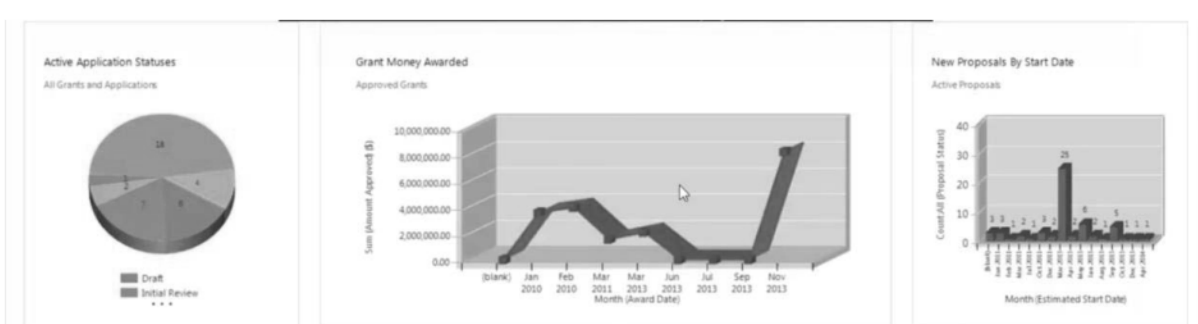
Additionally, detailed financial information on the programs may also be managed within the entity

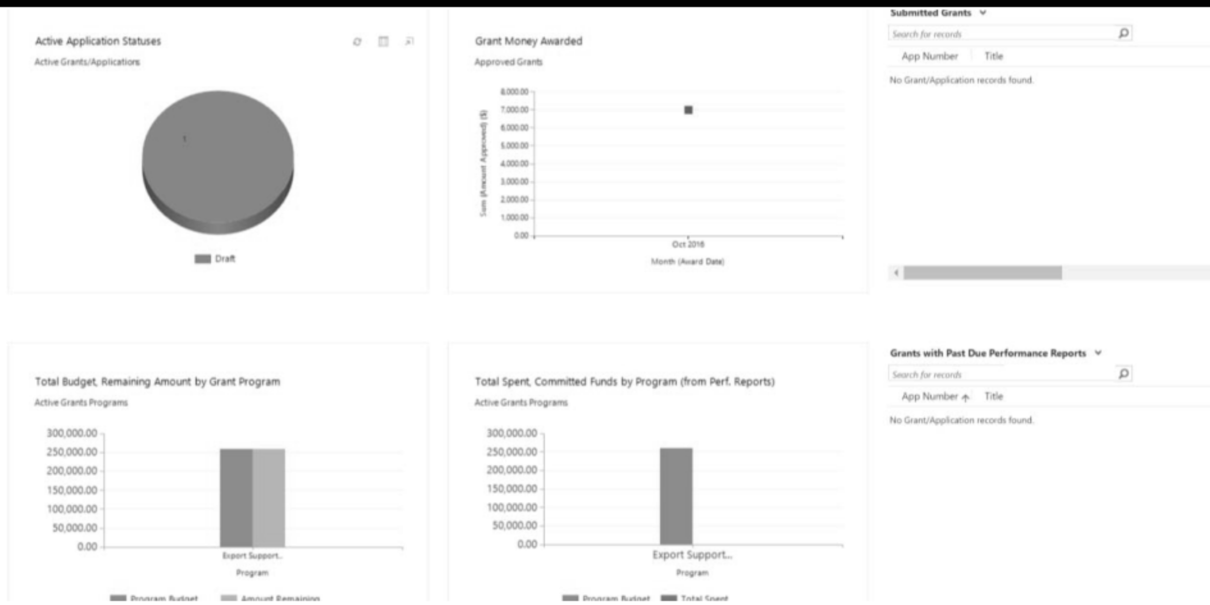



## GRANT PERFORMANCE REPORTING

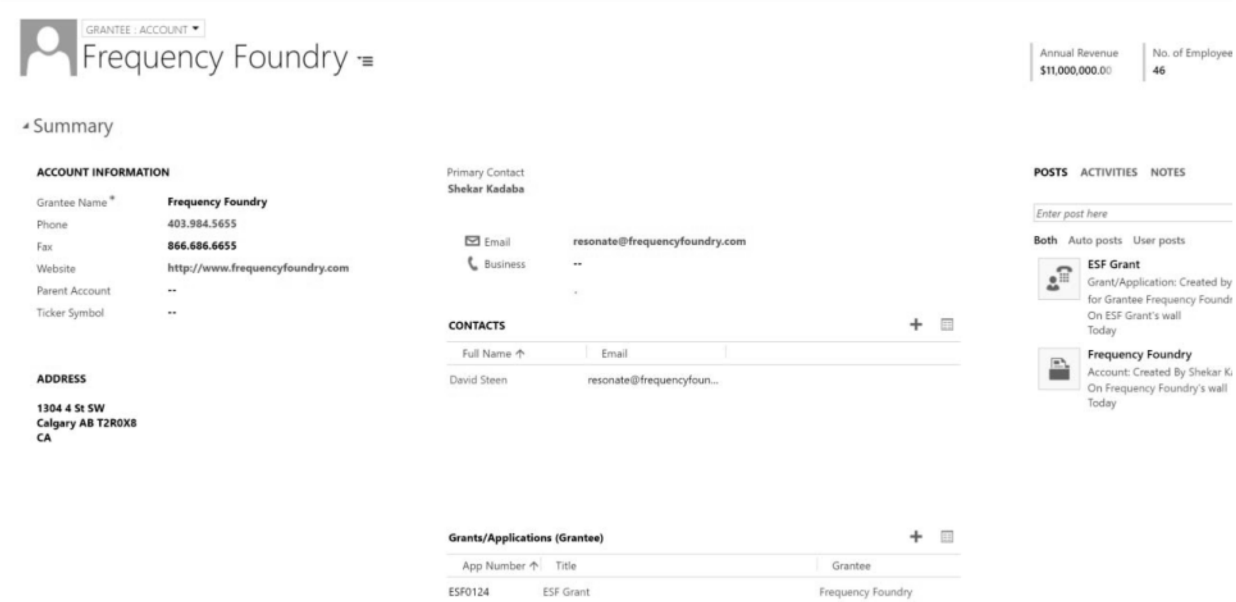



## GRANT DASHBOARDS






## GRANTEE MANAGEMENT




## GRANT APPLICATION

GRANT/APPLICATION : CASE: 2015 GM+

# ESF Grant

| App Number | Grantee* | Application S |
|---|---|---|
| ESF0124 | Frequenc | Draft |

Identify (Active) > Research > Resolve

The application might have been abandoned. It was created more than 2 months ago and still has not been submitted.

## General

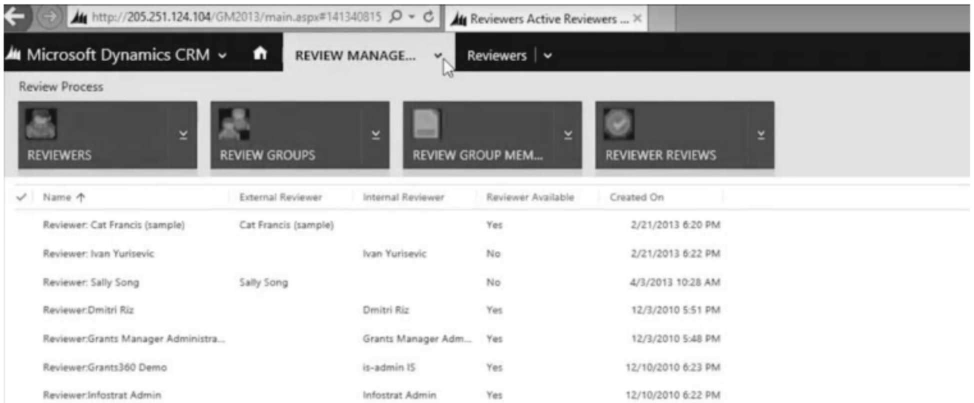
| | | | | | |
|---|---|---|---|---|---|
| Grant Program* | **Export Support Fund** | Grant Title* | **ESF Grant** | App Number | **ESF0124** |
| Grantee* | **Frequency Foundry** | Primary Contact* | **Shekar Kadaba** | Eligibility Category* | **Others** |
| Grant Period From* | **10/12/2016** | Grant Period To* | **12/14/2016** | Ready to Move Forw.* | **No** |
| Narrative | **Sample Narrative** | | | | |

**PM Information**

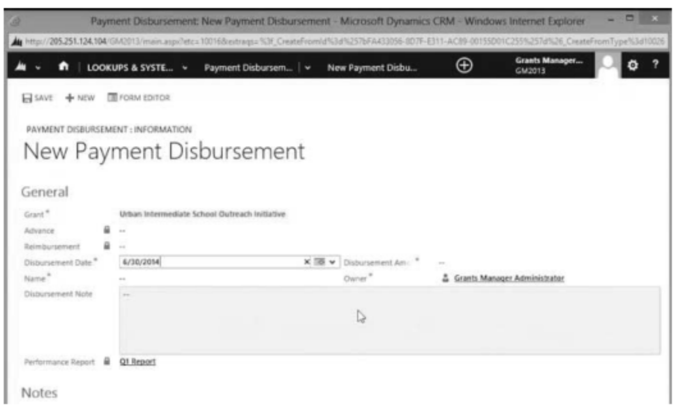
| | | | | | |
|---|---|---|---|---|---|
| Program Officer* | **Shekar Kadaba** | Project Manager | -- | Application Origin | -- |
| Date Submitted | -- | Project Code | -- | Proposal Type | -- |

- Payment Disbursements
- Budget
- Review & Awarding
- Financial & Drawdowns
- Amendments, Work Plan / Phases & Sub-Awards

## GRANT APPLICATION REVIEW AND SCORING




## GRANTS – PAYMENT DISBURSEMENT

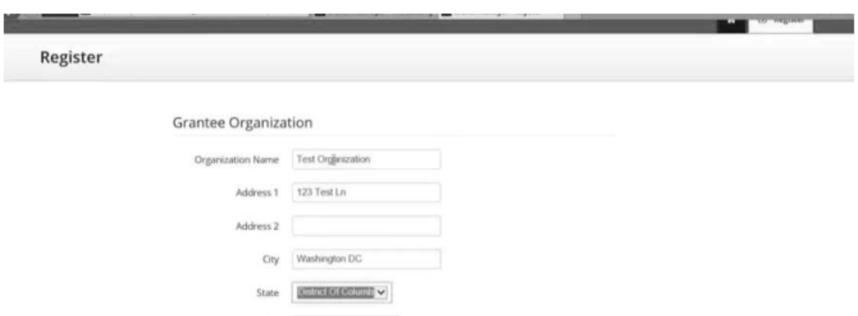



## ONLINE APPLICATION AND REVIEW

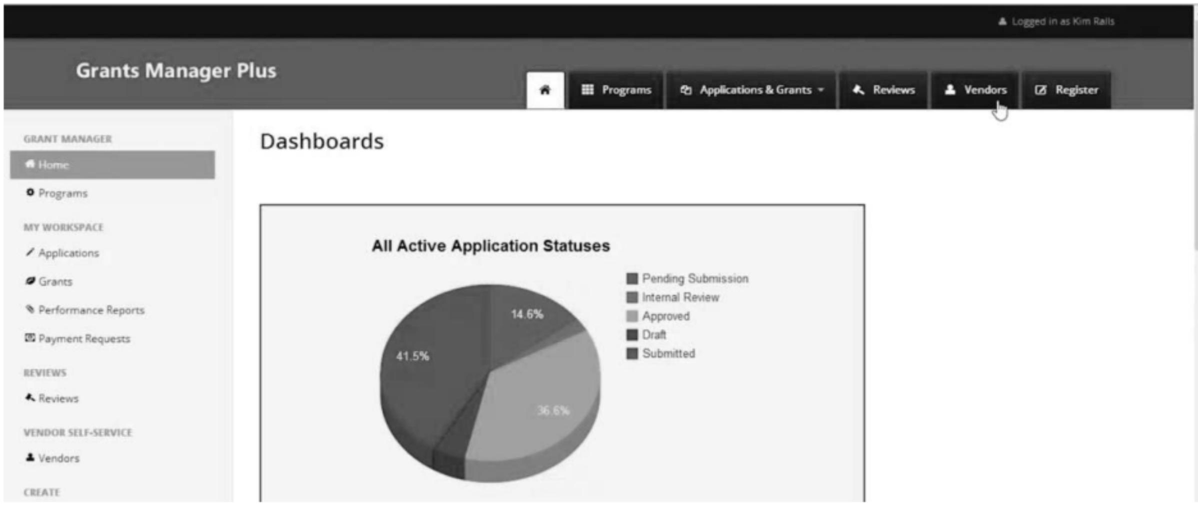
Grant Applicants can self-serve themselves through grantworks for D365 Grantee portal.

## GRANTEE PORTAL – LOG IN

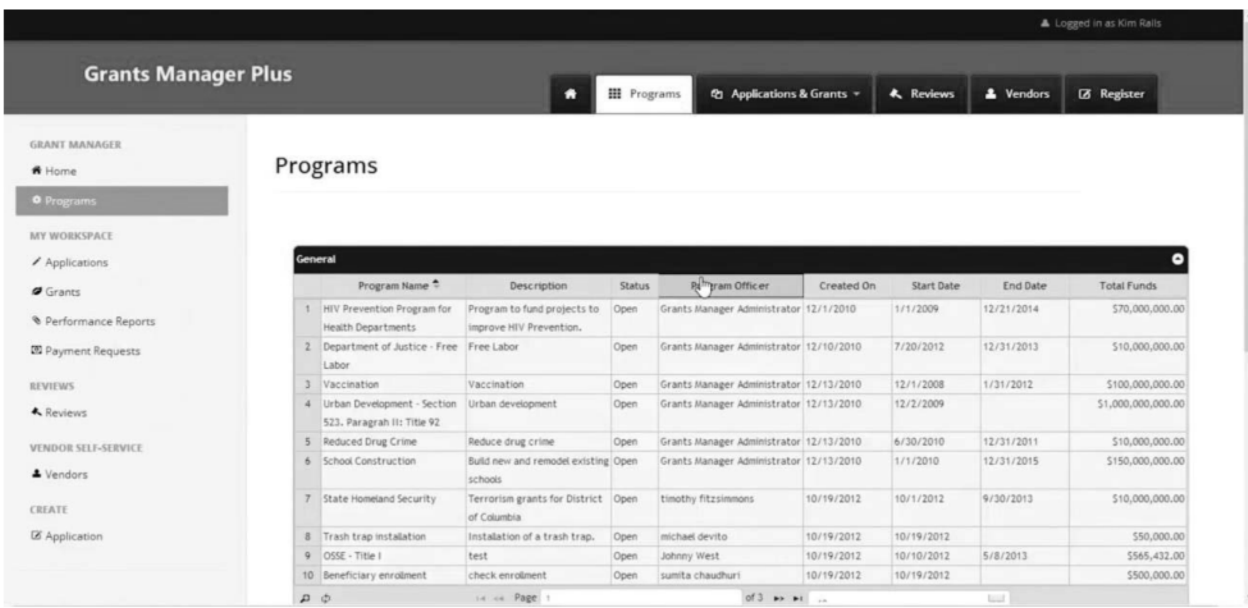
The Grantee Portal is based on the Microsoft Dynamics 365 Portals and acts as an external facing interface for grants to be submitted. Note that the user interface, fields, and overall look and feel are completely configurable and can be branded to meet the Ministry's standards.



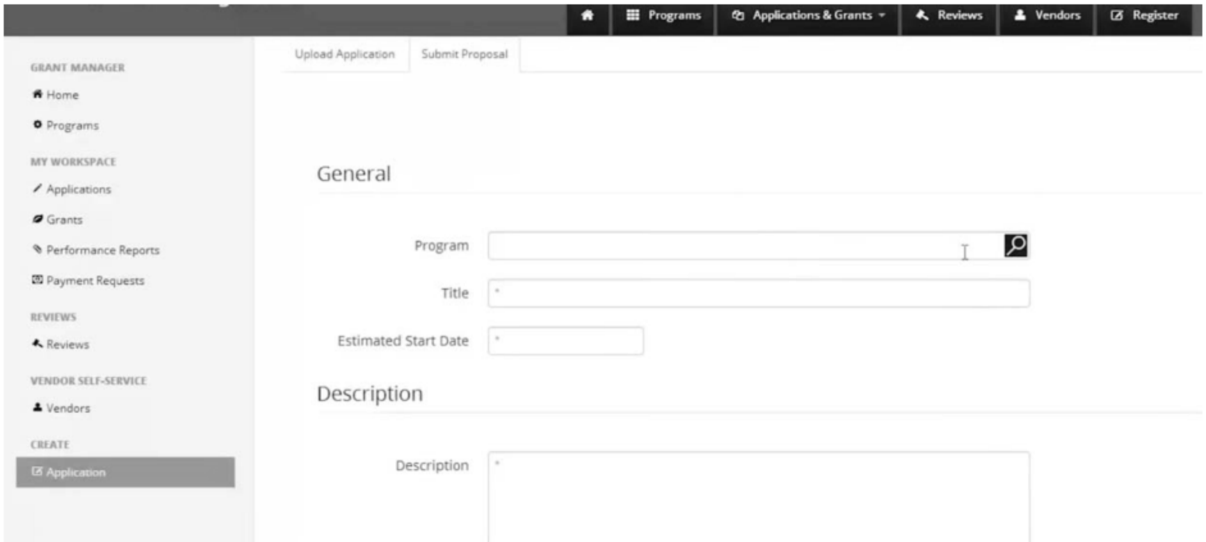
## GRANTEE PORTAL - DASHBOARDS



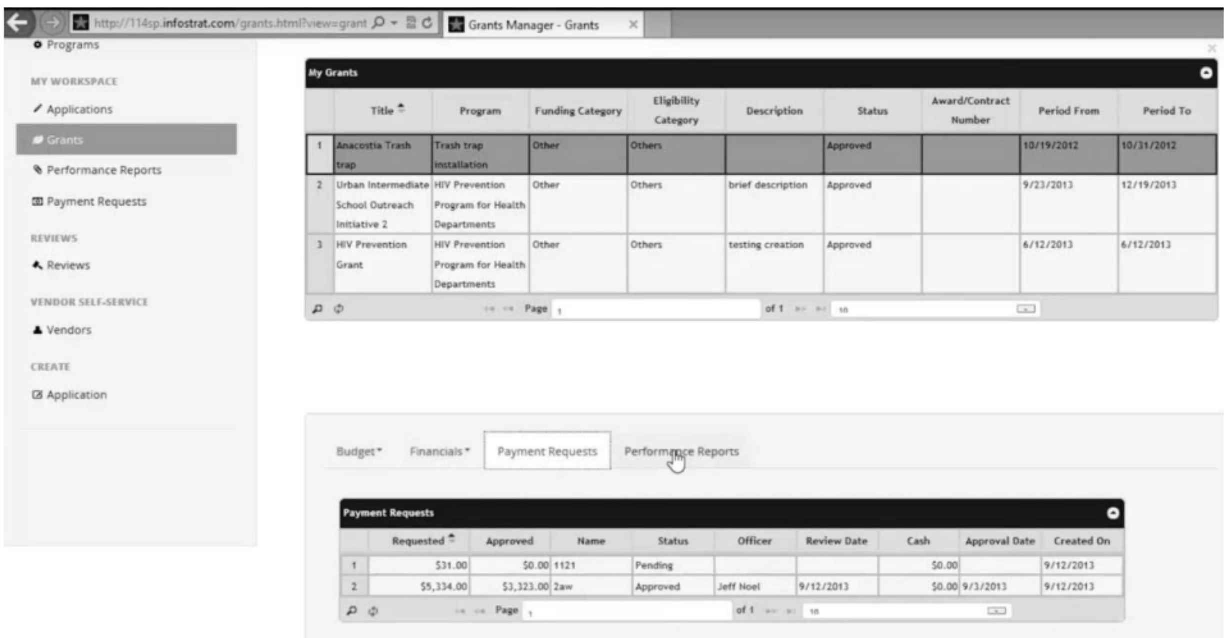

## GRANTEE PORTAL - PROGRAMS VIEW



## GRANTEE PORTAL – GRANT APPLICATION AND PROPOSAL SELF-SERVICE PROCESS

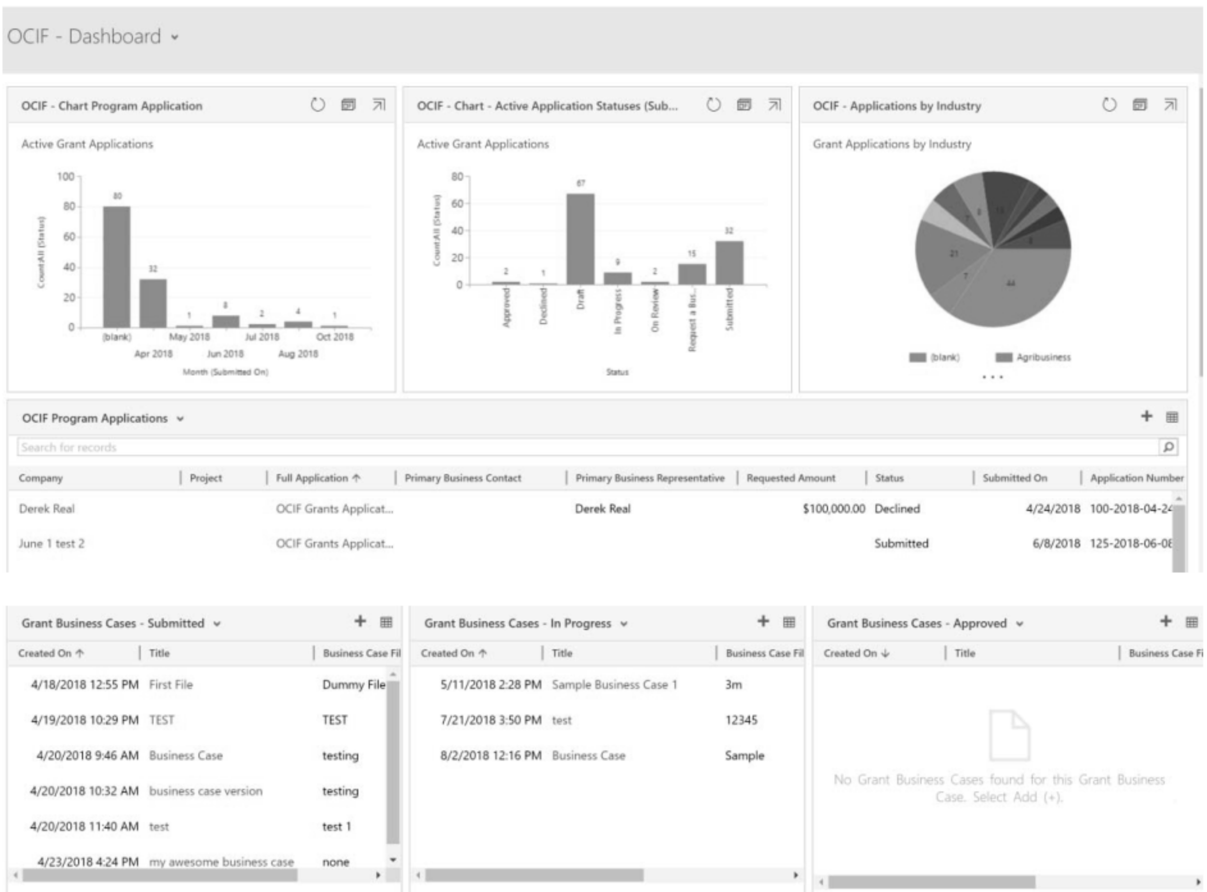



## GRANTEE PORTAL – BUDGETS, FINANCIALS, PAYMENT REQUESTS & PERFORMANCE REPORTING



## DASHBOARDS

grantworks for Microsoft Dynamics 365 provides role and user-specific dashboard functionality out of the box along with the ability to create additional user-definable dashboards. These dashboards provide real-time composite views of key performance indicators (KPIs) and can also be tailored to the specific needs of the user. Use a dashboard to see at a glance all the essential information needed to make key business decisions every day. Grantworks Dashboards are easy to create and are easy to revise as changing business needs require. Dashboards can be easily integrated directly into views or data entry forms and update in real time through the display of charts, views, iframes and web resources.




## VISUAL REPORTING

Dashboard capabilities in Microsoft Dynamics 365 allow organizations to instantly track top opportunities, key accounts, revenue by territory/owner, and other key metrics in real time with pre-built dashboards. Or they can easily create custom dashboards based on internal or external data. Inline visualizations allow users to turn data into insightful charts, graphs, and other visualizations. Users can use pre-built visualizations or use the drill-down capability to view the original data source for additional details and context.

Microsoft Dynamics 365 also introduces flexible goal management, which allows organizations to establish and display KPIs across any measurable quantity or event and present them graphically within the rich analytics framework provided as part of the system.

Microsoft SQL Server Reporting Services is the out of the box report writer for Microsoft Dynamics 365. Many different types of reports are provided out of the box. The Report Wizard allows users to instantly create an ad hoc report against any field in the database without IT assistance, and SQL reports can be written to include data from other data sets as well as from Microsoft Dynamics 365.

Participant and organization records are stored within Microsoft Dynamics 365's contact management system with the ability to provide a 360-degree view of both participant history and organization history as they relate to projects and grants.

## PARTICIPANT AND ORGANIZATION RECORDS

Participant and Organization records are stored within Microsoft Dynamics 365' Contact Management system with the ability to provide a 360-degree view of both participant history and organization history as they relate to projects and grants.

Contact management is a key area of functionality available out of the box from Microsoft Dynamics CRM. Users can create, modify, manage, and even import contacts. The flexibility of the platform allows for the addition of new data points and custom record types through native customization tools without writing any code. By default, the system provides contact (person) and account record types, which can be related hierarchically through multiple levels. Additional fields can easily be added when necessary to include various types of classification, such as status, profiling or demographic information.

Microsoft Dynamics CRM provides direct integration with Microsoft Outlook, including the synchronization of contact, calendar, task, and email records as directed by the user. The user can specify which records are promoted to Microsoft Dynamics CRM. Microsoft Dynamics CRM captures deep information about each contact, including:

- First, last and middle name, Address, Company, Job title, Business and mobile phone, Facebook and Twitter handle, Preferred contact method, Contact type (for example, grantee, partner organization representative etc.), Business and personal interests, Connections, Notes

In addition, custom fields can be defined to meet business needs. Notes and files can also be attached to the contact record.

A contact may be related to multiple accounts. Microsoft Dynamics CRM supports complex relationships, including hierarchical, one-to-one, and one-to-many. The Connections feature in Microsoft Dynamics CRM can also be used to model complex relationships between any entities, including contact and accounts and the type of each relationship is also captured.

## CUSTOMIZED SURVEYS

Custom surveys can be created in Microsoft Dynamics 365 through its powerful *voice of the customer* functionality. Microsoft supports the ability to send both relationship-based and transactional-based surveys to measure customer feedback. A relationship survey can be sent independent of any customer interaction (i.e., an annual member survey or other mailing) to solicit feedback, or a transaction survey can be automatically triggered after an interaction (a service phone call, a web chat, an email, etc.) to ask about the quality of the interaction or perhaps rate the agent who provided the service. Survey questions are fully customizable to support yes/no, Likert rating scales (1-5, 1-10, etc.), or multiple choice. These surveys can be designed to use standardized CSAT, Net Promoter Score, or Customer Effort Score questions, and reporting is provided in-product for analysis of the results.

## PARTICIPANT REPORTING, STATISTICS & TRENDS

grantworks for dynamics 365 includes several out of the box reports aimed at analyzing grant participant reporting, statistics and trends. Further, grantworks for Microsoft Dynamics 365 provides a broad suite of tools for end users to conduct their own analysis, modeling, and reporting of data within the system. These tools use a combination of in-application data controls as well as embedded Microsoft SQL Server Reporting Services and Microsoft SQL Server Analysis Services capabilities. Users can create rich, interactive, structured reports with integrated charting and drill-through analytics. Reports may be viewed and manipulated in a web browser, or published in a variety of formats including PDF, Excel, TIFF, or CSV for dissemination in the most appropriate medium. Additionally, interactive analytics and modeling are enabled through native integration with Microsoft Excel. Users can export data directly from the CRM platform into an Excel workbook, PivotTable report, or PivotChart dynamic view for rich analysis and manipulation that is familiar to a wide audience of users. Further, this feature allows dynamic data connections that keep the Excel data current with live CRM data, ensuring that users always have the latest information in their model.

Finally, live interactive dashboards and analytics can be built directly into the Microsoft Dynamics CRM user experience. This capability presents always up-to-date graphical representations of information which can be customized by the individual user or can be managed organizationally. Further, this capability allows users to click through to source data or to see data and charting side by side. User analysis is enabled through the ability to pivot and filter the represented data interactively to find new ways to model information and derive actionable insights from the information.

Analytics, available natively within Dynamics 365 Customer Engagement reporting and visualizations and through PowerBI, is designed to support a range of business intelligence maturity levels for grant program teams.

| IDENTIFICATION OF PROPONENT | |
|---|---|
| **Proponent's Legal Name:** | **FREQUENCY FOUNDRY INC.** |
| **Head Office:** | 400-1210 8 Ave SW, Calgary AB T2R 1L3, Canada |
| **USA Office** | 4602-304, S Jones Blvd, Las Vegas, NV 89107 |
| **Toronto Office:** | 439 University Avenue, 5th Floor, Toronto ON, M5G 1Y8 |
| **Vancouver Office:** | 400-601 West Broadway, Vancouver BC, V5Z 4C2 |
| **Contact Name:** | **Charles Finstad** |
| **Telephone:** | 403.807.8743 |
| **Facsimile:** | 866.686.6655 |
| **E-mail Address:** | resonate@frequencyfoundry.com |
| **Years in Business** | 9, formerly operating as Rethink55 Workflow Solutions Inc. |
| **Legal Status** | Corporation, incorporated 2013, Former corporation Rethink55 Workflow Solutions Inc. incorporated in 2009 |
| **Operating Location** | Calgary, Alberta |

**From:** Mantle, Shane JEDC:EX
**To:** Crosby, Julia MAH:EX
**Subject:** FW: Fundingportal I Email Submission of Response to RFP for a BC Arts and Culture Grants Management System
**Date:** December 12, 2018 9:24:46 AM
**Attachments:** Fundingportal - BC RFP.pdf
Fundingportal_RFP_Response to BC for an Arts and Culture Grants Management System_December 14_2018 (1).pdf

---

Hello,

Here is another submission.

Kindest Regards,

Shane

---

**From:** Teri Kirk [mailto:tkirk@fundingportal.com]
**Sent:** Wednesday, December 12, 2018 9:01 AM
**To:** Mantle, Shane JTT:EX
**Subject:** Fundingportal I Email Submission of Response to RFP for a BC Arts and Culture Grants Management System

Mr. Shane Mantle

Client Business Consultant

Information Systems Branch

Email: Shane.Mantle@gov.bc.ca

Dear Mr. Mantle,

I am pleased to submit to you:

1. the Ministry's cover page, signed by me as an Authorized Representative of The Funding Portal Inc. ("Fundingportal"), the Proponent, and
2. our Response to the RFP.

Thank you for providing us with the opportunity to submit our materials electronically.

We very much hope to the have the opportunity to deliver our Grants Management System to the Ministry and the Province for this very important initiative.

Sincerely,

Teri Kirk

Teri Kirk I President
fundingportal.com
tkirk@fundingportal.com
O 1.855.850.fund (3863) I 416.214.6378
M 416.805.5586

---

**From:** "Cunningham, Sonja TAC:EX"

**Date:** Thursday, November 22, 2018 at 6:39 PM

**To:** "Cunningham, Sonja TAC:EX"

**Cc:** "Mantle, Shane JTT:EX"

**Subject:** RFP opportunity: BC arts grants management system

Hi there,

Thank you for providing a response to the RFI from the British Columbia Ministry of Tourism, Arts and Culture in spring 2018. Based on the submissions received through the RFI process, the project team was able to successfully secure funding for a new arts grant management system and craft an RFP that best reflects the needs of the business area.

The RFP has now been posted on BC Bid. It can be accessed through:
http://www.bcbid.gov.bc.ca/open.dll/submitLogin?disID=40090473

th

The RFP has a closing date of Friday, December 14 .

If you have any questions about the opportunity, please direct them to Shane Mantle (cc'd).

Thank you again,

Sonja

Sonja Cunningham
Senior Policy Analyst
Corporate Initiatives and Strategic Policy
Ministry of Tourism, Arts and Culture
778.698.3519

*Sent from the traditional territories of the Lekwungen-speaking people and the Esquimalt and Songhees First Nations.*

# Request for Proposals
## Arts and Culture Grant Management System

**Ministry of Tourism, Arts and Culture RFP Number: RFP19-BCAC-001 Issue date:** November 22nd, 2018

**Closing Time:** Proposals must be received **before** 2:00 PM on: December 14th, 2018

**DELIVERY OF PROPOSALS:** Proposals must be in English and must be submitted using one of the submission methods below, and must either (1) include a copy of this cover page that is signed by an authorized representative of the Proponent or (2) otherwise identify the RFP, identify the Proponent and include the signature of an authorized representative of the Proponent that confirms the Proponent's intent to be bound, or (3) be submitted by using the e-bidding key on BC Bid (if applicable), in accordance with the requirements set out in Section 2.2:

*BC Bid Electronic Submission:* Proponents may submit an electronic proposal using BC Bid. Proposals must be submitted in accordance with the BC Bid requirements and e-bidding key requirements (found at www.bcbid.ca). Only pre-authorized electronic bidders registered on the BC Bid system can submit an electronic proposal using the BC Bid system. Use of an e-bidding key is effective as signature.

*Email Submission:* Proponents must submit an electronic proposal by email to Shane.Mantle@gov.bc.ca in accordance with the instructions at Section 2.3 of this RFP.

**A proposal is deemed to incorporate the Confirmation of Proponent's Intent to Be Bound below, without alteration.**

**CONFIRMATION OF PROPONENT'S INTENT TO BE BOUND:**

The enclosed proposal is submitted in response to the referenced Request for Proposals, including any Addenda. By submitting a proposal, the Proponent agrees to all of the terms and conditions of the RFP including the following:

a) The Proponent has carefully read and examined the entire Request for Proposals;
b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
c) The Proponent agrees to be bound by the statements and representations made in its proposal.

**PROPONENT NAME (please print):** The FundingPortal Inc. (Fundingportal)

**NAME OF AUTHORIZED REPRESENTATIVE (please print):** Teri A. Kirk

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:** [signature]

**DATE:** December 10, 2018

Page 008 of 166 to/à Page 042 of 166

Withheld pursuant to/removed as

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|  |  |
|---|---|
| **From:** | Mantle, Shane JEDC:EX |
| **To:** | Crosby, Julia MAH:EX; Hardy, Chris JEDC:EX |
| **Subject:** | FW: Ministry of Tourism, Arts and CultureRFP Number: RFP19-BCAC-001 Issue date:November 22nd, 2018 |
| **Date:** | December 14, 2018 12:50:55 PM |
| **Attachments:** | Proposal in Response to RFP19-BCAC-001 - Arts and Culture Grant Management System.pdf |

Another one.

Kindest Regards,

Shane

**From:** David Crouch [mailto:dcrouch@itk.email]
**Sent:** Friday, December 14, 2018 12:49 PM
**To:** Mantle, Shane JTT:EX
**Subject:** Ministry of Tourism, Arts and CultureRFP Number: RFP19-BCAC-001 Issue date:November 22nd, 2018

We are pleased to attach our Proposal for an Art and Culture Grant Management system. We look forward to hearing back from you.

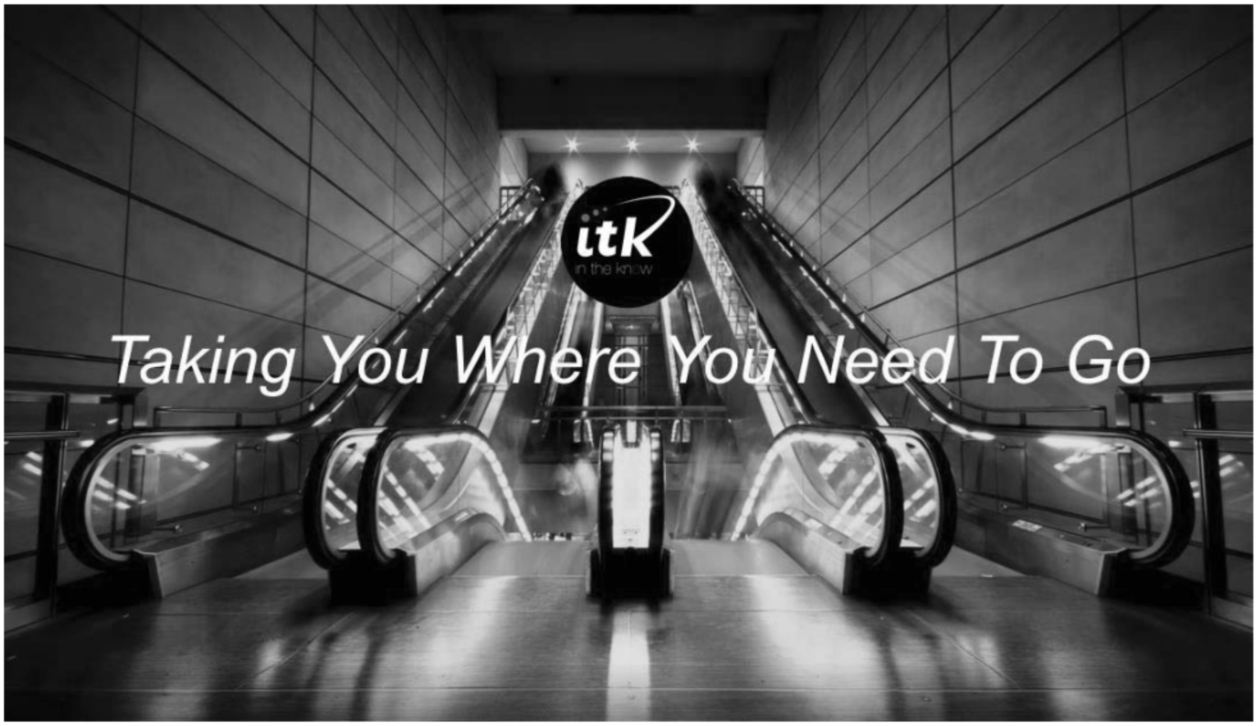
Thanks, David

David Crouch

*VP, Customer & Digital Services*

m: 778.320.8370

w: www.itk-inc.com e: dcrouch@itk.email




# Response to:

## Ministry of Tourism, Arts and Culture Grant Management System
## RFP19-BCAC-001

December 14, 2018



| | |
|---|---|
| **Prepared By:** | **ITK Consulting Inc.** |
| | 300 – 1055 West Hastings, V6E 2E9 |
| **Contact:** | David Crouch, VP, Client and Digital Services |
| **Telephone:** | 778.320.8370 |
| **Email:** | dcrouch@itk.email |
| **Website** | itk-inc.com |

## TABLE OF CONTENTS

## Request for Proposals
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c) The Proponent agrees to be bound by the statements and representations made in its proposal.

**PROPONENT NAME (please print):** ITK Consulting Inc.

**NAME OF AUTHORIZED REPRESENTATIVE (please print):** David Crouch

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:**

**DATE:** December 14, 2018

## COVER LETTER

December 14, 2018

Subject: Ministry of Tourism, Arts and Culture Grant Management System for the BC Arts Council

As the Chief Executive Officer of ITK Consulting Inc. (ITK), I'm please to present our proposal in response to your RFP. From our head office in Vancouver, we have been providing IT consulting services to multiple clients in the public and private sector for almost 10 years. We are a full-service firm providing strategic consulting, implementation and delivery, managed services and support, and SaaS / IP licensing. Our primary focus is on providing Digital Solutions for the Modern Workplace. We have an outstanding team of experienced professionals and our management team has over 75 years of combined IT experience in BC and abroad.

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We have extensive experience dealing with clients from 10 to 100 employees, which is the bulk of our practice. We have implemented D365 solutions at a variety of public sector organizations including BC Utilities Commission, Industry Training Authority and Vancouver Fraser Port Authority.

As the leader of a British Columbia-based company with a long track record of successful project and solution delivery, ITK is uniquely qualified to deliver on this opportunity. We look forward to your next steps.

Sincerely,

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Bob Bell
CEO, ITK Inc.
300 – 1055 West Hastings Street, Vancouver, BC, V6E 2E9

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## EXECUTIVE SUMMARY

ITK is pleased to present the following proposal to the Ministry of Tourism, Arts and Culture of its Grant Management System for the BC Arts Council

Leveraging the strength of the Microsoft Dynamics 365 Client Engagement ecosystem, our proposed solution provides the Ministry with a Grant Application system built and deployed for today's needs that is extensible for future demands:

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As a local British Columbian based firm with nearly 10 years' experience leveraging our proposed solution across public, not-for-profit and private customers, we are excited to see the increase in demand and adoption of our proposed solution across BC and Canada. In 2018 we added more new clients than we had in our previous 7 years combined.

The proposed licensing model for our proposed solution is an advantage to the Ministry. As Applicants and Peer Assessors change, your licensing costs do not.

Finally, ITK is a unique service provider because:

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ITK is the perfect partner to deliver on the objectives of your BC Arts Council Grants Management System project. We look forward to the opportunity of working with the Ministry of Tourism, Arts and Culture on this exciting initiative.

## CAPABILITIES

Our focus at ITK is providing complete 'cradle to grave' life cycle support for our clients whose solutions are exclusively developed within the Dynamics 365 Customer Engagement ecosystem. We're able to provide these comprehensive services as a double Silver Microsoft Partner, a designation identifying complete representation of Microsoft for most of our clients from licensing though to post deployment managed services.

Since our inception in early 2010, ITK has successfully completed over 45 Dynamics CRM / Dynamics 365 projects, for 30 clients, delivering a range of solutions based on Dynamics 365 Customer Engagement, with a significant number of government, quasi government and not-for-profit organizations.

We have experience ranging from small and simple projects to complex configuration and customizations; quick to market solutions to multi-phased and multi-year engagements. The diversity of our client base has helped us to achieve a best practices approach to CRM delivery, as often solutions designed for one industry group prove highly adaptable to other verticals, providing a fresh approach to old ways of doing things. A significant percentage of our work is repeat business from customers with whom we have worked for many years, including ongoing support and managed service arrangements. We have service agreements in place with 14 of our clients.

## RELEVANT EXPERIENCE

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## APPROACH

In this section of our proposal we outline the Microsoft-based solution that we are proposing for you, as well as some details around our implementation process, schedule, and effort, including your roles in the project.

## OUR UNDERSTANDING OF YOUR REQUIREMENTS

In support of both the Ministry's mandate regarding the BC Arts Council and the BCAC's Strategic Plan, you are looking to replace the current legacy custom grant application system with a new system providing online self-service for applicants and an adjudication mechanism and process for peer assessment. The objectives for the new system are to result in more efficient and accessible services to users and a reduction of time and costs for applicants, peer assessors and internal staff. Key objectives include:

- reduced processing time,
- elimination of duplication
- improved access
- increased online services
- provision of quality data analytics

## PROPOSED SOLUTION

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## TRAINING AND SUPPORT PLAN

In terms of training we employee a varied and open approach. By that we mean that we tailor our training methods and deliverables based on the client, culture, roles and headcount, and a number of other factors. This is discussed and finalize in our Discovery workshops. We have and can employ online, classroom and/or desk-side training. We recommend and expect that a couple of Power Users are identified, and they will receive much more extensive training, including working with us on occasion throughout the project, in order to really understand and work with the system.

In terms of support we offer a range of basic support plans outlined briefly below. The underlying Dynamics 365 software is upgraded twice per year, often adding many more capabilities. Our standard support hours are 7:30AM until 5:00PM Pacific time. Clients can contact us via a range of methods: email, phone, or a special MS Teams channel. We negotiate service level agreements separately with each client as requirements and urgencies are very client specific.

Our core support plan is as follows:

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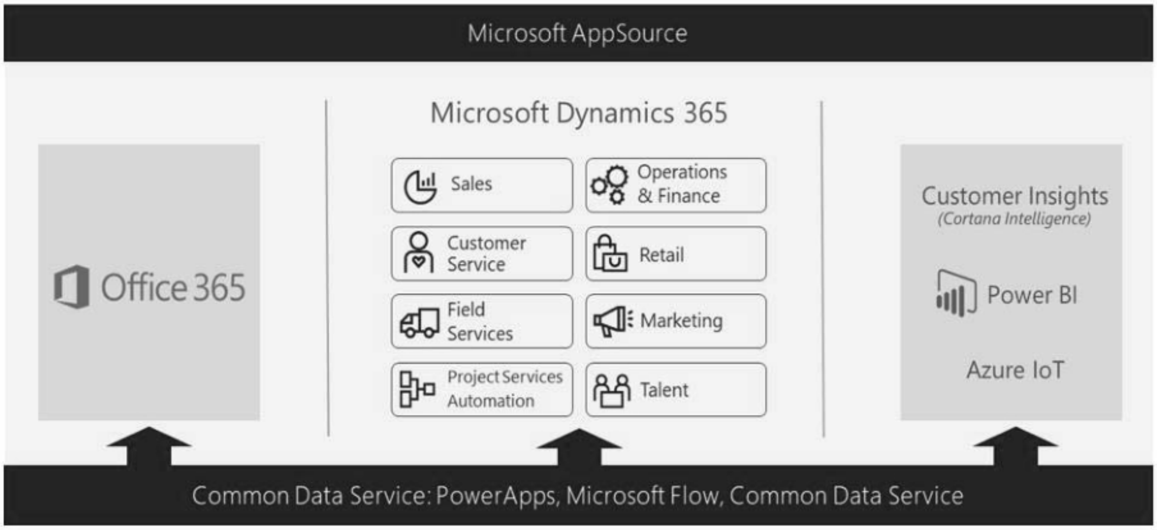
## APPENDIX 1 – MICROSOFT DYNAMICS 365 BACKGROUNDER

Microsoft has made tremendous strides in the last 3 years consolidating and extending their business application offerings into a fully integrated cloud-based solution. They are focused on the next generation of intelligent business applications that help with each business's digital transformation which they view as being comprised of the four key components.


They have created a technology platform that is purpose-built, adaptive, and fully integrated in order to allow their customers to contend with this transformation, to quickly build and deploy digital solutions. This platform is comprised of the components on the following page.




Office 365 is a key component of Microsoft business solutions, and that its key applications – Outlook, Word, Excel, and SharePoint – are fully immersed into Dynamics 365. At the same time, newer members of this venerable suite such as Teams, Forms, StaffHub and Stream are also integrated to provide novel and compelling digital solutions.

This platform is vibrant, compelling and accessible. The Gartner Group, through their Magic Quadrant analysis rate the Dynamics 365 Sales and Customer Service apps to be the top CRM solution in the world as of 2017.

Dynamics 365 has several core strengths:

- Cloud-based in Azure, the number one cloud platform.
- It is built on the robustness of the SQL Server environment.
- Unparalleled process management and workflow management capabilities.
- A large range of configuration options allowing many implementations to be completed using Business Analysts.
- Incredible security model and authentication using Active Directory.
- Mobile, Outlook, and web savvy using one common and streamlined user interface.
- Easy to tailor the User interface by role so that each user only sees the forms, entities, dashboards, and views that they need to perform their duties

The Microsoft platform provides much functionality out-of-the box:

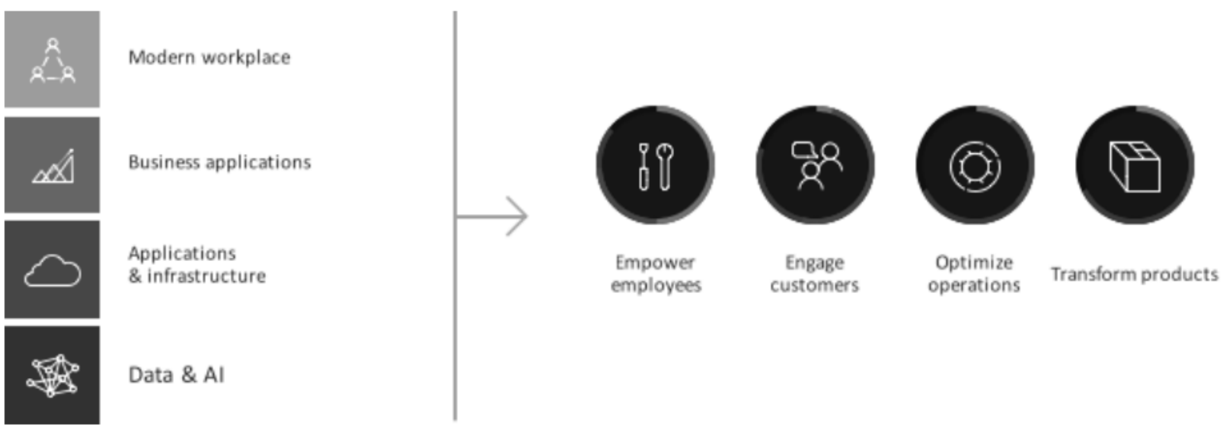
- Centralized relationship management tools that enable customer-facing employees across all channels to identify unmet needs, respond quickly, and gather in-depth customer insight regardless of point of contact.
- Easy configuration to streamline processes at a pace that is comfortable by building in business logic to automate repetitive tasks, provide users guidance on next steps, send email, and create alerts for open items, giving its customers a better experience.
- Streamlined service delivery with easy access to consolidated customer data and tools that automate the cross-department collaboration and follow-up required to deliver superior service.
- Quick access to consolidated customer knowledge through flexible integration options with its existing legacy applications and technology architecture.
- Customized workspaces that provide its employees with personalized, role-based home pages that help them streamline routine tasks and increase productivity.
- Powerful reporting and analysis tools using existing Microsoft technology investments that make it easy to identify opportunities and trends, manage relationships between stakeholders and other users.

If that isn't enough, Microsoft then provides three different "layers" in their architecture to help customers tailor their Dynamics 365 solutions to meet unique industry, functional, and organizational dimensions. The first layer is by using the growing and easy to use Business Applications Platform – PowerBI, PowerApps, and Flow – to create specific web or mobile applications or business analytics that address specific problems or opportunities. MS Flow extends Dynamic's internal robust workflow methodology to connect events and actions between external disparate applications. This product suite is growing rapidly and is all based on a greatly revised Common Data Services 2.0. This platform is split into two components: The first is PowerApps (Canvas and Model-Driven) and Flow built directly on CDS provides the core transactional engine for Dynamics 365. All the Customer Engagement and Talent apps are now built using the same toolset that implementation partners and customers can use to configure their solutions. This is an incredibly important change to the Dynamics architecture. The second piece of the platform is PowerBI built on the same though replicated version of CDS. This means that data is replicated in a separate version of the database for analytical purposes and these insights and intelligence can then be directly injected back into the transactional instance.

The second layer is ready access to Azure and its considerable resources and flexible components. Already there are several out of the box capabilities such as Dynamics for Customer Insights (which provides Artificial Intelligence and machine learning) and Learning Paths (which provides a delivery system for custom training) which run in Azure and are immersed into Dynamics 365. Azure can be used similarly to provide significant processing outside of the Dynamics 365 environment in order to preserve end user performance with the results and outcomes being injected back into the Dynamics 365 data store. Other applications can be hosted in the Azure environment and connected via the Common Data Service.

Finally, Microsoft Dynamics 365 has a large, robust and growing third-party ecosystem that provide a large range of options from vertical solutions to functional tool sets, such as Click Dimensions commonly used for communications and marketing automation purposes. The key characteristic of all of the third-party ecosystem is that they are built in and on Dynamics 365 expanding functionality while using the same familiar user interface. These products are accessed using AppSource and Microsoft is expending considerable resources to develop more partners and resources in this area.

In summary, the Microsoft platform – as depicted below – means that you can implement quickly and easily: Start with what you need; Adapt it to your exact business requirements; Optimize productivity; and Add business intelligence.



## RECOMMENDED DISASTER RECOVERY ENVIRONMENT

Microsoft ensures business continuity with data replication in multiple locations within Canada. When a failure or a disaster occurs, well-defined processes are applied by the administrators of the Microsoft Dynamics 365 (online) data center to recover from a service interruption. The processes and software to recover from these service interruptions is known as disaster recovery failover.

Your Microsoft Dynamics 365 (online) datacenter maintains a duplicate and synchronized (alternate) copy of your organization's data on a different server. Should a disaster occur in the data center where you no longer have access to your data, the administrators monitoring the datacenter can switch access from your primary organization to this alternate organization, thereby minimizing the service interruption. When the failure has been corrected, service access to your primary organization can be restored.

https://msdn.microsoft.com/en-us/library/hh771583.aspx

**From:** Mantle, Shane JEDC:EX
**To:** Hardy, Chris JEDC:EX; Crosby, Julia MAH:EX
**Subject:** FW: RFP19-BCAC-001 - Essential Designs Response - Arts and Culture Grant Management System
**Date:** December 14, 2018 10:48:06 AM
**Attachments:** RFP19-BCAC-001 - Essential Designs Response - Arts and Culture Grant Management System.pdf

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One more

Kindest Regards,

Shane

**From:** Scott Jackson [mailto:sjackson@essentialdesigns.net]
**Sent:** Friday, December 14, 2018 10:45 AM
**To:** Mantle, Shane JTT:EX
**Subject:** RFP19-BCAC-001 - Essential Designs Response - Arts and Culture Grant Management System

Hi Shane,

Please see our attached response, thanks very much for the opportunity.

**Scott Jackson**
Direct: (604) 782-1462 / Office: (604) 568-7800 / Toll-Free: (888) 694-6269
510 West Hastings Street, Unit 922, Vancouver, BC, V6B 1L8, Canada

# ARTS AND CULTURE GRANT MANAGEMENT SYSTEM

**Ministry of Tourism, Arts and Culture RFP Number: RFP19-BCAC-001**

**DECEMBER 14**

Essential Designs

**Request for Proposals**
**Arts and Culture Grant Management System**

Ministry of Tourism, Arts and Culture RFP Number: RFP19-BCAC-001 Issue date: **November 22nd, 2018**

Closing Time: **Proposals must be received** before **2:00 PM on: December 14th, 2018**

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PROPONENT NAME (please print): 0826668 B.C. LTD. dba Essential Designs

NAME OF AUTHORIZED REPRESENTATIVE (please print): Scott Jackson

SIGNATURE OF AUTHORIZED REPRESENTATIVE: Scott Jackson
Scott Jackson (Dec 13, 2018)

DATE: Dec 13, 2018

## Table of Contents

# OVERVIEW

Essential Designs is quoting to build a web-based, custom Grant Management System. This system will act like a 'SaaS' platform; however, it will be a custom-built web application to act as a streamlined platform which is fully customized to the specific needs of the Ministry of Tourism, Arts and Culture.

This web application will provide online access to citizens for self-service submission of grant applications and tracking of their application's progress, with streamlined application processing, support for peer assessor processes and responsive design that provides online accessibility via a web URL from any location or device.

The web app will include a centralized database for the collection of data which will be accessed via the web and will include performance reporting.

All front-end UI/UX, design and back-end functionality to manage the application will be built and included by Essential Designs.

Essential Designs will provide 7 team members for the project:

| | | | | |
|---|---|---|---|---|
| Back-End Developers | Front-End Developer | UI / UX Designer | Project Manager | QA Team |

Essential Designs will manage all phases of the project; from designing the user interface for all features and pages, development, testing and bug fixing to final deployment.

Essential Designs is equipped to help the Ministry of Tourism, Arts and Culture manage the project post-deployment for any additional updates, feature additions or changes if required and may be engaged on a monthly support retainer or on a case-by-case basis.

# SCOPE

The System created by Essential Designs will:

- Be supplied by a competitive and committed vendor to the grant management product market with demonstrable success in government and/or arts grant management

- Be a custom, web-based solution fully owned by the Ministry of Tourism, with wholly configurable elements such as (layout, branding, text fields, applications, forms etc.)

- Incorporate responsive design with accessibility features for applicant users

- Be implemented quickly and cost-effectively

- Comply with BC Government IM/IT standards as outlined by the GCIO (www.cio.gov.bc.ca), including all data storage within Canada and the ability to download back-ups of client data to government servers.

## CLIENT-FACING DESCRIPTION & FEATURES:

- Client portal interface - with ability to access client profile and view previous and current grant applications, status and final reports (by both client and BCAC staff)

- Online client application processes – creating a seamless, easy process for applicants, permitting them to create and revise materials prior to submission, permitting them to include supporting materials and receive assistance during the application process

- Online client submission of materials – including the ability to accept and store large multimedia files in a variety of formats

- Submission of Final Reports – the ability to allow clients to complete and submit standardized final report forms and data to allow for file closure and program tracking

## INTERNAL-FACING DESCRIPTION & FEATURES:

- Permissions – create multiple permission levels for internal users (management, administrators, read/write, read only etc.) plus the ability for online access to program and applicant information for external peer assessment, including the ability for BCAC staff to set viewing permissions within the applicants/application contents, and the ability for peer assessors to record their scores.

- Relationship management - including the tracking of contact information, organizational details for applicants and nominated peer assessors and the ability to sort and add custom fields in support of peer assessor panel selection

- Internal tracking and workflow management - track applications through review process, final approval, agreements, grant award and payments (including instalments), and grantee reporting

- Outreach and notifications - including automatic email prompts throughout the funding cycle, including when client final reports are due and customized correspondence formats that can be readily developed or revised by BCAC staff as needed.

- Effective and reliable reporting – including the ability to build in outcome measures, customize reports, dashboarding capabilities for internal users, and ability to pre-set reports in excel or other standard formats.

- Payment Processes - Ability to track payments, manage financial workflows and the capability to interface (directly or indirectly) with government's centralized payments system.

- Legacy/archival data migration – the ability to migrate key historical datasets from previous system for internal access (through optional configuration during system initialization).

# DELIVERABLES

## Implementation Plan

A high-level development and implementation plan which should consider, but not limited to, the following:

- Requirements gathering and validation
- Configuration and business area integration
- Data migration
- User testing
- Implementation (pilot run and full roll-out)
- Project and Progress Documentation

## Training and Support Plan

A high-level plan which should consider (but not limited to) the following:

- Initial staff support and training
- Ongoing training materials or documentation required
- Ongoing technical support/service options (help desk hours, service level agreements, nature of services provided, planned maintenance releases, warranty etc.)

# CAPABILITIES

Essential Designs has over 10 years of experience building web and mobile applications for business, including government agencies. Our web app developers create highly responsive data-driven applications. The team from our Vancouver head office will guide each customer through the wireframe and design process, to create a quality bug-free web application designed for continual use.

## RELEVANT EXPERIENCE:

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Page 093 of 166 to/à Page 096 of 166

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# NEXT STEPS

## PROJECT APPROVAL

Essential Designs will create a Master Agreement which sets out all project details. Included is the timeline of development, milestones for the project and explanations on ownership of code; we do not retain any ownership rights.

## WIREFRAMING

Visual planning for the placement of all features on all pages of the application is done. Once complete, you will have the opportunity to review and provide feedback for adjustment until the wireframes are locked.

## UI/UX & GRAPHIC DESIGN

With the finalized wireframes our graphic designers take over to add the 'coat of paint' and finalize the look of the application. This phase also includes creating the clickable layout of the application for review on a web URL, to see the application in its final form and provide feedback for adjustment prior to code.

## DEVELOPMENT

Once graphic design is complete, the backend development team takes over. We are an Agile house and the project is broken up into Sprints with baskets of features. At the end of any Sprint the client can review the progress and provide feedback. This consistent review process allows us to stay on schedule and hit target deadlines. The backend development is the main phase of the project, taking the wireframes & graphic design of the application and making all features functional.

# COMPANY NOTES

## OUR TEAM

We have 14 full time Developers on our development team, a full-time UI/UX Designer, and two Project Managers. Some of our competitors tend to focus on simplified website projects and take on applications from time-to-time. We focus solely on advanced application building, so you can be confident that we have the ability and the experience to finish the project on time and that it will be coded correctly.

## OUR DEVELOPERS

Essential Designs focuses on senior level developers, enabling us to handle complex application coding. The team member working on your project will always be working solely on this project each day, not balancing multiple projects.

## OUR MANAGEMENT

Essential Designs provides a Designer and a Project Manager for all jobs, to interface between the client and the developer. Reports are always provided during development, showing the specifics of what is being worked on during the project. The project manager is available to discuss the project or changes to direction at any time. Our development team is also structured to have team leads and a development director working with the individual developers. These layers of management help our developers to problem solve much faster than in a traditional development environment.

## OUR SUPPORT

We view each project as a long-term relationship instead of a one-time build. Our goal is to service your current application for as long as it is required, and to support you in any other technology related role that we can for your business. If your application is to require any changes or bug fixes in the future, please contact us, we are always available to help.

| | |
|---|---|
| **From:** | Mantle, Shane JEDC:EX |
| **To:** | Crosby, Julia MAH:EX; Hardy, Chris JEDC:EX |
| **Subject:** | FW: RFP19-BCAC-001 - SurveyMonkey Apply |
| **Date:** | December 14, 2018 9:53:25 AM |
| **Attachments:** | SurveyMonkey_Apply_RFP19-BCA.pdf<br>image001.png |

One more.

Kindest Regards,

Shane

**From:** Bilgen Arsen [mailto:bilgena@surveymonkey.com]
**Sent:** Friday, December 14, 2018 8:15 AM
**To:** Mantle, Shane JTT:EX
**Subject:** RFP19-BCAC-001 - SurveyMonkey Apply

Hello Shane,

Please accept the attached PDF document as SurveyMonkey Apply's bid for RFP19-BCAC-001.

We look forward to receiving your response back in the coming weeks.

Hope you have a lovely holiday season!

**Bilgen Arsen**
Account Executive
T: 613.319.1808
**#powerthecurious**

# Request for Proposals

## Arts and Culture Grant Management System

**Ministry of Tourism, Arts and Culture**
**RFP Number: RFP19-BCAC-001**
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**A proposal is deemed to incorporate the Confirmation of Proponent's Intent to Be Bound below, without alteration.**

**CONFIRMATION OF PROPONENT'S INTENT TO BE BOUND:**
The enclosed proposal is submitted in response to the referenced Request for Proposals, including any Addenda. By submitting a proposal, the Proponent agrees to all of the terms and conditions of the RFP including the following:

a) The Proponent has carefully read and examined the entire Request for Proposals;
b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
c) The Proponent agrees to be bound by the statements and representations made in its proposal.

PROPONENT NAME (please print):
Bilgen Arsen

NAME OF AUTHORIZED REPRESENTATIVE (please print):
David Burke

DocuSigned by:
David Burke
F511D39DF7B1496...

AUTHORIZED REPRESENTATIVE:

DATE:
14-Dec-18

Arts and Culture Grant Management System
British Columbia Arts Council
RFP19-BCAC-001

Attn: Shane Mantle
Shane.Mantle@gov.bc.ca

SurveyMonkey

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SurveyMonkey

**Summary of Key Features of the Proposal**

This Proposal will cover 5 main sections: Relevant Experience; Capabilities; Approach; References; and Price.

Relevant Experience will cover the reasons why SurveyMonkey Apply is a trusted vendor in the marketspace, with over 8 years of experience implementing sites similar to the needs of BCAC. Outlined in this section of the RFP will be 3 projects, similar in scope to BCAC, that SurveyMonkey Apply has implemented in the last 5 years. Each project will be broken up into 3 main segments: Organization, Challenge, and Results. These stories are meant to be read in a style similar to that of a case study. It will define the ways in which SurveyMonkey Apply has helped these organizations reach their goals.

Capabilities refers to the main features SurveyMonkey Apply offers our customers. Each feature will be explained with in-depth descriptions and displayed in a clean, easy-to-read table format. This section will also cover Client Specific Application Requirements to ensure all details of interest, as outlined in the RFP, are being addressed.

Approach will dive into the plan for implementation. It will clearly outline our methodology, timelines and then dive into major steps and implementation process goals. These will include 4 phases: Discovery, Build, Review and Launch. Each phase will be followed with clear descriptions of the roles and expectations at each step.

References will include the organization name and contact name of three Primary Admins pulled from SurveyMonkey Apply's pre-approved pool of customer referrals. These references are not meant to be contacted without SurveyMonkey Apply's prior knowledge. We would be prepared to approach our clients to ask for their cooperation should the RFP be won by us.

Price will be displayed in a table format and clearly define the price plan best suited for BCAC based on the information provided at the RFI level. This section will break down the license fee of the suggested plan and the capacity it will support at that cost (additional capacity can be purchased on top of what is listed in the table). It will also define any service fees included as a part of the annual contract. Two more tables will follow to provide a breakdown of multi-year payment options and costs outside the scope of contract should additional services be required.

SurveyMonkey

## Introduction

After having successfully delivered a wide variety of SurveyMonkey Apply sites to satisfy the many different use-cases of 1000+ organizations across the globe over the past eight years, we are confident that we can deliver an exceptional solution to BC Arts Council.

SurveyMonkey Apply distinguishes itself in a number of different ways, one of which is through the power of the easy-to-use workflow engine built right within the tool. By using this powerful feature in the software we have been able to serve client organizations from all walks of life for everything ranging from scholarships to grants, and many other unique processes.

Because of the broad nature of the type of clients that use SurveyMonkey Apply, the software has been developed in a very flexible and configurable format so as to allow almost any type of workflow for a competitive application/review process to be configured in the tool. Furthermore, SurveyMonkey Apply does not just stop at the application and review stage but also offers post-award workflow and even an award module that allows for the allocation of both monetary and non-monetary awards to candidates. SurveyMonkey Apply also has a robust API that can be utilized to build integrations with other products and services.

The SurveyMonkey Apply setup process (referred to as the "Implementation " process) is a defined and refined process that has been established over eight years of working with customers and has allowed us to effectively collaborate and work with clients to set up SurveyMonkey Apply sites and train our clients on how to effectively manage said sites independently. We are confident that we can deliver outstanding results for you as we have done for others.

Security is always front of mind here at SurveyMonkey Apply and we have established policies and procedures for incident management. s.21

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SurveyMonkey Apply itself is constantly being enhanced and updated. s.21

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We are confident that we will be able to address all the needs outlined in the Request for Proposal, given our experience working with similar projects and similar clients, our comprehensive implementation process, and most importantly, our dedication to service excellence.

**About SurveyMonkey Apply**

SurveyMonkey Apply is a SaaS product created and supported by SurveyMonkey. Our software streamlines the collection, review, award and post award processes from end to end.

SurveyMonkey Apply operations are headquartered in the Ottawa office of SurveyMonkey which staffs approximately 140 of the company's global population of about 750 employees across offices in San Mateo, Portland, Seattle, Emeryville, Sydney and Dublin.

SurveyMonkey Apply is currently used by over 1000 customers ranging from government departments, colleges/universities, associations/non-profits, and corporations (from small businesses to Fortune 500) in over 20 countries around the world. Some of SurveyMonkey Apply's customers s.21

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SurveyMonkey Apply's power lies chiefly in its customizable rules/workflow engine that allows organizations to tailor SurveyMonkey Apply to their own processes rather than having to change their processes to suit the software system they are using. The system's flexibility has enabled our clients to use it for a wide variety of use cases, including applications and nominations for scholarships, awards, admissions, fellowship programs, grants, competitions and much more.

**About SurveyMonkey**

SurveyMonkey is the world's leading online survey platform, with more than 2 million survey responses every day. The company was founded in 1999 with a focus on helping people make better decisions, and has built technology based on over 10 years of experience in survey methodology and web development. Customers include 99% of the Fortune 500, academic institutions, organizations and neighborhood soccer leagues everywhere.

SurveyMonkey is a privately held company and as such holds certain pieces of information as security a proprietary.  We will not discuss the our road map, internal growth plans, or financial status. We hope that BCAC would appreciate this type of information is not for public knowledge given our private status.

We can discuss, under an NDA, our roadmap if selected to the next stage.

**Contracting**

We believe that using our Master Services Agreement ("MSA") will help to make the contracting process more efficient and productive for both parties. Given the specialized nature of our services, some of the terms included in your sample Contract do not reflect the nature of the service. We also cover service-specific issues in our MSA, such as privacy issues relating to transfers of personally identifiable information, audit rights, and acceptable use policy. Our MSA is specifically tailored to our service and reflects what we believe to be a reasonable starting position for negotiation.

If we were to work from your standard sample Contract, we would need to engage in a heavy markup, and then your legal team would need to spend time reviewing the redlines. This would ordinarily be followed by several rounds of negotiation, which results in a high time and resource expenditure for both parties. Moreover, the end result would look closer to our form of agreement given the need to tailor the agreement to our service. Negotiating based on your Contract would also erode our ability to offer our service at a relatively low price point.

We are always open to answering any questions you may have about our MSA, and discussing any specific changes your legal team may need to make to it. SurveyMonkey works with a number of BC organizations, so we understand we often have to be flexible to enable you to comply with your local laws. In our experience, the process will proceed much more efficiently if we start from our form, which is specifically designed around our services.

**Confidentiality**

"Confidential Information" means information disclosed by a party ("Discloser") to the other party ("Recipient") in connection with this RFP response that is either marked as confidential or would reasonably be considered as confidential under the circumstances. SurveyMonkey's Confidential Information includes the terms of this RFP offer/response, privacy and security information, SurveyMonkey service and product features, and customer/client lists and references. Despite the foregoing, Confidential Information does not include information that: (a) is or becomes public through no fault of the Recipient; (b) the Recipient already lawfully knew; (c) was rightfully given to the Recipient by an unaffiliated third party without restriction on disclosure; or (d) was independently developed by the Recipient without reference to the Discloser's Confidential Information.

As a condition of submitting this RFP response/offer, the parties agree that the Recipient will: (a) protect the Discloser's Confidential Information using commercially reasonable efforts; (b) use the Discloser's Confidential Information only as permitted by these terms, including to exercise the Recipient's rights and fulfill the Recipient's obligations under this RFP response/offer; and (c) not disclose the Discloser's Confidential Information without the Discloser's prior consent, except to affiliates, contractors, agents, and professional advisors who need to know it and have agreed in writing (or, in the case of professional advisors, are otherwise bound) to keep it confidential on terms comparable to those under this Section. The Recipient may disclose the Discloser's Confidential Information when and to the extent required by law or legal process, but only after the Recipient, if permitted by law, uses reasonable efforts to notify the other party.

SurveyMonkey

**Relevant Experience**

SurveyMonkey has implemented a large number of SurveyMonkey Apply sites particularly for the purpose of managing grant applications and the team is confident that it can deliver on the requirements mentioned in the Request for Proposal. As a result of having worked on so many different application intake and review programs, our team is very well positioned and experienced in a lot of the very specific and niche parameters as they relate to application management systems including:

- Requesting of documents such as budgets, tax forms, that have been created with embedded calculations
- Reference Letters
- Verification of EIN numbers / status check
- Eligibility conditions and parameters for application programs
- Permissions/Roles for application Program Managers
- Ease of use for applicants and security/privacy considerations
- Exporting data for the purpose of compiling Summary Reports and Charts
- Ability to schedule automated emails and save email templates for later manual sends
- Ability to create templated programs with forms and tasks to use across federated accounts
- Introduction pages for each program with configured program title url, grant details, workflow and automations
- Configured reports configured as desired, as needed

SurveyMonkey has been building such application systems for non-profit institutions, foundations, associations, governments, educational institutions and others. The following is a non-exhaustive list of some of the clients we serve:

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**Completed Projects**

Below is a summary of 3 projects SurveyMonkey has completed within the past five years. It demonstrates our experience with projects similar in size and scale to that outlined in the Request for Proposal.

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**Capabilities**

| Feature | Description |
|---|---|
| Applicants | Simple to use interface allowing ease of use for applicants applying to programs; Capability of allowing for eligibility criteria to help "guide the hand" of applicants: hiding and showing various programs that can be applied to (based on merit or form responses), hiding and showing additional tasks and requirements to be provided based on variables, etc.<br><br>SurveyMonkey Apply will display information and criteria to applicants in a clear and concise manner via a Program Dashboard. Here, individual programs and their respective "Summary Description" can be listed in either card or list form, and either by way of a complete list or narrowed down list based on eligibility criteria. Applicant program dashboard also offers the ability for applicants to use a search bar to find specific programs.<br><br>Each individual award will also have its own "Full Description" landing page, with a unique Program URL.<br>Applicants will have unique user-profiles, which carries information about the user. This information can either be entered, pulled from an existing database via the API, or pulled in through our User/Student Information System integration. Information about the applicant can both easily be found by administrators/reviewers, or pulled into data fields using piping logic. This capability allows the user to work with a single profile, for the purposes of applying to many applications. |
| Reusable Applicant Tasks | Let applicants choose or lock the task. With a reusable task, applicants can reuse the data they've provided in the past for previous applications, or change it by submitting a new response. Or, as an administrator, you can lock a reusable task once the applicant has completed it, guaranteeing consistency. Create a reusable task with a few clicks. Apply makes it simple to create and reuse the task, its settings and configuration options over and over across multiple programs. And a reusable task can be added to any workflow with just a few clicks, the way you would other tasks in Apply. |

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| | Enjoy the automation. If you make changes to a reusable task's settings or configuration, those changes are applied automatically to every instance of the task across all programs in your site -- no need to to update every instance. |
| Reviewers | The ability to accommodate any number of reviewer/ judge groups to rank applications submitted to the system;<br>Robust platform allowing for multiple stages/rounds of review, in which the ranking methodology can vary with each;<br>Side-by-side style of review allows for simultaneous evaluation & scoring for maximum effectiveness and ease of use.<br>Reviewers can be assigned based on individual programs, within a single stage or multiple stages of the workflow |
| Workflow Engine | The ability to design custom workflows and create automations to define what tasks applicants/nominees & reviewers to complete in different stages<br>Programs can vary from one another, allowing for individual upload requirements, unique forms to be filled out, separate reviewing teams based on the program being applied to, etc.<br>Program-based eligibility criteria |
| Individual Program Workflows | Each program has its own front page, customizable sub-url slug, workflow, automations and reviewer assignments per stage. Administrators can be restricted to the individual program. Detailed dashboard is now included per program for easier use by the administrator. This permits full configuration for individual programs, but also the ability to create and control templates for quick duplication and control. |
| Workflow Automations | Users can completely configure and unlimited number of automations within their workflow, designed to reduce mundane and inefficient manual tasks. Automations are designed to perform an action, or "fire", based on actions taken and condition(s) setting(s).<br>Automations may also act as a means to develop notifications to users, which can be both action-based and time-based. These notifications are applicable to all user-types, and are helpful in increasing transparency for all users involved in each programs' workflow. |
| Payments | The ability to accept administrative fee payments via credit card online or offline and to track payments through the system. |
| Customizable Real-Time Reports | SMApply offers a powerful report builder to help administrators be able to better organize, view, and analyze data collected in their Apply site. Most data points collected within your site, are available in reporting. Our intuitive point-and-click interface makes creating reports simple. Users are able to create and save as many reports as needed, customizing the data to meet your needs, and provide the statistics and metrics that |

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| | are required. Users can piece data together into tables, graphs, charts and even cross tabs. Within these tables and graphs users can drill down even further, with advanced filtering. Administrators can leverage advanced statistics to create reports that feature mode, median, sums, counts, and other measures. And once data is collected, organized, and visualized, users can easily share it with other administrators online, or by exporting your reports to Excel, CSV, and pdf. |
| Powerful Form Builder with Branching Logic & Validation | The ability to build any type of dynamic form using our best-in-class form builder;<br>Advanced branching logic allows for guided responses, performing various actions based on form responses, can promote/demote applications based on these responses, can red-flag applications, and etc;<br>Validation features allow various components of the form(s) to be confirmed based on preset thresholds. E.g., confirming Zip Code consists of five numeric characters, ensuring text responses stay within certain word/character limits. |
| Configurable Look & Feel + Domain Name (URL) | CSS and HTML editing are also permitted should additional configuration be required by an organization, above and beyond SurveyMonkey Apply's implementation process. Should you wish to insert analytics, such as google analytics, into SMApply, you can do so using CSS and HTML editors. |
| Responsive Design | SMApply has been mobile optimized to ensure that no matter the size of the screen or device in use, users will be able to have the best experience possible. The pages will auto adjust their layout to provide optimal views whether on a smartphone, tablet, or computer. |
| Content Management System | The ability to create web-pages or share common files with applicants/nominees and reviewers/judges on the system.<br>Blogs and FAQ pages can also be created to run in tandem, allowing for additional resources to be shared outside of the actual application/review portals. |
| Administrators | The ability to accommodate an unlimited number of administrator accounts, which allow for superuser access to all submissions & data on the system (for edit/update functions) and to allow for changes to workflows and other customizations.<br>Different hierarchies can be applied to Administrative staff, changing the rights and parameters of each user based on user-level capabilities.<br>Restrict Administrative staff to individual programs, making it easy to manage Affiliates' programs with their own staff. Not able to see into, or affect, other Affiliates' programs. |
| Full-featured API | The ability to use the SurveyMonkey Apply API to build extensions into the software or to integrate with other third |

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| | party tools.<br>Salesforce.com is pre-built out of the box and can be mapped out accordingly within SurveyMonkey Apply. Additional integrations can also be created using the same API logic. |
| Eligibility Quiz | A feature designed to screen applications for eligibility based on criteria that is set on a per-program basis. If ineligible, applicants can either be notified of this decision or have ineligible programs be hidden entirely. Settings are available that allow applicants to update their quiz, which may retroactively deem them eligible for a program.<br>This feature will allow administrators to easily identify eligible vs. ineligible applicants, and eliminate the need for reviewers to evaluate applications that do not meet the minimum criteria. |
| Guidestar Integration | If any of your organizations currently have a GuideStar Nonprofit Profile, SurveyMonkey Apply will allow you to create forms that automatically populate with the GuideStar information. |

**Client Specific Application Requirements**

| Feature | Description |
|---|---|
| Client Portal Interface | Administrators are able to access the profiles of all users from within the user management and application management interfaces. These profiles include the details of the applicant, applications and programs they have applied to. They can also see the status of each application.<br><br>From these profiles administrators can jump into an application and see the full details of it, including application tasks, and review tasks. Additionally, there is a manage application area for administrators, that allows them to manage see and view all programs for a particular program. This area includes a bunch of tools that support administrators managing the applications.<br><br>Applicants have their own view when they log-in to SurveyMonkey Apply. By default we will show them a page that displays the applications they have in a card view, listing the title of the application, the program the application is for, the current status of the application, if there are tasks for them to complete we display a progress bar, if submitted we let them know it has been submitted and when. Applicants can then click into any of their applications to view the submission details or continue to work on and complete tasks. |
| Online Client | As outlined above, applicants have their own portal that readily displays their applications to them in a clear manner. They are |

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| Application Process | also able to filter this page to see all applications, in progress, submitted, awarded or declined applications. Applicants can easily jump into any application that is in progress to pick up where they left off. They can edit and adjust their application materials up until the deadline (if applicable), or up until they submit.<br><br>Should applicants require any support during the application process they can directly reach out within SMApply via our help section in the top header. Here they can contact our support team for any technical difficulties, or the site administrator should they have an application specific question. |
| Online Client submission of materials | SMApply allows administrators to set the workflow and tasks necessary for each program they run. This includes being able to define what types of submission materials the applicant should be submitting. We presently offer the following tasks for applicants: Forms, uploads, offline tasks, payments, recommendations, charity checks. Our upload tasks allow administrators to define how many files an individual can upload to a single upload tasks, what file types you want to accept, and the maximum file size for each file uploaded (up to 1GB per file upload). Files supported include video files, and the ability to provide youtube and Vimeo links. |
| Submission of Final Reports | SMApply supports post award stages, whereby administrators can collect follow-up, and final reports for awarded applications. These post-award stages can be configured by administrators to collect the necessary details, this includes being able to build standard reporting forms for applicants to use.<br><br>Additionally, SMApply allows you to pull or pipe information previously provided from the applicant into forms and tasks in later stages, allowing you to easily have applicants report against milestones, targets and information provided in their original application. |
| Permissions | There are two primary levels to administrative permissions within SMApply. The first is program access. This allows a primary administrator of the site to control which programs another administrator has access to. Administrators only ever see the program(s) for which they have permissions to access.<br><br>The second level of permissions is permission sets. This allows primary administrators to create sets of permissions that can be applied to other administrators. There are two default permissions sets created, full access (no restrictions) and Program manager (restricts admin from accessing site wide |

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| | settings). Administrators can create as many permission sets as needed. There are roughly 65 various permissions that can be selected that cover various view and access rights across the whole administrative platform, and do include being able to dictate if someone should be able to read only, or edit submissions, workflows and more. |
| Relationship Management | All information collected within SMApply is easily and readily accessible to administrators. We use a relational database so objects are related within the software. This allows you to more easily track users to their submissions, submission to their reviews, submission to their decisions and more.<br><br>Throughout the platform there are various management tables, such as submission management and user management. These tables are filterable, sortable and searchable. To expand, for managing application, pretty much every data point related is accessible in filters, so you can filter the list of applications by user, by form response, by reviewer response and more. You can adjust the columns that are displayed within the table to show extra details. Based on these columns you can sort the order of the applications or users listed.<br><br>Additionally, SMApply provides administrators with the ability to add custom fields to various objects in Apply such as: Applicants, Reviewers, Applications, Application Decisions, programs, organizations and recommenders. These fields can be used to track additional information that is then accessible in the management tables and reports.<br><br>All this information is available to be pulled into custom created reports that can be exported in various formats such as excel, csv and pdf. |
| Internal tracking and workflow management | SMApply provides an easy to use application management function that allows an Administrator to jump in and view a list of active applications for a particular program. The table displays other highly relevant information by default such as application name, applicant, current stage, current status, award, and more. Administrators can add further information to this table such as; average, cumulative, weighted or stage specific review score, stage task completion, custom fields and more.<br><br>Within this area administrators can easily jump into an application to see its full details including the application materials including post award tasks, completed reviews, and award decision and payment details. |
| Outreach and | SMApply has a default notification section where we have pre- |

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| Notifications | built commonly used reminders and outreach communication. This includes items such as; inactivity reminders, deadline reminders, confirmation of submissions, applications assigned notifications and more. Administrators are able to turn on and off these notifications as needed, and edit the content.<br><br>In addition, SMApply has program automations that allow you to create custom email communications, or on screen notifications. Automations include numerous activations that can be used such as submission changes stage, status is updated, application is awarded, task is complete, on specific dates etc. to help designate when specific emails you are creating should go out. You are also able to set further conditions on these automations to further control who receives them, such as only individuals with a score greater than "x", or only individuals who responded to application questions in a certain way.<br><br>Our email communications offer the ability to "mail merge" allowing you to use details previously provided by the applicant at the user level or in submissions to customize the content of the emails they are receiving. Administrators are able to edit these various emails at any point in time. |
| Effective and Reliable Reporting | By default, with provide administrators with a dashboard per program that allows them to visually see key information about a program such as, number of applications submitted, number in progress, time lapse of applications created and submitted, track progress of each review stage showing completed, in progress, and non completed reviews, track deadlines as well as tracking the dispersion of applications across the workflow stages.<br><br>In addition we have a reporting tool that allows administrators to create custom reports on pretty much all the data that has been collected within their SMApply sites. Administrators can create as many reports as needed. Reports can be saved and viewed and updated at later dates, as needed. Reports can be exported in csv., excel, and pdf format.<br><br>The reporting tool provides a data well to access data from across your SMApply programs and user base. The reporting tool is a drag and drop interface allowing for reports to be easily created with the relevant data. The reporting tool provides a canvas on which you can build tables, cross-tabs, charts and text boxes as needed. You are able to filter whole reports based on any relevant data collected, or filter individual tables or charts within a report based on data points in that table or chart. |

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| Payment Processes | s.21<br><br>***Please note:*** *The information on our roadmap items, such as financial management module is strictly CONFIDENTIAL. SURVEYMONKEY MAKES NO REPRESENTATION OR WARRANTY ABOUT THE ACCURACY OR COMPLETENESS OF THE INFORMATION PROVIDED, AND IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY. It includes predictions and estimates that reflect our current judgement on what the future holds, and so are subject to risks and uncertainties that could cause delays or the abandonment of any of the mentioned items. Ultimately, the development, release, and timing of any products, features or functionality remains at the sole discretion of SurveyMonkey, and is subject to change.* |
| Legacy/Archival Data Migration | The SurveyMonkey Apply team offers a service that allows you to import your historical data into your Apply site. Once your programs and sites have been set up, we'll provide you with a template to populate with your historical data. When your data is ready, we'll review your requirements, validate your data, and then import it. The import processes ensure your data is mapped to fields within SMApply, allow you to not only view it, but also pull reports on it. In addition should you have applications that are in the post award process, and need to provide final reports, we can import their submission details and have it located in the final reporting stage, ready for them to come in and complete their final report in SMApply. |

**Approach**

**Implementation Plan**

As part of our Enterprise Plan, our Implementation team will help built out up to your first five programs. Below is an overview of the approach our Implementation Team uses to implement your programs/grants into SMApply.

**Implementation Methodology (Timeline)**

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**Implementation Methodology (Implementation)**

Once the client moves ahead with SurveyMonkey Apply, an Implementation Specialist (IS) is assigned to the account that will help the client setup and deploy the site and train the parties involved. Any integration and data import activities can also be worked on in parallel. SurveyMonkey Apply's implementation team has fine-tuned the process over the course of eight years and all staff are trained to deliver the best experience to clients and are evaluated based on a score that the client gives the implementation specialist at the end of the process.

**Major steps and Implementation Process Goals:**

**Building a solution around you:**

Defining, building, and launching a new software project can be a challenge for any organization. We're here to help. The SMApply team provides comprehensive implementation services to set up solutions that meet your needs, efficiently and effectively.

Our implementation approach involves four steps: Discovery, Build, Review, and Launch. You'll work with a dedicated Implementation Specialist at each step, ensuring a successful and timely launch.

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**Discovery**

During Discovery, your Implementation Specialist works with you and your team to determine a detailed scope of work and timeline based on your requirements.

**Build**

During Build, your Specialist creates your sites, programs, and workflows according to the scope of work, including the necessary stages, applicant and reviewer forms, and any required automations.

**Review**

Once the site has been built and tested, your Implementation Specialist schedules a first Demo Call to review your project in detail. The Feedback Period then provides an opportunity to review and collect feedback. Your Specialist will make any required changes and schedule a second Demo Call to conduct a final review.

**Launch**

When your project is ready to launch, your Implementation Specialist conducts the Launch Call, reviews with you how to contact the SMApply support team, and equips you with additional training materials to support your success!

**Data Migration**

SMApply offers a data import services provide clients with a cost-effective solution to bringing their historical data into SMApply.

With historical data available in Apply, you can take advantage of it for program management, reporting and analysis, and other tasks that are important to your process. We allow clients to import applicant details, form responses, hidden or custom fields, and other data.

The process is straight forward. Pricing is based on the number of columns of data an organization has. As part of our implementation process, we work with you to identify the historical data you have and how it fits into your current program. Then we work with you to capture it using easy-to-understand templates.

Once we have the data we validate the fit between your data and your program template before import to make sure things work as expected. You can then start using it. No programming skills required.

**Integration**

SurveyMonkey Apply offers the following integrations out-of-the-box in that they require no development work:

- Salesforce integration
- SSO integration - CAS, SAML, OAuth
- Guidestar Integration

We also offer a REST based API that clients can use to create their own integrations between SMApply and other platforms or systems.

**Training and Support**

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We also offer a help center - that again is tailored and offered to all users. Our administrative help center includes articles on almost every aspect of the system. They can be accessed here: https://smapply.zendesk.com/hc/en-us

It also includes an implementation and training component. This area was set up with purpose to allow administrators of SMApply to train up on the product in their own time, with easy to access videos, provided in a logical format for how they would navigate the platform. You can view our training area of the help center here: https://smapply.zendesk.com/hc/en-us/categories/115000187973-Implementation-Training-Videos

**Privacy and Security**

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**WCAG 2.0 AA Compliance**

SurveyMonkey Apply's Application portal meets all federal requirements for online compliance and accessibility, assuring that any users with disabilities will be able to interact with your application process. You'll be able to reach every applicant on one platform.

**Privacy & Data Ownership**

All data and user information that is collected on your SurveyMonkey Apply account belongs to you. We will not sell the information to anyone, and will only transfer, disclose and use the information for the purposes set out in our Privacy Policy and in accordance with applicable law. Here is the link for our Policy: https://www.surveymonkey.com/mp/legal/privacy-policy/

**Physical Security**

SurveyMonkey's information systems and technical infrastructure are hosted within world-class, SOC 2 accredited data centers. Physical security controls at our data centers include 24x7 monitoring, cameras, visitor logs, entry requirements, and dedicated cages for SurveyMonkey hardware.

**Login Protection**

All accounts are password protected and all passwords are encrypted (i.e. never stored in clear text). Account logins also have brute-force login protection to prevent individuals/bots from attempting to guess a password too many times.

**Threat Scanning & Firewalls**

SurveyMonkey Apply servers are scanned for threats and vulnerabilities and are protected with Firewalls to prevent unauthorized connections.

**Scalability**

SurveyMonkey Apply does not limit the number of submissions you receive or the number of applicant or reviewer groups that use your system.

**Redundant Servers & Data Center**

SurveyMonkey Apply infrastructure uses redundant storage and servers to keep the application and your data available in the case of hardware failure – and another set of servers and storage in a geographically separate data center in case our primary data center is made unavailable by a disaster or other disruption.

**Backups**

The data in your SurveyMonkey Apply account is replicated across multiple locations to prevent a single failure from causing data loss. Your data is backed up nightly and stored in a secure offsite location to ensure that, even in the event of a catastrophe like a tornado or flood, your information will be safe and your records can be quickly restored. We maintain all backups for a period of 30 days. If you decide to delete your data from our system, it will remain in our backups for the next 30 days and after that point will be permanently deleted.

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Apply™

## Service Level Objectives

SurveyMonkey Apply and Fluidreview, have put forward service level objectives to meet the stringent needs of our customers and partners alike. This includes systems that monitor performance and availability, procedures to ensure we are meeting and exceeding our objectives, and conducting regular reviews focused on performance and availability. The following table identifies, in the event of an issue, our response and resolution times as well as categorization of issues and severity. Our key service level objectives are summarized below.

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**References**

We kindly ask that customer references are not contacted by BCAC unless SurveyMonkey is confirmed to be the winner of this RFP. As per our regular practice, we must confirm with our contacts their availability and willingness to be contacted for this purpose each time an opportunity arises.

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**Identification of Proponent (Legal Name)**

Bilgen Tulin Arsen
Account Executive, SurveyMonkey Apply
bilgena@surveymonkey.com
200 Laurier Ave W, Ottawa, ON, K1P 6M7
P: 613.319.1808

**Key Personnel/Contact Information**

SurveyMonkey believes in the strength of its people and so we wish to take the opportunity to describe our hard working and enthusiastic team of professionals below.

| Role | Description of Role | Name |
|---|---|---|
| **Account Executive** | Bilgen Arsen is the Account Executive responsible for managing territorial accounts at the company, including all of Western Canada. Bilgen has been on the company's sales team for 3 years. She prides herself in understanding clients' business objectives, creating champions within accounts and building mutually beneficial partnerships. Bilgen will be BCAC's main point of contact for any non-technical matters that may arise during the contracting period. | **Bilgen Arsen** |

| | | |
|---|---|---|
| **Solution Architect – Manager, Customer Engagement** | Justine has been an Implementation Team Leader at SurveyMonkey for almost three years. She has built over 90 separate SurveyMonkey Apply sites, for various purposes ranging from fellowship applications and grant management processes to scholarship management systems. The systems she has built range from small (5-10 submissions per year) to large (over 10,000+ submissions per year). Justine and her team are responsible for gathering client specifications and building systems tailored to those specifications. The exact senior implementation specialist assigned to the account will depend on the timing of the contract award; however, Justine will ultimately be responsible for the proper setup and configuration of the site as manager of the Implementation Team. | **Justine Nesbitt-Brown** |

**Price**

*We would ask that this pricing be kept confidential*

| | **Solution Pricing** | |
|---|---|---|
| Pricing Component | Plan Name & Associated Cost | Explanation |

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**From:** Mantle, Shane JEDC:EX
**To:** Crosby, Julia MAH:EX
**Subject:** FW: RFP19-BCAC-001 Arts and Culture Grant Management System
**Date:** December 11, 2018 9:09:04 AM
**Attachments:** Cover Page.pdf
DTPi BCAC Project Plan.mpp
DTPi BCAC Project Plan.pdf
DTPi BCAC Proposal.doc

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Hello Julia,

A submission has been sent in.

Kindest Regards,

Shane

---

**From:** Tom Nyilasi [mailto:tom.nyilasi@dullestech.com]
**Sent:** Tuesday, December 11, 2018 8:01 AM
**To:** Mantle, Shane JTT:EX
**Subject:** RFP19-BCAC-001 Arts and Culture Grant Management System

Shane

Attached please find DTPi's response to the RFP19-BCAC-001 Arts and Culture Grant Management System.

Thanks

Tom Nyilasi

Dulles Technology Partners Inc.

www.dullestech.com

tom.nyilasi@dullestech.com

703-623-2128

# Request for Proposals
## Arts and Culture Grant Management System

**Ministry of Tourism, Arts and Culture RFP Number: RFP19-BCAC-001 Issue date:** November 22nd, 2018

**Closing Time:** Proposals must be received **before** 2:00 PM on: December 14th, 2018

**DELIVERY OF PROPOSALS:** Proposals must be in English and must be submitted using one of the submission methods below, and must either (1) include a copy of this cover page that is signed by an authorized representative of the Proponent or (2) otherwise identify the RFP, identify the Proponent and include the signature of an authorized representative of the Proponent that confirms the Proponent's intent to be bound, or (3) be submitted by using the e-bidding key on BC Bid (if applicable), in accordance with the requirements set out in Section 2.2:

*BC Bid Electronic Submission:* Proponents may submit an electronic proposal using BC Bid. Proposals must be submitted in accordance with the BC Bid requirements and e-bidding key requirements (found at www.bcbid.ca). Only pre-authorized electronic bidders registered on the BC Bid system can submit an electronic proposal using the BC Bid system. Use of an e-bidding key is effective as signature.

*Email Submission:* Proponents must submit an electronic proposal by email to Shane.Mantle@gov.bc.ca in accordance with the instructions at Section 2.3 of this RFP.

**A proposal is deemed to incorporate the Confirmation of Proponent's Intent to Be Bound below, without alteration.**

**CONFIRMATION OF PROPONENT'S INTENT TO BE BOUND:**

The enclosed proposal is submitted in response to the referenced Request for Proposals, including any Addenda. By submitting a proposal, the Proponent agrees to all of the terms and conditions of the RFP including the following:

a) The Proponent has carefully read and examined the entire Request for Proposals;
b) The Proponent has conducted such other investigations as were prudent and reasonable in preparing the proposal; and
c) The Proponent agrees to be bound by the statements and representations made in its proposal.

**PROPONENT NAME (please print):** Dulles Technology Partners Inc.

**NAME OF AUTHORIZED REPRESENTATIVE (please print):** Tom Nyilasi

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:**

**DATE:** 12/11/18

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**Dulles Technology Partners**

# Response to Request for Proposal

British Columbia Arts Council
Electronic Grants Management System

BRITISH COLUMBIA ARTS COUNCIL
Supported by the Province of British Columbia


Prepared by

Dulles Technology Partners Inc (DTPi)

817 Larch Valley Ct.

Leesburg, VA 20176

Phone: 703.623.2128

Email: tom.nyilasi@dullestech.com


December 11, 2018

# 1 Executive Summary

Dulles Technology Partners Inc (DTPi) would like to thank the British Columbia Arts Council (BCAC) for the opportunity to respond to the Request for Proposal for the Electronic Grants Management System.

DTPi has been in business since 1999. Since 2001, DTPi has been exclusively engaged in the development and implementation of the web-based full-life-cycle WebGrants software solution. Our clients range in industries from federal, state and local governments, charities and nonprofits, medical research, colleges and universities and other grant giving organizations. DTPi is an acknowledged market leader in providing grant management systems. Our WebGrants product is the leading software solution for cross industry clients. Feel free to see how we compare with our competitors in these independent evaluations: http://www.dullestech.com/GartnerGrantManagement.pdf and http://www.dullestech.com/IdealWareGrantsManagement.pdf.

The WebGrants grants management system is a mature and robust system. For most clients, WebGrants supports 100 percent of the grant management requirements. There is very little need for additional software development. After a decade of improvements, WebGrants is replete with features and flexibility allowing most clients to use the software "out of the box" without the need for any additional customizations. Built in configuration tools such as the Form Creator and other Utilities allows DTPi to configure forms, business rules, workflows, security, alerts and other functions through the interface itself and without the need to change the underlying source code. This not only translates into a rapid implementation time but also allows BCAC to take over the maintenance of the system and modify the forms, business rules, workflows, security, alerts and other functions without DTPi involvement or additional costs.

WebGrants has been used in a production environment since 2001. WebGrants has over a decade's worth of use, testing and fine-tuning. WebGrants is one of the most tried and tested grants management systems on the market. DTPi has invested huge amounts of corporate resources to improve and ensure WebGrants remains the market leader now and into the future. DTPi has implemented WebGrants in over 60 clients in a wide variety of industries. Single implementations have included as many as over 10,000 users and more than 50 program areas. WebGrants is used all over the world in almost every country. The US Federal government and dozens of US State governments use WebGrants. WebGrants has passed countless security, accessibility and quality tests to ensure federal compliance for government systems. Tens of thousands of users all over the world currently use WebGrants. WebGrants is a tried and tested solution that will require minimal testing and quality assurance to implement. BCAC is safe in selecting WebGrants as your grants management system and the project will incur the minimal amount of risk to implement.

DTPi has fine-tuned its implementation methodology over the last decade. DTPi has developed a thorough and comprehensive project plan that quickly and efficiently moves a client from engagement to production with 100 percent of the business rules captured and translated into the system. DTPi staff will meet with your subject matter experts and capture 100 percent of your current business process. DTPi will then translate this process into the WebGrants system. Leveraging DTPi's decade of experience, DTPi will also recommend any business process reengineering and optimization of workflows and business rules. DTPi will provide onsite or remote training for all BCAC users including grant program managers, reviewers and system administrators on a train the trainer basis. All manuals and system documentation will be updated specifically for this project and presented to BCAC at the end of the project. DTPi's extended hours support service is available via phone, email and an in-system trouble-ticketing module. In summary, DTPi complements its WebGrants solution with complete project lifecycle support.

# 2 Introduction

DTPi has read and understands the requirements of the RFP. DTPi has extensive experience implementing this type of grant management system. DTPi will leverage its experience by assigning staff familiar with this type of project and reusing any software and implementation methodology from similar past client engagements.

DTPi will oversee all parts of the system implementation including requirements gathering, planning, design, configuration and tailoring, migration of legacy data, back office system integration, training and ongoing support. DTPi will handle all technical aspects of the project. BCAC staff will be utilized sparingly but effectively to ensure minimal interruption in current work schedules but also to ensure that all requirements are thoroughly captured and translated into the system.

DTPi will engage in weekly status meetings with BCAC personnel to go over current progress, issues, resolutions and other agenda. DTPi will direct its full resources and work closely in partnership with BCAC to ensure successful project completion beyond BCAC's expectations.

# 3 Dulles Technology Partners Inc. Profile

Dulles Technology Partners Inc. was founded in 1999, and is headquartered in North Virginia, in the Washington DC metro area.

## 3.1 Company Contact Information

Dulles Technology Partners Inc. (DTPi)

817 Larch Valley Ct.

Leesburg, VA 20176

Phone: 703.623.2128

Fax: 703.783.0667

Web: www.dullestech.com

EIN: 54-1938527

DUNS: 80-461-7707

Primary Contact: Tom Nyilasi

Email: tom.nyilasi@dullestech.com

## 3.2 Company Type

C Corporation – Virginia, United States. EIN: 54-1938527. Founded: 1999.

## 3.3 Corporate Profile

DTPi's mission statement is to provide leading grant management software to grant giving organizations in any industry. DTPi's staff is highly proficient in providing and developing in modern web based environments using the latest technologies. Our staff has over a decade's worth of experience translating client's business processes into automated workflows within the WebGrants environment.

DTPi is a privately held company that is free from debt and has been profitable every year since its inception in 1999. DTPi has never been part of any legal action, has never been in financial trouble and has a long list of satisfied clients. DTPi has been in existence longer than most other companies in this market space, and will continue to be a leader in this space for many years to come.

### 3.3.1 Federal, State and Local Governments

DTPi has extensive experience with US government and other government grant management systems. DTPi has clients in the Federal, State, Local and City governments. Approximately 50% of DTPi's clients are governments. DTPi has worked with almost every department of the federal government including Housing, Transportation, Homeland Security, Justice, Education, Agriculture, Health and Human Services, Commerce, Labor, Energy and State. DTPi has experience with grants.gov, OMB reporting requirements, federal reporting requirements and integration with federal systems. DTPi understands federal accounting conventions, regulation compliance and business rules. DTPi has also worked with governments outside the US including Canada, New Zealand and Saudi Arabia.

### 3.3.2 Charities and Non-Profits

DTPi has worked with dozens of charities, non-profits, colleges and universities. WebGrants supports grant giving to both organizations and individuals. WebGrants also supports fiscal agents. DTPi can host WebGrants for a simple turnkey cloud solution without any overhead or technical maintenance from the client. WebGrants supports mass emails via distribution lists and automated alerts that cut staff workloads.

### 3.3.3 Medical Research Organizations

DTPi has extensive experience with medical research grants. DTPi has implemented WebGrants to support Clinical and Translational Science, Research Professorships, Clinical Research Career Development Awards, Postdoctoral Fellowships, Project Grants, Career Transition Fellowships, Collaborative Research Center Awards, Health Care Delivery and Policy Research Contracts, and Research Grants. WebGrants has been used for grants management to fight a wide variety of diseases including Breast Cancer, General Cancer, Multiple Sclerosis, Muscular Dystrophy, Dystonia and Parkinson's disease.

### 3.3.4 Other Industries

The flexibility of the WebGrants software solution allows DTPi to implement WebGrants in a diverse set of industries. This provides our staff with extensive experience in a large number of industries. Other industries include the arts, education, environment, health, science, religion, transportation and human rights.

## 3.4 Corporate Stability

DTPi is a highly stable company that has been in business since 1999. DTPi is profitable and growing.

- DTPi has never defaulted on its performance of a contract.
- DTPi has never been involved in a lawsuit.

## 3.5 WebGrants Overview

Detailed below is a short history of the WebGrants software product:

- WebGrants was first commercially available in 2001.
- The current WebGrants version number is 5.10.
- DTPi typically releases 4 to 5 upgrades per year.

## 3.6 Independent Evaluations

Listed below are papers from two independent studies that compared WebGrants with many other grant management systems available today.

Gartner Group:

- http://www.dullestech.com/GartnerGrantManagement.pdf

IdealWare:

- http://www.dullestech.com/IdealWareGrantsManagement.pdf

## 3.7 Staff Overview

DTPi employs a wide variety of personnel. Staff is divided into three main groups, project managers, customer relationship managers and software developers. All staff personnel meet strict minimum qualifications for employment and have multiple years of industry experience within and outside of DTPi. Most of our staff has been with the company for many years.

Project managers each have many years of experience leading large-scale web-based system implementations. All project managers have complete and intimate knowledge of the WebGrants system and can assist in the translation of all BCAC business rules and workflows into the WebGrants system. Our project managers are all experts in developing project plans, managing project stakeholders and the development team, mitigating risk, ensuing that the project stays on schedule and on budget and mitigating any conflicts.

Customer relationship managers typically engage on a project half way through implementation and continue to be engaged for the life of the system. Customer relationship managers are also experts in the WebGrants system and can assist in the design and development process. Primarily, client relationship managers assist in the development of system documentation, training and assisting the client in the testing and use of the system prior and after production. The primary contact for a client will switch from the project manager to the client relationship manager after the system goes live.

All DTPi software developers are experts in web based software development. All developers have multiple years of experience prior to joining DTPi and most developers have been with DTPi for many years. All of our developers are experts in java development and are experts in the latest web technologies. Our developers are also proficient in standard waterfall methodologies and agile software development methodologies such as extreme programming.

## 3.8 Partial Client List

Dulles Technology Partners is currently working with or has delivered services to the following clients:

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# 7 WebGrants Overview

WebGrants is a comprehensive full-lifecycle grant management system for grant giving organizations. Since 2000, DTPi has refined and enhanced the core product resulting in software that currently meets 90 percent of all new client requirements “out of the box”. How is this possible? At a high-level, all grant management projects are similar; they all have the core grant management lifecycle, which is opportunity creation and announcement, application preparation and submission, application evaluation, grant award, project implementation and reporting, and finally project closeout. Many details at each stage of the lifecycle are also similar for each client. WebGrants has evolved over the years with many features and functions at each stage of the process. These “bells and whistles” set WebGrants apart from our competition. Not only does WebGrants support the grant management lifecycle at a high-level, but also features numerous specific capabilities within each module.

In additional to all the great functionality “out of the box”, WebGrants is also almost completely user definable. Clients can create their own forms for almost any aspect of the system including announcements, applications, reviews, grants, status reports, claims, site visits, contacts, contracts and more.

A quick high-level overview of each WebGrants module is provided below:

## 7.1 Dashboard

The dashboard module allows internal staff to view all assigned work in one convenient location. Staff can easily check their dashboard to see any new alerts, work or pending authorizations. Management staff can view their dashboard to see the current volume of work. Management can easily see where in the grant management lifecycle the current applications, grants, payments and other documents are pending. Each staff person can easily configure the dashboard to display information that is most relevant to him or her. Staff also receives automated email alerts when new work assignments are made.

## 7.2 People and Organizations

WebGrants has a comprehensive contact management system. Users and contacts of the system maintain a personal profile and an organization profile; these users can be internal staff, reviewers, applicants, board members, etc. The People module maintains all the personal information about each user and contact. This information includes the person's name, address, email, phone and other standard contact information. In addition to the standard contact information, the WebGrants Form Creator allows BCAC to expand the base fields and add new additional fields. These new fields can cover additional information not covered by the base fields such as the person's academic degrees, demographic information, their department or additional email addresses and phone numbers. This configuration capability allows BCAC staff to expand and capture any additional relevant information for a person.

Staff can search for people in a wide variety of ways including selecting a letter of the alphabet, name search and advanced search that allows searching on expanded fields. Staff can also set additional parameters on each user in the People module including configuring the user's dashboard preferences, associating them with one or more internal agencies or departments, associating them with one or more program areas, setting their security roles, subscribing them to certain automated email alerts, and resetting their password. Staff can also view the history of that person and view their submitted applications, reviews and successful grants. Staff can also merge people to eliminate duplicates.

Each person can be associated with one or more organizations. WebGrants also supports people that are not associated with any organization at all. The Organization module uses the same navigation as the People module with the same abilities to search. Each organization has a base profile that can be expanded to include custom fields in the same manner as the People module. Organizations can be associated with people in a many to many relationship. A single organization can be associated with one or more people.

Information entered into the People and Organization modules are reused on all submitted documents. A person's or organization's contact information never needs to be entered again, this information will appear on all documents by a query to the database. The People and Organization can be entered into the system in three ways, via self-registration, added manually by staff or via legacy data migration.

## 7.3 Distribution Lists

Staff can leverage the contacts in the People module to send mass emails and letters to large subsets of people. By selecting individuals from the people module or by running a query, staff can compile a list of people and save the list. Once the list is established, staff can send the list a mass email or staff can create and send to the list form letters, staff can also export the data to use as a mail merge source for physical letters and labels. While WebGrants has over 70 automated email alerts that are sent under a wide variety of business rules, staff can utilize the distribution lists module to augment those notifications with additional specialized alerts like announcements.

## 7.4 Awards

WebGrants supports a comprehensive financial management module. The Awards module acts as a financial dashboard giving staff visibility into the overall financial situation of the organization at any point in time. Each award records a grant or allocation to your organization from an external source. This source can be from the federal, state or local government or from corporate or private contributions. This award can then be subdivided into fund sources to support grant giving, loan giving or internal administration activities. Funds from each fund source are allocated, earmarked, or committed to one or more grants. When the grantee is paid, either on a payment schedule or reimbursement basis, the funds are drawn down from the allocated fund sources. WebGrants automatically calculates the committed, expended and unexpended amounts at the grant level and rolled up by fiscal year and funding opportunity.

## 7.5 Funding Opportunities

New grant competitions are announced and posted online via the Funding Opportunity module. Staff can create and post new opportunities at any time. Funding opportunities can require a single-stage final application submission or a two-stage submission with a pre-application, letter of intent or eligibility quiz followed by a final application submission. Prospective applicants can view, search and apply to posted funding opportunities. Applicants can also post questions about the funding opportunity and staff can post the answers for all applicants to view.

Applicants can apply to a posted funding opportunity by starting a blank application or by copying the contents of an old application into a new application, make any necessary edits and then submit the application.

WebGrants supports any number of application forms. Forms are created in the system via a user-friendly tool called the Form Creator. BCAC staff can use the form creator to create new forms and edit existing forms. Creating or modifying forms requires no formal technical expertise and can be learned by anyone in an afternoon. Forms are associated with program areas or grant types. When a new funding opportunity is posted it is associated with a program area, the application that applicants complete will display only those forms associated with the same program area. Thus, it is possible to support any number of program areas with any number of forms in the system.

Applicants complete the application by answering all questions on each of the forms. When designing forms, BCAC staff can designate fields to be required or optional, of a specific type like dates, numbers, text, drop downs, etc. There are twenty different data types available. Fields can have a maximum character length. Fields can also have instructions, calculations, input masks, conditional required properties, conditional reject properties, conditional comparison properties, subtotals and other specifications. Applicants can also attach electronic documents to their application of any type or size. Applicants completing the forms in the application must adhere to the rules defined in the form creator. Therefore, it is impossible for an applicant to submit an incomplete application or an application where the answers logically do not match the definition. All of the applicant's work is saved in real time so an applicant can stop writing the application at any time, turn off their computer and return later to complete their work. They can even resume their work from a different computer. Applicants can also work on smart phones and tablets. Multiple applicants can work on the same application from the same organization. Once submitted, the application is locked from further editing.

## 7.6 Submitted Applications

Once applications are submitted, internal staff can view the applications in the Submitted Applications module. This module is a quality control area to ensure that applications assigned to reviewers are of good quality. While the system will enforce completeness and accuracy, it cannot enforce quality. Any ineligible applications can be withdrawn from the competition. If any clarifications or edits need to be made by the applicant, staff can unlock one or more sections of the application via the negotiation process. This process allows staff to unlock each application form independently and route the application back to the applicant. Upon receiving an automated email notification, the applicant can open and edit the unlocked forms and only the unlocked forms. The applicant can then make their edits and resubmit the application. In this negotiation process, the system will version all unlocked forms, this copies the forms and allows the applicant to edit the new version and not the original version, therefore the original version and the new version are both stored in the system. Thus, no data is ever overwritten or lost via the negotiation process. Staff can negotiate each form any number of times and each time the system will create a new version.

Staff can also add internal notes to the application that are viewable only by internal staff and optionally reviewers. Staff can also add feedback to the application that will be appended to the end of the application and is visible to everyone viewing the application including the applicant. Addresses or coordinates in the application can be mapped via integration with Google Maps. Staff can map a single application per map or multiple applications on a single map.

## 7.7 Panel Evaluations

After the initial quality control phase, the applications can be assigned to evaluation panels. WebGrants supports up to five evaluation rounds. In each round, staff can assign any number of evaluators to any number of applications. Evaluators can be assigned two ways, either on an ad hoc basis or via static panels. The ad hoc method allows staff to assign any number of evaluators to any number of applications. Staff can assign two evaluators to one application, three to another, four to another, etc. Evaluators are selected from the People module and assigned to applications. The static panel method allows staff to predefine a panel that remains static over many competitions. These static panels can be reused over time. The assignment of a static panel assigns many evaluators to many applications in a single step.

Once the panels are defined, staff can choose to optionally require a conflict of interest process. This process requires that each evaluator indicate if they have a conflict of interest with the applicant or the application. If they do have a conflict then staff can choose to remove the evaluator from that application or the entire panel.

Once the panels are finalized, evaluators can view the assigned applications in the My Reviews module. This module is an inbox for each evaluator where applications assigned to them personally appear. Evaluators can read the applications online; they can print out a paper copy or save a PDF version of the application on their computer. The PDF version will also merge all PDF attachments into a single consolidated document. Evaluators can then complete the associated review forms. BCAC staff use the Form Creator module to define review forms. Like application forms, review forms can be created, modified and associated with a program area. Review form questions can be numeric scores, comments, yes/no fields and drop downs. WebGrants will automatically calculate the total score for the application and the average score for all reviewers.

This process can be repeated five times in five review rounds. Applications can be eliminated after each round. The evaluators and the evaluation forms can be different in each round. Rounds are typically used to differentiate internal panels from external panels or reviewer scores from management/board member scores.

## 7.8 Final Approval

Once all panel evaluations are complete, internal staff can view the results in the Final Approval module and make the ultimate decision on each application. This module will display a sorted list of all applications with an automatically calculated average score per application, per round. Staff can drill down on the average score to see the breakdown of scores by evaluators. Staff can further drill down and view the forms each evaluator completed. This process allows staff to view all the comments and feedback from each evaluator. This data can also be displayed on a report. Staff can unlock the review to allow further editing by evaluators. This process will version the review forms. Staff can also enter notes for each application and can set an internal status. Internal status is a temporary status to capture additional steps in a business process like awaiting board approval or awaiting a director's signature. If necessary, staff can also at this point negotiate the application for further editing back to the applicant, in a process identical to the one described under the Submitted Applications section above. Staff can also change the application's status from the current Under Review to Awarded or Not Awarded. Not awarded would mean a rejection, and awarded would award the application and the system will automatically create a grant in the Grant Tracking module.

## 7.9 Grant Tracking

Once awarded, the application data is automatically copied from the application into the grant. The Grant Tracking module encapsulates the entire post-award grant management lifecycle. Each grant is subdivided into a number of components. There are three types of components, first are default components that all customers receive. These components are described in the sections below and include the Status Reports, Claims, Communications, etc. The second type are any application forms designated to be copied into the grant. This is a configuration setting on each application form that can be set by BCAC staff. Typical application forms that are copied into the grant include the budget, scope of work and any other form that contains data that might change during the course of the grant. Third are user-defined forms. Staff can create and maintain any number of additional user defined forms. These forms are created in the Form Creator. Staff can set security on the grant and each component. In addition, the grantee is able to view and edit certain components of the grant.

Each component of the grant is described in further detail below.

### 7.9.1 General Information

Upon creation of the grant, high-level application data is automatically copied into the grant. This information includes the title, organization, grantee, year, project dates and other information. Staff can at this point enter a new multi-part grant id number, designate primary and secondary grant contacts and establish the project duration dates.

### 7.9.2 Budget

Upon award of the application, the budget is automatically copied into the grant. To support budget amendments, internal staff can version the budget and edit the new version. This allows the original budget to be retained in the system, and the new version is stored as the new official version. This process can be repeated any number of times. In addition, internal staff can unlock the budget to allow the grantee themselves to make modifications. This process requires internal approval for the updated budget to become the official version. Grantees can view the budget read-only at any time in the system.

### 7.9.3 Fund Sources

Fund sources created under an award in the Awards module can be associated to grants. Staff can associate one or more fund sources per grant. Staff can also allocate, earmark, or reserve dollars from each fund source to pay the grantee on a grant. When the grantee submits a payment request or reimbursement request, the system will draw down the funds from the associated fund sources. Fund source allocations and payments can be viewed at the grant level or rolled up at the funding opportunity or fiscal year level. This information is also available via reports.

### 7.9.4 Status Reports

Periodic status reports can be submitted in WebGrants. Internal staff can designate a status report schedule for a single grant or for a collection of grants. Once scheduled, WebGrants will email automated reminders to the grantee when the due date approaches. The grantee can complete a multi-form status report and submit it. Internal staff can design the status report using the form creator in the same manner as the application. The status report can be of various types, for example, reports can be defined for quarterly reports, interim reports and final reports. Once submitted, internal staff can route the reports back to the grantee for clarifications, they can make notes and provide feedback. Internal staff can also approve submitted status reports.

### 7.9.5 Claims

WebGrants supports two types of claims, payments and reimbursements. Payments are scheduled payments that reoccur over time. Staff can define a payment schedule with a start date, a payment type, an installment amount and a frequency. The system will automatically generate the payments as they come due and notify appropriate accounting personnel for approval.

Reimbursements are claims that are more complex. WebGrants will reproduce the grant budget, complete with all budget line items, on the claim. Grantees can create a new reimbursement request at any time. The grantee will enter the expenses this period for each budget line item. The system will then compute the total prior expenses, the current total including the current expenses and the available balance. Upon submission, WebGrants will route the claim for approval to up to five levels. Any number of staff can be assigned to levels one thru five. When the claim is submitted, everyone in level one is notified, when a person in level one approves the claim then level two is notified. This continues until the highest level defined is reached or until level five is reached. Once approved, staff can create the voucher. The voucher is the payment authorization form. On this form will be all associated funding sources. These funds are associated to the grant via the fund source component described above. Staff can designate for each budget line item how much of the requested amount will be drawn down from each associated fund source. When the values are entered and the voucher is saved, it is ready to move to the financial accounting system. Data from the voucher can move to the financial accounting system two ways, one is a manual process where accounting staff manually key into the financial accounting system the details of the voucher. Second, via electronic integration with the financial accounting system. Once the voucher is paid, staff can either manually key in the date paid and check number into WebGrants or this information can automatically return from the financial accounting system via the electronic integration.

### 7.9.6 Communication

The communication component has two sub-sections, the Non-WebGrants Communication Log and the Inter-WebGrants Grantee Correspondence. The Non-WebGrants Communication Log records important conversations that occur outside of the WebGrants system. For example, if there is an external phone call, email, fax or letter then staff can create a new record and record the communication including the recipient, date, subject message and they can attach the external file. This information can be searched and viewed by other staff with the correct security access. The Inter-WebGrants Grantee Correspondence allows staff and the grantee to communicate by sending messages within the WebGrants system. Both parties can initiate communication and the other party can reply to any communication received. The whole conversation is recorded in the system. The benefit of this over using external email like Outlook is anyone with security access to the grant can view the entire communication history.

### 7.9.7 Site Visit

Site visits are fully supported in WebGrants. Site visits can be assigned to a site visitor. Any site visits assigned will appear on the site visitor's main menu in a new module called My Site Visits. Staff can impose deadlines for when the site visits must be completed. Staff using the form creator develops site visit forms just as forms are developed for the application or the status report. Site visit forms have a type and forms can be developed for both the grantee and the site visitor. The grantee can be assigned preliminary forms that must be completed prior to the site visit. The site visitor can also be assigned forms that will record the monitoring oversight and any findings. All site visit data is associated with the grant and is fully searchable and can be displayed on reports.

### 7.9.8 Contract Amendment

The contract amendment component provides an amendment authorization workflow. The contract amendment process can be started either by the grantee or by internal staff. Each contract amendment has a type such as a grant duration extension, a budget modification or a scope of work modification. Once the contract amendment is created, it can be routed internally to up to five levels of approval. This process is very similar to the claim approval process. Once the ultimate level has approved the contract amendment, staff can make the corresponding changes in the grant components. This component records a history of the authorizations and the requested changes.

### 7.9.9 Closeout Schedule

The closeout schedule is used to define a list of activities that must be completed before the grant can be closed. These activities can be defined for a group of grants or for a single grant. Each task will have an expected completion date that will tie into the alerts. As the dates approach, WebGrants will send automated email alerts to the grantee. Once the task is complete, internal staff can enter the actual date completed.

### 7.9.10 Contract Data Export

Contract data can be exported from WebGrants two ways. The most common way is for the required raw data to be exported from the system in CSV format. This raw data includes the grantee contact information, the grant information, the budget, scope of work and other relevant information. This data can be exported for a single grant or for many grants at once. This data can then be imported into a Microsoft Word document template via the mail merge functionality. The resulting contracts can be signed, scanned and stored in the system. The other less common method is to develop the entire contract in the system and generate it fully complete directly from the system. This is a good option if the standard boilerplate text does not change. However, this process will not work for any clients where the standard language is edited for each contract.

### 7.9.11 Attachments

Internal staff can attach any number of electronic files in any file format to the grant. These files could be the scanned signed contract or any other relevant documents.

### 7.9.12 Other Functionality

Other grants management functionality includes the ability to map grants via Google maps. The system will map both addresses and coordinates. Multiple addresses can be mapped on a single map. Staff can define their own alerts for each grant. These alerts can be for any purpose and can be one time alerts or reoccurring alerts. Grants can be copied and the standard forms associated with a group of grants can be changed on an individual grant basis.

## 7.10 Inventory

The inventory module allows clients to store information in the WebGrants system that is separate from an application or a grant. The inventory module can be used for a wide variety of purposes. Some clients may want to use the module to track equipment or capital purchases that might be used on a variety of grants. Once the inventory item is created, it can then be associated with other objects in the system such as People, Organizations, Applications, Grants, Status Reports, Claims, Site Visits or Amendments. Inventory items can be added by internal staff or by applicants/grantees. Examples of inventory module uses would include transportation clients can enter vehicles to track mileage, repair history and transportation route, art clients could use the module to track applicant art portfolios and housing clients could use the module to track unique properties. Once these items were created in the system, each item can be associated with one or more applications or grants.

The inventory module forms can be defined in the Form Creator to allow each client to maintain unique forms for each item. Each form can be associated with a type to allow clients to store more than one type of inventory item in the system. The user defined forms and fields are immediately available in the ad hoc reporting tool to allow clients to run full reports on all inventory module activity.

## 7.11 Reports

WebGrants supports two report types, standard and ad-hoc. Standard reports come standard with the system. There are approximately two dozen standard reports in the system. These reports display data from all aspects of the grant management lifecycle including financial management, applications, panel reviews, grants, payments and monitoring activities. Each standard report has its own filter screen where staff can limit the data returned on the report; common filter criteria include program area, data range, status and funding opportunity. Each report can be exported to PDF, HTML, Word and Excel formats. New reports can be developed during the course of the project.

Ad hoc reports allow BCAC staff to develop their own reports. Ad hoc reports can be created, named, saved, and shared with other co-workers. Staff can define their report by adding fields from nearly anywhere in the system including the funding opportunity, application, review, grant, status report, claim, site visit or contract amendment. Once the fields are added staff can reorder the fields, rename the fields, group the data by any field, sort the data, filter the data with the logical operators (=, <, >, like, IN, Between), insert subtotals and grand totals. In addition, mathematical formulas can be added using the operators add, subtract, multiple and divide. In addition, the data can be exported to MS Excel where any number of additional computations can be executed. Other formats include HTML and CSV.

DTPi also allows direct database access. Clients who wish to use their own third party reporting tools can connect the tool directly to the WebGrants database and run their reports. DTPi will give each client a copy of the data dictionary and the database schema.

## 7.12 Program Areas

A program area is a grant type; it is also a concept within the WebGrants software that allows a single instance of WebGrants to support many unique process workflows, business rules, formula-based calculations/allocations, reporting, and standardization across a client's diverse set of grant offerings. Clients typically give away multiple types of grants. Each program area can be distinct in terms of forms, business rules, workflow and security access. Each program area can have its own unique set of forms including applications, reviews, grants, payments, status reports, site visits and contract amendments. WebGrants can support any number of program areas. Our largest client, the State of Iowa currently has 113 program areas running simultaneously in a single instance of WebGrants. Program areas can be grouped into agencies and security access can be assigned at either the program area or the agency level.

## 7.13 Drop Down Lists

All drop down list boxes in the WebGrants software can be edited by the system administrator. The administrator can add, edit or delete the contents of any drop down list box. Drop down list boxes can also be nested so the selection of an option in the first drop down restricts the choices in a second drop down.

## 7.14 Form Creator

The WebGrants Form Creator is a powerful tool that places the customization and configuration of the system in the customer's hands. Clients have the power to modify forms, business rules, workflow and security practically anywhere in the system. Clients can add new forms that are used throughout the grants management lifecycle including user profiles, funding opportunities, applications, review forms, grants, status reports, claims, contract amendments, and site visits. Staff can define the form's rules such as where in the process the form is used, how it is routed, who has access to the form, what stage of the process the form is used, when the form is visible and when its hidden and when the data is copied from one step in the workflow into the next. Staff can create new forms, modify existing forms and discontinue using old forms. The workflow can be modified at any time to include or exclude forms, queues, staff and stages. Business rules can be changed at any time to reflect changes in business practice. Forms, workflows and business rules can be defined at a global level or down at a program area level.

Forms can be defined using a wide collection of powerful tools. Staff can define many different types of forms including, budgets, attachments and standard forms used in any document in the lifecycle. Each form can have any number of sections. Sections can be data entry forms, lists or grids. Each field has dozens of parameters that allow staff to fine-tune the specific field-level business rules. These parameters include a data type. There are over twenty data types to choose from including text, number, date, currency, yes/no, drop down, phone, email, attachment, percentage, etc. Staff can also define an order, a label, a default value, an input mask, a field size, a maximum length in terms of characters, required or optional parameter, a visibility flag, header labels, sub labels, instructions, and online help text. Conditional parameters can also be set these include a conditional required parameter that allows staff to designate a field as required if an answer to a prior question is met. Conditional validation allows staff to set up logical comparisons that force answers to be within certain parameters like 1-10. Conditional reject defines certain answers to questions that automatically disqualify an applicant. In addition, staff can define mathematical calculations between any fields on any forms. Staff can use the operators add, subtract, multiply and divide, they can use parenthesis to establish the order of the operations. Staff can define complex mathematical formulas that execute automatically for the benefit of the applicant or grantee so the applicant or grantee never has to do any math and there are never any mathematical mistakes to worry about.

Staff also have the ability to set up and define workflow parameters like how many approvals are required for a certain document, by what percentage can a grantee overdraw a budget line item, and who is alerted when certain documents are submitted. There are too many parameters and business rules to list here. Over the course of a decade of customer requests DTPi has added so many configuration parameters to the system that almost any workflow can be accommodated without the need for software development.

## 7.15 Security

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the module, form, function and field level.

## 7.16 Online Help

The entire WebGrants user manual is available via online help. A dedicated online help button appears on every screen. This button will pop up a new window that will display the relevant online help for that screen. The system comes with a complete online help library; client staff via the online help module under Utilities can extend this library. Staff can expand or rewrite the existing online help for each screen. DTPi will also update all online help in areas that were specifically customized for the customer. In addition to online help, staff can also add instructions to the screen at the form, section and field levels.

### 7.17 Automated Alerts

WebGrants sends automated email alerts under a wide set of business rules. These alerts are sent to applicants, grantees, internal staff, evaluators and administrators. WebGrants contains over 70 different automated alerts. Examples of automated alerts include registration, application deadline approaching, reviewer assigned to a panel, review deadline approaching, grant status change, grant closeout approaching, status report deadline approaching, claim deadline approaching and others. Each alert is fully customizable, staff can edit the alert body, and the frequency and staff can insert variables into the body to indicate the recipient's name, grant title, deadline, budget amount, status and other data elements. Individual staff personnel can subscribe to certain alerts so they receive only the alerts they want.

### 7.18 Audit Trail

WebGrants records all user actions in an audit trail. The system records the user's id, the timestamp and the action performed. This audit trail can be queried to determine the user responsible for any action in the system. The audit log grows indefinitely large.

## 8 WebGrants Architecture

WebGrants is a multi-tier application built using Java Platform, Enterprise Edition (Java EE) technologies and is completely object oriented and modular in design. WebGrants employs a sophisticated yet simple to configure XML layer that allows easy addition and modification of user screens, customization of organization specific data elements, security policy enforcement and workflow configuration. WebGrants also supports very flexible operating system and database deployment options in order to comply with an organization's existing enterprise IT standards.

DTPi is committed to open source technology. When given an option, DTPi always tries to incorporate open source technology in place of proprietary technology.

Typical WebGrants deployments are comprised of the following tiers:

### 8.1 Tier One – User

To utilize the WebGrants application, the user simply needs an Internet connection and a current browser either Internet Explorer, Chrome, Firefox, Safari or Opera. The user's computers can be Windows or Macintosh, also tablets and Smartphones are supported. The Internet communication can be a simple 56k dialup connection, high-speed internet is not required. No additional software or plug-in is required. No additional software is ever downloaded to the user's device.

### 8.2 Tier Two – Web Server

WebGrants is built upon the robust and ubiquitous J2EE technology. A web server that supports this technology is required on the server. This web server is most typically Apache/Tomcat. This is a free server is that is utilized for more websites than MS IIS and is more stable and hacker proof than IIS.

## 8.3 Tier Three – Application Server

This tier hosts the core WebGrants modules and associated business logic. It provides all the business services required to support the system's functionality. A Java Application Server that is Java 2 Enterprise Edition (J2EE) compliant is required for this tier. DTPi recommends JBOSS, a free application server that is the de-facto standard for J2EE applications. It is the most secure and hacker proof application server on the market.

## 8.4 Tier Four – Database

WebGrants is compatible with two databases MySQL and MS SQL Server. The customer decides which to use. By default, DTPi will utilize MySQL because it is free and provides the same performance, capabilities and security of MS SQL Server. However, if the client is partial to MS SQL Server then DTPi will use this database instead. However, the client is responsible for the fees associated with the MS SQL Server database. Regardless of which database is used, the client owns all the data stored in the database. The client can also connect directly to the database to use third party reporting tools or to download the data at any time.

## 8.5 Performance/Scalability

Performance is seldom an issue with grants management systems. The vast majority of the time the CPU utilization on the servers is close to zero. The only time when performance is an issue is the five to ten minutes just before the deadline to a major grant competition. Of course, this is absolutely the worst time for the system to fail or for performance to become an issue. A modern robust server can handle up to 100 concurrent users without any performance impact. One hundred concurrent users does not mean simply 100 users logged in at the same time, it means 100 users concurrently issuing a command in the system, for example all 100 people clicking a button simultaneously. Statistically in order for 100 concurrent users to issue a command at the same time, there needs to be at least 10,000 registered users in the system. Few of our clients have so many users. Typically, a single server instance is more than enough power to support most clients without any performance impact.

However, if for whatever reason performance does become an issue we have several ways to mitigate the problem. WebGrants is an N-tier system, meaning that each system layer can be deployed on a separate server. This means that the web server and the database can both reside on separate servers. In addition, WebGrants is cluster-able. This means that both the web server and the database server can be replicated any number of times with a load balancer to distribute the work amongst the servers. This process can scale to any level.

### 8.5.1 Typical Deployment

A typical server configuration is described below:

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## 8.6 System Integration

DTPi can integrate WebGrants with any number of client back office systems. The most common integration is with a customer's financial accounting system. While the exact integration mechanism may differ by client, the most common financial accounting system integration is via flat file. This process starts by WebGrants batching up all payment request transactions in a day. This data is written to a flat file and this file is exported from the system once be day, typically at night. This file is then imported into the financial accounting system, which in turn processes each transaction and sets up the process to pay the grantee. When the payment is made, the financial accounting system exports a return file to WebGrants; this file contains the date paid and the check number, which is updated in WebGrants for both the applicant and internal staff to view. Of course, other integration mechanisms can be used such as EDI or web services API.

Other integrations include single sign on via integration with a client's LDAP or Active Directly systems. Integration with document repositories, customer relationship management systems (CRM) and other systems is also possible.

## 8.7 Data Migration

Most customers request some level of legacy data migration. DTPi can accommodate data migration as long as the data is electronic and in certain formats such as Excel and relational databases. DTPi cannot migrate data that is in Word or PDF format. In addition, data cleanup and normalization are the client's responsibility. The client will also assist in the data mapping between the old and new systems. DTPi will develop migration scripts that can be run numerous times. Data can be migrated more than once for testing purposes and also to capture the final snapshot of the data before system cutover.

## 8.8 Product Roadmap

DTPi updates WebGrants five to six times per year with major releases; these releases typically include new functionality and features. DTPi also updates WebGrants once per month with bug fixes, patches and performance updates. As long as the client has a current maintenance agreement, the client will receive all updates. DTPi will inform the client prior to any updates. Clients can schedule the update when convenient. All updates are performed after hours, over the weekend and at night. Clients who use a test server can deploy the updates first to the test server and test the new functionality prior to deployment to the production server.

## 8.9 Dual-Core Architecture

DTPi has sold WebGrants since 2001. In this time, DTPi has added so many features and functionality to the system that today clients rarely ask for new features that are not already present. However, if a client requests a new feature and DTPi adds that feature only for that one client that does not preclude the client from future updates and patches. The reason for this is all clients receive the WebGrants baseline core source code, in addition to the baseline core some clients also receive a custom core. This custom core overrides the functionality in the baseline core. However, the baseline core can always be updated without any issues.

### 8.10 Hosting

The WebGrants software can be hosted either by the client or by DTPi. Historically our customers are divided 50/50 on this option. If the client hosts the software then the client is responsible for server up time, network connectivity and backups. If DTPi hosts the software then DTPi is responsible. DTPi will host the software on a dedicated server in a professional hosting facility. The facility will have direct internet backbone connectivity, multiple ISP access, power redundancy and backup generators, physical and software firewalls, on site security, 24x7 monitoring, and nightly backups. Backups are stored in a geographically remote location to mitigate disaster recovery. DTPi utilizes hosting facilities across the US including Virginia, Tennessee, Arizona and Washington State. If a client's system is hosted in one facility, the data is backed up nightly to another facility. In case of a disaster, DTPi can restore the server in under 24 hours with minimal data lose.

### 8.11 Accessibility

WebGrants is fully Section 508 compliant, meaning visually impaired people can use the software with the aid of website reading programs such as JAWS.

### 8.12 Security

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## 9 Implementation Methodology

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